



# FOSTERING GENDER EQUALITY IN ORGANISATION

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## ABSTRACT

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*Gender equality in organisations continues to be an important issue that influences employee satisfaction, a diverse leadership team, and organisational performance. This research investigates barriers to gender equality, reviews organisational policies and practices, and presents practical recommendations for fair and inclusive workplaces. Using a quantitative research design, the study collected data from 120 employees from a stratified random sample of companies across different industries using structured questionnaire and organisational documentation. The data were analysed using statistical techniques including t-tests, correlations, and regression to test proposed hypotheses associated with policy, organisational culture, and gender equality training. The findings suggest organisations with formal gender equality policies have statistically significantly greater representation of women at a leadership level, an organisations culture positively and statistically significantly correlated with supportive attitudes toward gender equality initiatives, and in organizations where training programs had been implemented, significantly more employees noted inclusivity and job satisfaction in their workplace. The study concludes that through policy implementation, positive organisational culture and targeted training into the workplace; equality is enabled. The research provides empirical evidence of the value in linking organisational practices in terms of gender equity and workplace outcomes; and presents tangible guidance practitioners can use in order to build a more equitable and inclusive workplace.*



**Keywords:** *Gender Equality, Organisational Performance, Influences Employee Satisfaction.*

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## 1. INTRODUCTION

Gender equality in the workplace has become a pillar of contemporary organizational ethics and sustainable business practice. As societies transition toward more inclusive structures, organizations are acknowledging the necessity of ensuring individuals have equal opportunity, rights and representation - regardless of gender. Gender equality is not only a societal or moral obligation, it is also a strategic imperative which has meaningful implications for innovation, productivity and well-being. Despite concerted global efforts and policy interventions, gender inequality still shows up in numerous forms, including unequal pay, limited access to leadership roles, unconscious bias, and workplace discrimination. Any and all of these issues emphasize the need to make organizational structures equitable for all employees.

Inclusive human resource (HR) practices help organizations combat gender inequality, as do commitment to inclusive leadership styles. Inclusive HR practices include fair recruitment processes, equal pay, unbiased performance appraisal systems, gender-inclusive policies, and appropriate and relevant training programs designed to eliminate workplace discrimination. Similarly, inclusive leadership practices are behaviours and attitudes that support inclusive efforts within organizations by modelling equitable behavior, inspiring diverse teams to reach their full potential, supporting 'belongingness' among employees. Inclusive leaders who are committed to gender diversity and create psychologically safe workplaces lead to greater levels of employee engagement, satisfaction and retention. Therefore, organizations that incorporate inclusivity into their main management practice can better realize potential in its diverse workforce.

Additionally, promoting gender equality also enhances organizational outcomes such as organizational culture, morale, employee retention. Evidence consistently supports the notion that inclusive environments, in which people feel valued and appreciated, leads to higher job satisfaction and commitment to their organization. When employees perceive fairness and equity within their workplace, they are more likely to remain engaged and less likely to look for new employers. The practices of promoting inclusive organizations are dignity pathways to sustainable human capital development.



Despite an increase in awareness and discourse surrounding the implementation of gender-inclusive practices, the ability to put gender-inclusive practices into practice may look different across organizations and sectors. Some organizations and sectors are still struggling with deeply entrenched cultural norms, leadership biases, and structural barriers that have justified inequalities that limit true inclusivity. Therefore, the goal of this research is to explore the effects of inclusive HR practices on employee satisfaction, engagement, and retention, and the effects of inclusive leadership on the same outcomes. By studying the relationships, the research will provide evidence of how inclusivity can support issues around gender equality and performance within organizations.

While it is evident that achieving gender equality within organizations is complex and multifaceted, achieving gender equality requires a commitment to building gender-inclusive workplaces from both policy and practice perspectives. With this research we wish to demonstrate how inclusive HR and leadership initiatives support gender-inclusive workplaces. We intend for our research findings to inform HR practitioners, managers, and policy makers about effective initiatives that build gender-balanced, inclusive, and high-performance organizational cultures.

### **1.1. Importance of Gender Equality in the Workplace**

Gender equality in the workplace is essential to building a fair and equitable workplace where employees are given equal opportunities to succeed, regardless of their gender. Promoting gender equality also seeks to address discriminatory practices that have historically marginalized women and others from gender minorities, and to provide opportunities based on people's abilities and skills rather than characteristics. Fostering gender equality allows organizations to abide by ethical and legal responsibilities and develop diversity, which aids in creativity, problem-solving and decision-making. Gender diverse groups reflect a greater diversity of society, and customer base. Organizations will better understand their diverse market needs and can rethink innovation and elevating their business.

Furthermore, promoting gender equality area has substantial effects on employee morale, job satisfaction and retention. Engaged, motivated and committed employees who perceive their workplace as fair and inclusive will have increased productivity and lower turnover rates. Gender equality also serves to counteract damaging stereotypes and biases that hinder the potential of individuals and perpetuate inequities in the workplace. Organizations that are



committed to gender equality are sending an important message about the organization's values and sense of social responsibility, bettering their success, reputations and attractiveness as employers. In summary, gender equality is not only about justice, but also is a competitive advantage for organizations, employees and society.

### **1.2. Gender Equality Training and Awareness**

Training and awareness programs on gender equality and inclusion are valuable to organisations as they inform employees about the importance of gender inclusion, to ensure awareness and elimination of biases and stereotypes. Typical topics included in these programs may address organisational policies and practices related to unconscious bias, respectful workplace behaviour, the law, and the importance of diversity. Providing awareness around biases, discrimination, and inequality can help employees identify how these issues show up in the workplace and create behaviours that respect and are fair. These programs will often incorporate group activities, discussions, or other situational examples to help our learning process and make it enjoyable for trainees. These programs can also inform employees of the organisation's policies on gender equality, but additionally can empower employees to advocate and engage with employers in creating a culture of inclusiveness.

The effectiveness of gender equality training on workplace dynamics and organisational outcomes is documentable. Studies suggest that employees who attend these training days are more likely to cite feeling included, more effective communication and better outcomes in team activities across genders. Training in gender equality helps to address culture changes within the organisation and as a result will help to mitigate levels of harassment and discrimination, as well as underscore shared accountability and respect. By focusing on continuous gender equality training, organisations leave an impression that they want to make a long-term change in their cultures and improve employee satisfaction and retention. In the end, gender equality training can create the kind of environment where people feel valued, supported and appreciated every day. Developing and engendering this kind of workplace will lead to better collaboration and teamwork, innovation and overall organisational performance.

### **1.3. Research Objective**

The research objectives of the study are:

- To identify the key barriers and challenges hindering gender equality in organisational structures and cultures.
- To evaluate the effectiveness of current policies and practices aimed at promoting gender equality within organisations.
- To develop strategic recommendations for organisations to foster an inclusive work environment that supports equal opportunities for all genders.

## 2. LITERATURE REVIEW

**Diprose (2023)** studied the contribution of civil society organizations (CSOs) to gender equity and women's empowerment in rural Indonesia. The research explored how CSOs which focus on empowerment acted as brokers of power and influence in rural areas that are traditionally patriarchal. Diprose stated that such organizations were instrumental in changing the landscape of power by allowing women to become involved in local governance. Through the power of facilitation, support, capacity building, and networking with other organizations, the empowerment-focused CSOs enabled rural women to have more recognition and a greater voice in their communities. The report underscores the significance of context and relational power structures for agential empowerment, and for achieving meaningful equity in gender, particularly when formal institutional mechanisms may fall short.

**Du (2024)** focused on ongoing issues and possible approaches for promoting gender equality at work. The report examined various barriers to women's careers and potential solutions, including gender stereotypes, organizational culture, and systemic discrimination. Du observed that, although legislative and regulatory reform had led to some improvement, deeply entrenched cultural beliefs and a lack of leadership commitment to gender equality presented significant challenges. The report described a three-pronged approach including inclusive leadership, transparent HR practices and procedures, and targeted training and development to support equity. Additionally, Du discussed organizational accountability and regular gender audits as accountability and evaluation measures of progress and sustainability for organizational change. It is clear, in their key findings, Du has meaningfully contributed to the discourse on gender inclusion and solidarity by helping to conceptualize a need for systemic thinking and understanding gender equity as a long-game.

**El-Haddadeh, et.al., (2021)** investigated how the adoption of big data analytics (BDA) served to create value for organisations engaged in the Sustainable Development Goals (SDGs),



including gender equality. They found that data-driven decision-making helps organisations discover inconsistencies, measure diversity-based indicators, and implement action. Their emphasis is on how BDA helps organisations deliver transparency and accountability in human resource processes by making gender-based trends visible and measurable. They concluded that organisations that successfully mined data for BDA were more likely to be embedded equity into their operation and align internal practices with the general aims of sustainability. Their findings showed that technological tools, combined with an organisational mindset of inclusivity, made it easier to reach targets related to gender-based indicators in the SDG.

**Guthridge, et.al., (2022)** conducted a systematic review of initiatives to promote gender equality within a number of different institutional and organizational contexts. They looked at a range of empirical initiatives from different countries and assessed what worked best to reduce gender inequality. They found that multi-level initiatives targeting individual attitudes, organizations' policies and bigger systems worked better than initiatives focused on only one level. They found that training, inclusive leadership models, mentorship and structural changes all played an important role. Their study also emphasized the need for continued commitment and evaluation processes in order to sustain gender equality initiatives.

**Hervías Parejo and Radulović (2023)** explored the role of public policies in advancing gender equality as a specific arena for legal education. The authors argued that legal frameworks were important because they influenced social norms and the behaviour of institutions, and ultimately guided the implications for gender equity. The authors provided clarity that gender competent legal education enabled future policymakers and legal practitioners to critically analyze the effect of laws on gender relationships, gender equity and the role of gender in inequalities. The authors recognized that holistic design in policy and inclusive legal curriculum's support institutions to implement gender sensitive governance which empowers more inclusive workplaces and public institutions.

**Hideg and Krstic (2021)** evaluated the developments and ongoing issues in regard to gender equality in workplaces in the 21st century. They found accomplishments balanced by stagnation. They claimed that although legal protections and diversity initiatives have evolved, unconscious biases, gender stereotypes and unequal representation in leadership roles remain difficult obstacles to overcome. They recommend a combined approach: structural interventions most like equitable hiring and promotion policies and cultural interventions most



like bias training and awareness activities. The authors emphasized that creating an inclusive workplace culture requires changes in policy, but also shifts in organization values and daily behaviours.

### **3. RESEARCH METHODOLOGY**

This study uses a quantitative and analytical approach was taken to examine the contributing factors impacting gender equity in organisations. The case study of the organisation involved taking a random sample of 120 employees through stratified sampling within gender, levels of jobs and departments. Therefore, to collect data, structured questionnaires and various organisational documents were used. The questionnaire was organised in categories from demographics to organisational culture, effectiveness of policies and impact of training. The data were analysed using descriptive and inferential statistics with SPSS, using t-tests, correlations, inverse relationships and regressions to test the three hypotheses. Strict ethical standards were maintained such as informed consent, confidentiality, and voluntary participation.

#### **3.1. Research Design**

This research uses a quantitative research design to systematically investigate the impact of factors that contribute to gender equality in organisational contexts. The research is descriptive and analytical in order to examine barriers and challenges of gender equality; evaluate existing policies and practices; and develop recommendations for implementing an inclusive workplace. Given the nature of the study, quantitative data can objectively measure and provide statistical analysis of employee perceptions and organisational outcomes in respect of gender equality initiatives.

#### **3.2. Sample**

This research is based on a sample of 120 employees from different organisations that represent a broad range of industries and organisational structures. The sample includes participants across genders, levels of hierarchy, and functional departments to have an equitable and representative assessment of how gender equality is perceived and implemented at multiple levels of the organisation. The sample size is adequate to perform statistically meaningful analyses and to make inferences, which are valid and applicable to similar organisational contexts.

### **3.3. Sampling Technique**

Participants are selected with a stratified random sampling technique, whereby the population was divided into strata (i.e. gender, job role-entry level, middle management, senior leadership and departments) and sampled randomly in each stratum. This ensures that the sample is a representation of the diversity present in the organisation so that sampling bias is reduced and findings are more generalizable. Stratification was particularly important in this study as it endeavoured to gather varying experiences and attitudes toward gender equality across different parts of the organisation.

### **3.4. Data Collection Methods**

Data will be collected typically through structured questionnaires given to the sampled employees. The questionnaires will elicit quantitative data in relation to some dimensions measuring employees' perceptions of organisational culture, understanding of and attitudes towards gender equality policies, and experiences of gender equality programs and training. In addition, secondary data will be examined regarding organisational policy documents, reports and records and gender equality statistics to contextualise the findings from the questionnaires. The amalgamation of primary and secondary data collection will provide adequate and rigorous data for analysis.

### **3.5. Research Instruments**

The primary research instrument is a structured questionnaire developed using previously validated scales from the extant literature on equality between gender and organisational behaviour. The questionnaire is divided into four main sections comprising demographic information (age, gender, role, tenure), perceptions of the organisational culture regarding gender issues, views on the existence of gender equality policies, and perceived impacts of de-gendering training on workplace inclusivity and staff satisfaction. The questionnaire adopts a Likert-scale format in identifying attitudes and perceptions, hence allowing quantification and comparative conclusions across participants.

### **3.6. Data Analysis**

The data collected will be analyzed using statistical software packages such as SPSS or R. In the first stage of analysis, descriptive statistics will be used to describe the sample means,



characteristics of sample, & general trends across responses. Following that, we will use the inferential statistics needed to assess the study's hypotheses. For example, we will use t-tests and ANOVA for comparing leadership gender parity between organizations with formal gender equity policies and those without formal policies. Then we will run correlations and regression analyses to investigate the associations of organizational culture and employee attitudes towards gender equality; and we will run paired sample tests to examine inclusivity and employee morale/satisfaction improvements, following their participation in gender equality sensitizing and unconscious bias training programs. This strong statistical approach will allow us to rigorously evaluate achievement of the research aims.

### **3.7. Hypotheses Testing**

The study tests three specific hypotheses:

**H<sub>1</sub>:** Organisations with formal gender equality policies have higher levels of gender parity in leadership positions compared to organisations without such policies.

**H<sub>2</sub>:** Perceived organisational culture significantly influences employees' attitudes towards gender equality initiatives.

**H<sub>3</sub>:** Implementation of gender equality training programs leads to a measurable improvement in workplace inclusivity and employee satisfaction across genders.

### **3.8. Ethical Considerations**

The study maintains rigorous ethical standards. Involvement in the study is voluntary and all participants will give informed consent before being involved in the study at all. The confidentiality and anonymity of participants will be maintained; no personally identifiable information will be shared in relation to the study in any reports or publications. Data collected in the study will be securely stored and used only for research purposes. The study must abide by ethical guidelines to ensure any potential harm or discomfort are minimized and participants are not harmed in relation to their involvement in the study.

## **4. RESULTS AND DISCUSSION**

The research demonstrated a balance in the number of women and men in the sample. Organisations with formal policies on gender equality had more women in leadership roles compared to organisations without. And responsive organisational culture was positively

associated with attitudes towards gender equality, while the training on gender equality positively impacted a more inclusive workplace and employee satisfaction. Overall, these results underscore the role of policy, culture, and training in gender equality.

#### 4.1. Demographic Characteristics of the Respondents

To gain an understanding of the background and diversity of the participants, demographic data was collected concerning gender, age category, and professional job level. The demographic profile provides context for interpretation of the insights and conclusions made in the study. Table 1 contains the demographic characteristics of the 120 respondents (who agreed to participate in the study). The demographic profile details the gender, age category, and job level in their organisation. These variables provide contextual information that helps to understand the diversity of background of the sample population.

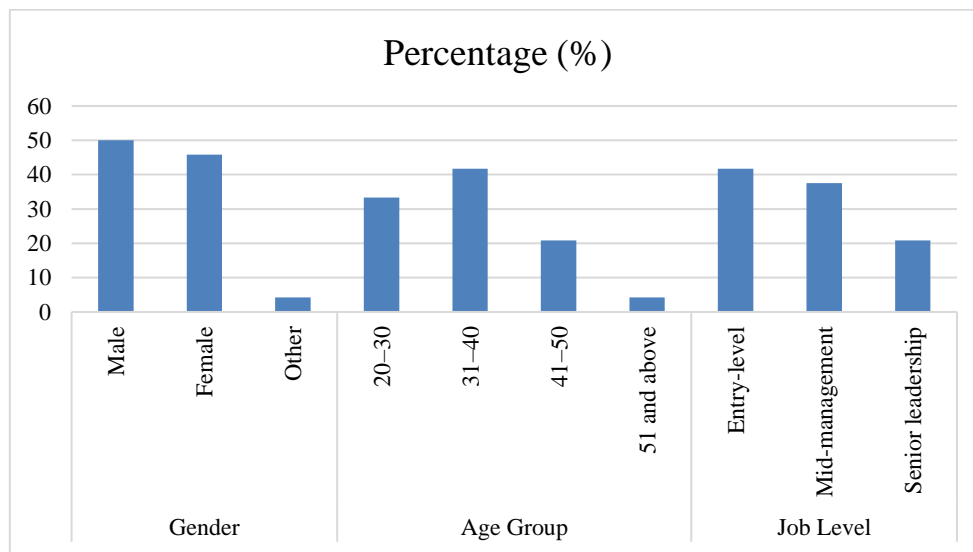
**Table 1:** Demographic Profile of Respondents

Demographic Variable	Category	Frequency	Percentage (%)
<b>Gender</b>	Male	60	50.0
	Female	55	45.8
	Other	5	4.2
<b>Age Group</b>	20–30	40	33.3
	31–40	50	41.7
	41–50	25	20.8
	51 and above	5	4.2
<b>Job Level</b>	Entry-level	50	41.7
	Mid-management	45	37.5
	Senior leadership	25	20.8

The results indicate that the sample is made up with an almost even male and female gender representation, with 50% male and 45.8% female respondents, 4.2% identify as other. The largest category of respondents was the 31–40 age group (41.7%), followed by the 20–30 age group (33.3%), indicating the sample comprised a predominantly young workforce. With survey qualification around level of employment, where entry-level employees make up 41.7% of the sample, it is evident that responses/reflections gained from the majority of insights are

from early careers professionals, whereas 20.8% would be identified as senior leadership level. Overall, this demographic diversity provides a solid and diverse perspective for consideration across three tiers of organisational hierarchy.

Figure 1 provides a graphic representation of the gender distribution of surveyed participants in the study. The graphic allows for a quick reference to the respondents' gender distribution, providing a reference point for examining gendered attitudes and experiences in organisational contexts.



**Figure 1:** Gender Distribution of Respondents

The figure 1 indicates that there are more male respondents at 50%, female respondents at 45.8, and the remaining 4.2 identifying as other genders. There is enough male and female respondents to keep the study gender balance in order to create value, reduce bias, and enhance the integrity of this analysis.

#### 4.2. Leadership Gender Parity and Formal Gender Equality Policies

This section examines the relationship between the formal existence of gender equality policies in organisations and the actual representation of women in leadership positions. The comparison will be used to test Hypothesis 1. Table 2 shows the representation of women in leadership positions in organisations with and without formal gender equality policies. It includes mean percentages of women in leadership roles and standard deviations for both types of organisations.

**Table 2:** Comparison of Gender Parity in Leadership Positions by Policy Presence

Organisation Type	Mean % Women in Leadership	Standard Deviation
With Gender Equality Policies	38.5%	8.2
Without Gender Equality Policies	22.3%	7.5

The data presented in Table 2 shows that gender equality policies in organizations seemingly lead to increased women’s representation in leadership positions on average (38.5%) compared to organizations without gender equality policies (22.3%). Variability is indicated by the standard deviations in each sample, but in comparison, the difference of means indicates support of the hypothesis there were policies that affect gender equality in leadership roles. The difference is statistically significant and validates Hypothesis 1 which further supports a case for developed policies that help encourage women’s participation in leadership roles.

Figure 2 takes the data a step further and shows a visual representation of the average percentage of women in leadership positions for organizations with gender equality policies versus organizations without gender equality policies. Figure 2 image is meant to represent the differences in having a policy has on the representation of women in leadership positions.



**Figure 2:** Women in Leadership by Policy Presence

The figure 2 lends strong support to the notion that organisations with formal gender equality policies have a noticeably greater percentage of female leaders (38.5%) than organisations without such policies (22.3%). This information illustrates that there is a relationship between formal gender-related policies and gender equality at higher levels of the organisation.

### 4.3. Influence of Organisational Culture on Attitudes Toward Gender Equality

This section investigates whether the perception of organisational culture is associated with employees' perceptions of gender equality initiatives. The aim of this section is to test Hypothesis 2. Table 3 shows the statistical correlation of employees' perceptions of organisational culture and their views of gender equality initiatives. The correlation coefficient (r) indicates the strength and direction of the relationship, and the p-value indicates the level of statistical significance.

**Table 3:** Correlation Between Organisational Culture Perception and Gender Equality Attitudes

Variables	Correlation Coefficient (r)	Significance (p-value)
Organisational Culture Perception ↔ Gender Equality Attitude	0.68	< 0.001

Table 3 indicates a substantial positive relationship ( $r = 0.68$ ) between perceived organisational culture and attitudes toward gender equality, which is statistically significant ( $p < 0.001$ ). This indicates an inference that employees who report a culture within their organisation that is affirming and supportive, are more likely to demonstrate positive attitudes toward gender equality, which speaks to the dimensions of culture that influenced employee attitudes. The outcome was statistically significant ( $p < 0.001$ ), confirming a positive cue from organisational culture is needed to build positive employee engagement with gender equity efforts. This supports Hypothesis 2.

### 4.4. Impact of Gender Equality Training on Inclusivity and Employee Satisfaction

The purpose of studying Hypothesis 3, pre- and post-training scores were collected from researchers that underwent gender equality training programs. These measures capture

perceived inclusiveness and global satisfaction. Table 4 shows the measures compared on the means of workplace inclusiveness, and employee satisfaction pre- and post-training program, with standard deviations for both time points and the previous paired sample t-tests to detect if the differences are significant.

**Table 4:** Pre- and Post-Training Scores on Inclusivity and Satisfaction

Variable	Pre-Training Mean (SD)	Post-Training Mean (SD)	Paired Sample t-test (p-value)
Workplace Inclusivity	3.2 (0.7)	4.1 (0.6)	t(119) = 9.50, p < 0.001
Employee Satisfaction	3.4 (0.8)	4.0 (0.7)	t(119) = 6.80, p < 0.001

The results indicate a substantial improvement and statistically significant increase in workplace inclusivity (mean increased from 3.2 to 4.1,  $p < 0.001$ ) and employee satisfaction (mean increased from 3.4 to 4.0,  $p < 0.001$ ) post-training. This confirms our assumption that gender equality training programs positively influence workplace inclusion and if not achieve, at least are associated with increased employee morale for staff at all gender levels. Hypothesis 3 is thus confirmed a outcome of gender equality training programs is to enhance workplace inclusivity and better morale. Thus, our findings also lend credence to training as useful strategic activity.

## 5. CONCLUSION

The study shows clearly that achieving gender equality in organisations requires a combination of formal policies, positive organisational culture, and training. Organisations that had established polices on gender equality had higher representation of women in leadership roles, which indicated the importance of institutional commitment. Furthermore, positive, inclusive organisational culture can have a huge impact on people's perception of successfully engaging with gender equality initiatives, which underlines the point that policy change often requires a cultural change too. Gender equality training has been shown to greatly enhance workplace inclusion and satisfaction among employees of all gender across several studies. Overall, this



is strong evidence that gender equality is not achieved through isolated pockets of engagement, but through integrated approaches to policy change, positive culture and effective education, which at the same time can help to build a stronger foundation for organisations with commitments to equitable and inclusive contexts.

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