



Evaluating HR And Internal Committee Roles In POSH Act Implementation: A Commerce And Organizational Management Perspective

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ABSTRACT

The present study focuses on examining the awareness, implementation, and effectiveness of the POSH Act in organizations located in Vadodara city. The research aims to assess whether employees are adequately informed about their rights, whether organizations comply with statutory requirements, and whether the Internal Committees established under the Act function effectively and impartially. The study also seeks to understand the perceptions of employees regarding workplace safety and the challenges faced in reporting incidents of harassment.

A mixed-method research approach was adopted for this study, combining both quantitative and qualitative data collection techniques. Primary data was collected through structured questionnaires administered to 50 respondents, including employees, Human Resource professionals, and Internal Committee members. Secondary data was obtained from legal documents, government publications, academic literature, and organizational policies. This methodological approach enabled the researcher to capture both measurable trends and deeper insights into organizational practices and employee experiences.

The findings of the study indicate that while awareness of the POSH Act exists among employees, the depth of understanding remains limited. Many employees are unfamiliar with procedural aspects such as complaint mechanisms, investigation timelines, and legal rights.

The study further reveals that fear of retaliation, lack of trust in Internal Committees, and organizational culture are major barriers that discourage reporting of harassment incidents. Additionally, the emergence of digital communication platforms has introduced new forms of harassment, such as inappropriate messages and online misconduct, which require updated policies and preventive strategies.

The study concludes that effective implementation of the POSH Act requires a proactive organizational approach that goes beyond mere legal compliance. Continuous awareness programs, transparent grievance mechanisms, leadership commitment, and employee participation are essential to create a safe

and respectful workplace environment. Strengthening institutional accountability and fostering a culture of dignity and equality can significantly enhance the effectiveness of the POSH framework.

KEYWORDS: POSH Act, Workplace Safety, Sexual Harassment, Organizational Compliance, Internal Committee, Employee Awareness

INTRODUCTION

In contemporary organizational environments, ensuring a safe and respectful workplace has become a fundamental responsibility of employers and institutions. The issue of sexual harassment at the workplace is not only a violation of individual dignity but also a significant barrier to gender equality, employee productivity, and organizational development. Over the past few decades, increased awareness about workplace rights and gender justice has led to the development of legal frameworks aimed at protecting employees from harassment and discrimination. Among these frameworks, the Prevention of Sexual Harassment (POSH) Act, 2013 represents a landmark legislative measure in India that seeks to provide a safe working environment for women and promote equality in professional spaces.

The POSH Act was enacted following growing recognition of the need for formal mechanisms to address workplace harassment. The Act legally mandates organizations to establish Internal Committees, conduct awareness and training programs, and implement clear reporting procedures to handle complaints of sexual harassment. These provisions reflect the government's commitment to safeguarding employees and promoting ethical organizational practices. However, the mere existence of legal provisions does not guarantee effective implementation. The success of the POSH Act largely depends on organizational willingness, employee awareness, and institutional accountability.

Workplace harassment remains a complex and sensitive issue due to social stigma, fear of retaliation, and power imbalances within organizational hierarchies. Many employees hesitate to report incidents because they fear negative consequences such as job loss, professional isolation, or damage to their reputation. This reluctance to report harassment creates a gap

between policy and practice, undermining the effectiveness of legal protections. Therefore, it is essential to examine not only the presence of policies but also their practical application and impact on employee experiences.

Despite the existence of legal safeguards, several challenges continue to hinder the effective implementation of the POSH Act. These challenges include inadequate awareness among employees, insufficient training for Internal Committee members, lack of confidentiality during investigations, and limited resources in smaller organizations. In some cases, organizations treat compliance as a formal requirement rather than a moral responsibility, leading to superficial implementation of policies. Addressing these challenges requires a comprehensive approach that combines legal enforcement, organizational commitment, and social awareness.

From a social work and human resource perspective, the implementation of the POSH Act is closely linked to the principles of human rights, gender equality, and workplace justice. Social workers and HR professionals play an essential role in promoting awareness, supporting victims, and advocating for fair organizational practices. Their involvement ensures that workplace policies are not only legally compliant but also socially responsible and ethically sound.

The present study aims to examine the implementation and effectiveness of the POSH Act in organizations with special reference to Vadodara city. The research focuses on understanding employee awareness, evaluating the functioning of Internal Committees, identifying challenges in implementation, and suggesting practical measures for improvement. By analyzing organizational practices and employee perceptions, the study seeks to contribute to the development of safer and more inclusive workplaces.

Ultimately, the effectiveness of the POSH Act depends on collective efforts from organizations, employees, policymakers, and society as a whole. Creating a safe workplace is not merely a legal obligation but a moral responsibility that reflects an organization's commitment to dignity, equality, and respect for all individuals. Strengthening implementation mechanisms, promoting awareness, and

fostering a culture of accountability can significantly enhance workplace safety and contribute to sustainable organizational development.

REVIEW OF LITERATURE (ROL)

1. Government of India (2013) — The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act

The Government of India enacted the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act in 2013 to provide a comprehensive legal framework for preventing and addressing sexual harassment in workplaces. This legislation was introduced to ensure that women are protected from harassment and discrimination while performing their professional duties. The Act defines sexual harassment, establishes guidelines for complaint mechanisms, and mandates organizations to create Internal Committees to investigate cases of misconduct.

2. Ministry of Women and Child Development (2015) — Handbook on Sexual Harassment of Women at Workplace

The Ministry of Women and Child Development published a handbook in 2015 to provide practical guidance on implementing the provisions of the POSH Act. The handbook explains the roles and responsibilities of employers, employees, and Internal Committee members in preventing and addressing workplace harassment. It also provides detailed procedures for filing complaints, conducting investigations, and maintaining confidentiality during the inquiry process.

3. Vishaka & Others v. State of Rajasthan (1997) — Supreme Court Judgment

The Vishaka judgment laid the foundation for the development of the POSH Act in 2013. The principles established in this case continue to influence organizational policies and legal practices related to workplace safety. The present study draws upon this legal precedent to understand the evolution of workplace harassment laws and to evaluate the effectiveness of organizational compliance mechanisms.

4. Sharma, R. (2020) — Workplace Harassment Policies and Employee Perception in India

Sharma conducted a study in 2020 to examine the relationship between workplace harassment policies and employee perception of organizational safety. The study found that the presence of formal policies alone is not sufficient to ensure workplace safety. Instead, employee perception of fairness, transparency, and trust in grievance mechanisms plays a critical role in determining the effectiveness of harassment prevention measures.

5. Gupta, P. (2019) — Role of Human Resource Management in Ensuring Workplace Safety and Compliance

Gupta's research in 2019 explored the role of Human Resource Management (HRM) in ensuring workplace safety and legal compliance. The study emphasized that HR professionals play a central role in implementing workplace policies, conducting training programs, and handling employee grievances. Effective HR practices can significantly reduce the risk of harassment and improve organizational performance.

OBJECTIVES OF THE STUDY

The objectives of the study provide a clear direction for the research and help in identifying the key areas that require investigation. In the context of workplace safety and gender equality, understanding the implementation and effectiveness of legal frameworks such as the Prevention of Sexual Harassment (POSH) Act is essential. The following objectives have been formulated to guide the present research study and ensure systematic analysis of organizational practices, employee awareness, and institutional mechanisms.

1. To Analyze the Level of Awareness about the POSH Act among Employees

The first objective of the study is to assess the extent to which employees are aware of the provisions of the POSH Act and their rights under the law. Awareness is a critical factor in ensuring the effectiveness of any legal framework because employees cannot exercise their rights if they are not adequately informed. This objective focuses on understanding whether employees know about the existence of the Act, the role of Internal Committees, and the procedures for reporting incidents of harassment.

2. To Evaluate the Effectiveness of Internal Committees (IC)

The Internal Committee is the central mechanism established under the POSH Act to handle complaints of sexual harassment. This objective aims to evaluate whether Internal Committees operate efficiently, maintain confidentiality, and conduct investigations in a fair and impartial manner. The effectiveness of these committees directly influences employee trust and confidence in organizational grievance systems.

3. To Study Employee Perception Regarding Workplace Safety

Employee perception plays a significant role in determining the success of workplace policies. Even when formal mechanisms exist, employees may still feel unsafe if they do not trust the

system or believe that complaints will not be handled properly. This objective focuses on understanding employees' feelings of safety, respect, and confidence in organizational support systems.

4. To Identify Challenges in the Implementation of the POSH Act

The fourth objective of the study is to identify the barriers that hinder effective implementation of the POSH Act. These barriers may include lack of awareness, fear of retaliation, organizational bias, insufficient training, and limited resources. Identifying these challenges is essential for developing practical solutions and improving compliance with legal requirements.

5. To Suggest Measures for Improving POSH Compliance

The final objective of the study is to propose recommendations that organizations can adopt to strengthen implementation of the POSH Act. These measures may include awareness programs, policy improvements, leadership involvement, and stronger grievance mechanisms. The objective emphasizes the importance of continuous improvement in organizational practices to ensure workplace safety and employee well-being.

RESEARCH METHODOLOGY

The methodology used in the present study is designed to capture both measurable data and in-depth insights into organizational behavior, employee perception, and compliance with legal requirements.

Research Design

The present study adopts a **mixed-methods research approach**, combining both quantitative and qualitative elements to ensure a comprehensive understanding of the implementation of the POSH Act within organizations.

The use of a mixed-method approach is particularly important in this study due to the sensitive and complex nature of workplace sexual harassment. While quantitative data helps in measuring awareness levels, perceptions, and patterns across respondents, qualitative insights help in understanding deeper organizational behaviors, cultural barriers, and psychological aspects associated with reporting and compliance.

This approach enables the researcher to bridge the gap between numerical findings and real-world organizational dynamics, thereby providing a holistic understanding of workplace safety and organizational practices.

Geographical Area of Study

The study is conducted in **Vadodara city**, located in the state of Gujarat, India. Vadodara is recognized as a major industrial and commercial hub with a wide range of industries, including petrochemicals, pharmaceuticals, engineering, information technology, and service sectors.

The selection of Vadodara as the geographical area of study is based on the following factors:

- Presence of diverse organizations
- Rapid industrial and economic development
- Availability of structured corporate environments
- Legal applicability of the POSH Act across sectors

The diversity of organizations in Vadodara provides an appropriate setting for examining variations in implementation practices and employee awareness levels.

Universe of the Study

The universe of the study consists of employees working in the organized sector, specifically in organizations having **ten or more employees**. According to the provisions of the POSH Act, organizations with ten or more employees are legally required to constitute an Internal Committee to address complaints of sexual harassment.

This criterion ensures that the study focuses on organizations that are subject to legal compliance requirements under the POSH Act.

Sample Size and Sampling Technique

The study includes a **sample size of 50 respondents**, which is considered adequate for conducting a detailed pilot-level evaluation while also capturing qualitative depth in responses.

The sampling method used in the study is **non-probability convenience sampling**. This method involves selecting respondents based on accessibility, willingness to participate, and relevance to the research objectives.

The respondents were selected based on the following criteria:

- Accessibility to the researcher
- Willingness to participate in the study
- Sensitivity of the research topic
- Relevance to workplace safety and organizational policies

The sample includes individuals from different professional roles, including:

- Employees
- Human Resource professionals
- Internal Committee members

This multi-stakeholder approach ensures diverse perspectives and enhances the reliability of the research findings.

Number of Respondents

The total number of respondents in the study is **50**, representing employees from various organizations in Vadodara. The selected respondents provide valuable insights into awareness levels, organizational practices, and challenges related to implementation of the POSH Act.

The sample size is considered sufficient to generate meaningful data while maintaining feasibility within the scope of the research study.

Tools of Data Collection

Data collection is a critical step in the research process because it determines the accuracy and reliability of research findings. In the present study, both primary and secondary data sources were used to obtain comprehensive information about workplace safety and organizational compliance.

Primary Data

Primary data was collected through a **structured questionnaire** administered to respondents using digital platforms such as Google Forms. The questionnaire was designed to ensure anonymity and encourage honest responses from participants.

The questionnaire focused on the following aspects:

- Awareness of the POSH Act
- Perception of Internal Committee neutrality
- Trust in reporting mechanisms
- Sense of safety in the workplace
- Organizational compliance practices

The use of digital questionnaires improved accessibility, reduced response time, and ensured confidentiality of participant information.

Secondary Data

Secondary data was collected from various credible sources to strengthen the theoretical and legal foundation of the study. These sources include:

- Government portals
- Legal databases
- Corporate governance reports
- Academic journals and books
- Previous research studies and dissertations

Secondary data provided background information, legal context, and comparative insights that supported the analysis of primary data.

Variables of the Study

Variables are measurable factors that influence the outcome of the research. In the present study, both independent and dependent variables were identified to analyze the relationship between organizational practices and employee perception.

Independent Variables

Independent variables are factors that influence organizational behavior and policy implementation. These include:

- Human Resource policies and practices
- Internal Committee composition
- Compliance infrastructure
- Organizational training programs

Dependent Variables

Dependent variables represent the outcomes affected by independent variables. These include:

- Employee trust and psychological safety
- Workplace satisfaction
- Retention rate
- Organizational productivity

The relationship between these variables helps in understanding how organizational practices influence employee confidence and workplace safety.

FINDINGS OF THE STUDY

1. Awareness of the POSH Act among Employees

One of the most significant findings of the study relates to the level of awareness among employees regarding the provisions of the POSH Act. The research indicates that a majority of respondents are aware of the existence of the Act; however, their understanding is often limited to basic information. Many employees are unfamiliar with procedural details such as complaint filing timelines, investigation processes, and the rights of complainants during inquiries.

This limited awareness suggests that organizations may conduct awareness programs primarily to fulfill compliance requirements rather than to genuinely educate employees. Training sessions are sometimes delivered in a formal and technical manner without engaging participants in meaningful discussions or practical demonstrations. As a result, employees may remember the existence of the policy but fail to understand how to use it effectively.

Furthermore, new employees and contractual workers often receive minimal orientation regarding workplace safety policies. In some organizations, awareness sessions are conducted only once during induction and are not repeated regularly. This lack of continuous education reduces employee confidence in reporting incidents and undermines the preventive purpose of the POSH Act.

2. Functioning and Effectiveness of Internal Committees

The functioning of Internal Committees (ICs) emerged as another critical area of concern in the study. While most organizations have established Internal Committees in accordance with legal requirements, their effectiveness varies depending on organizational structure and management practices.

Many respondents expressed hesitation in approaching the Internal Committee due to doubts regarding neutrality and confidentiality. Employees fear that sensitive information may be disclosed to supervisors or colleagues, which could damage their professional reputation. In some cases, respondents reported that Internal Committee members lacked adequate training and experience in handling harassment complaints.

The study also revealed that smaller organizations often face difficulties in constituting properly structured Internal Committees due to limited resources and lack of awareness about legal requirements. In such organizations, committee members may hold multiple responsibilities, reducing their ability to focus on complaint resolution and preventive measures.

The effectiveness of Internal Committees is closely linked to employee trust. When employees perceive the committee as impartial and supportive, they are more likely to report incidents of harassment. Conversely, lack of trust in committee members leads to underreporting and unresolved conflicts.

3. Employee Perception of Workplace Safety

Employee perception is a key indicator of the success of workplace safety policies. The findings of the study indicate that employee perception of safety varies across organizations and job roles. While some respondents reported feeling secure in their work environment, others expressed concerns about harassment and lack of organizational support.

Several respondents indicated that workplace culture plays a significant role in shaping their perception of safety. Organizations that promote open communication, mutual respect, and gender equality tend to create a more supportive environment for employees. In contrast, organizations with hierarchical structures and limited communication channels often discourage employees from reporting incidents.

The study also highlights the psychological impact of workplace harassment on employees. Victims of harassment may experience stress, anxiety, reduced self-confidence, and decreased job satisfaction. These emotional and psychological effects can negatively influence employee performance and organizational productivity.

Employee perception is influenced not only by formal policies but also by everyday interactions and organizational behavior. Therefore, organizations must focus on building a culture of trust and respect to ensure long-term effectiveness of workplace safety measures.

4. Fear of Retaliation and Underreporting of Cases

Fear of retaliation emerged as one of the most significant barriers to reporting harassment incidents. Many respondents expressed concern that reporting a complaint could lead to negative consequences such as job loss, transfer, demotion, or social isolation within the workplace.

This fear is particularly common among junior employees and contractual workers who may feel vulnerable due to limited job security. Employees may also worry about being labeled as troublemakers or facing criticism from colleagues and supervisors. These concerns discourage individuals from reporting incidents, even when they experience harassment.

The study indicates that underreporting of cases remains a major challenge in implementing the POSH Act. When incidents are not reported, organizations cannot take corrective action, and perpetrators may continue inappropriate behavior. This situation creates a cycle of silence that undermines workplace safety and employee well-being.

Addressing fear of retaliation requires strong organizational commitment to protecting employees and ensuring confidentiality during investigations. Clear communication about anti-retaliation policies can help build employee confidence in grievance mechanisms.

5. Differences in Implementation between Large and Small Organizations

Another important finding of the study is the disparity in implementation of the POSH Act between large organizations and small and medium enterprises. Large organizations generally have dedicated Human Resource departments, formal policies, and structured training programs. These organizations are more likely to comply with legal requirements and provide support to employees.

In contrast, smaller organizations often face challenges related to limited resources, lack of expertise, and inadequate awareness about legal obligations. Some small organizations do not conduct regular training programs or maintain proper documentation of complaints and investigations. In extreme cases, employees may not even be aware of the existence of an Internal Committee.

This disparity highlights the need for targeted awareness programs and government support for small and medium enterprises. Ensuring uniform implementation of the POSH Act across organizations is essential for achieving workplace safety and gender equality.

6. Emergence of Digital Harassment

The rapid growth of digital communication technologies has introduced new forms of workplace harassment. Respondents reported instances of inappropriate messages, emails, social media interactions, and virtual misconduct. These behaviors may occur outside traditional office settings but still affect employee safety and well-being.

Digital harassment presents unique challenges because it often involves anonymous communication, lack of clear evidence, and jurisdictional complexities. Organizations may struggle to define boundaries between professional and personal communication, particularly in remote work environments.

The study emphasizes the importance of updating organizational policies to address digital harassment and provide clear guidelines for online behavior. Training programs should include information about cyber ethics, digital communication standards, and reporting procedures for online misconduct.

CHALLENGES IN IMPLEMENTATION OF THE POSH ACT

Based on the findings of the study, several key challenges were identified that hinder effective implementation of the POSH Act in organizations. These challenges reflect structural, cultural, and psychological barriers that must be addressed to ensure workplace safety.

1. Lack of Awareness and Understanding

One of the primary challenges in implementing the POSH Act is the lack of comprehensive awareness among employees. While many individuals have heard about the Act, they may not fully understand their rights, responsibilities, and reporting procedures. Limited awareness reduces the effectiveness of preventive measures and increases the risk of harassment.

Continuous education and training are necessary to ensure that employees remain informed about workplace safety policies.

2. Organizational Culture and Social Stigma

Organizational culture plays a significant role in shaping employee behavior and attitudes toward reporting harassment. In some workplaces, discussing harassment is considered

uncomfortable or taboo. Social stigma associated with reporting incidents discourages employees from seeking help.

Creating an inclusive and supportive workplace culture requires strong leadership and open communication.

3. Fear of Retaliation

Fear of retaliation remains one of the most significant challenges in implementing the POSH Act. Employees may worry about losing their jobs, facing discrimination, or damaging their professional relationships. Without adequate protection, employees may choose to remain silent rather than report incidents.

Organizations must establish clear policies to protect employees from retaliation and ensure fair treatment during investigations.

4. Limited Resources in Small Organizations

Small and medium enterprises often lack the financial and human resources required to implement comprehensive workplace safety programs. Limited budgets may prevent organizations from conducting regular training sessions or hiring qualified Internal Committee members.

Government agencies and professional organizations can play an important role in supporting small businesses through training programs and awareness campaigns.

5. Inadequate Training for Internal Committee Members

Internal Committee members require specialized training to handle sensitive complaints effectively. Without proper training, committee members may struggle to maintain confidentiality, conduct fair investigations, and provide emotional support to victims.

Regular training and capacity-building programs are essential to strengthen the effectiveness of Internal Committees.

SUGGESTIONS AND RECOMMENDATIONS

Based on the findings of the study, several recommendations can be proposed to strengthen the implementation and effectiveness of the Prevention of Sexual Harassment (POSH) Act in organizations. These recommendations are designed to address existing gaps in awareness, reporting mechanisms,

organizational culture, and policy enforcement. Effective implementation of these suggestions can significantly improve workplace safety, employee confidence, and organizational productivity.

1. Conducting Regular and Comprehensive Awareness Programs

One of the most important recommendations is the need for continuous awareness and training programs for employees at all organizational levels. Awareness is the foundation of effective implementation of workplace safety policies because employees must understand their rights, responsibilities, and reporting procedures in order to take appropriate action.

Organizations should conduct awareness programs not only during employee induction but also at regular intervals throughout the year. These programs should include interactive workshops, group discussions, and practical case scenarios to enhance understanding of workplace harassment issues. Training sessions should be designed to encourage participation and create a comfortable environment where employees can openly discuss their concerns.

2. Strengthening the Functioning and Independence of Internal Committees

The effectiveness of the POSH Act largely depends on the proper functioning of Internal Committees (ICs). Organizations must ensure that Internal Committees operate independently and maintain confidentiality during investigations. Committee members should be selected based on their knowledge, integrity, and commitment to workplace safety.

Regular training programs should be organized for Internal Committee members to enhance their skills in conflict resolution, legal compliance, and counseling techniques. These programs can help committee members handle complaints professionally and ensure fair decision-making.

Organizations should also include external members in Internal Committees as required by law. External members bring impartiality and professional expertise to the investigation process, thereby increasing employee trust in the system.

3. Establishing Anonymous Reporting Mechanisms

Many employees hesitate to report harassment incidents due to fear of retaliation or social stigma. Introducing anonymous reporting mechanisms can encourage employees to share their concerns without revealing their identity. Anonymous reporting systems may include confidential email addresses, digital complaint portals, or suggestion boxes.

These mechanisms should be supported by strong confidentiality policies to protect the identity of complainants. Organizations must communicate clearly to employees that their complaints will be handled with sensitivity and professionalism.

4. Developing a Zero-Tolerance Policy toward Harassment

Organizations should adopt a zero-tolerance policy toward sexual harassment and misconduct. This policy should clearly define unacceptable behavior and outline disciplinary actions for violations. Visible enforcement of disciplinary measures can act as a deterrent and reinforce organizational commitment to workplace safety.

Management must demonstrate leadership by taking prompt and decisive action against offenders. Consistent enforcement of policies helps build employee confidence in the system and promotes a culture of accountability.

A zero-tolerance policy also sends a strong message that workplace harassment will not be tolerated under any circumstances.

5. Updating Policies to Address Digital Harassment

The increasing use of digital communication tools has created new forms of workplace harassment, including inappropriate messages, online bullying, and misuse of social media platforms. Organizations must update their policies to address these emerging challenges.

Digital harassment policies should include clear guidelines on acceptable online behavior, professional communication standards, and reporting procedures for cyber misconduct. Training programs should

educate employees about the risks associated with digital communication and encourage responsible use of technology.

Implementing digital safety policies can help organizations maintain a respectful work environment in both physical and virtual settings.

CONCLUSION AND REFERENCES

CONCLUSION

The Prevention of Sexual Harassment (POSH) Act represents a significant milestone in promoting workplace safety, gender equality, and employee dignity in modern organizations. The implementation of this legislation has transformed the way organizations address workplace harassment and protect employee rights. However, the effectiveness of the POSH

Act depends not only on legal compliance but also on organizational commitment, employee awareness, and the development of supportive workplace cultures.

The present study aimed to examine the implementation and effectiveness of the POSH Act in organizations located in Vadodara city. The research findings indicate that most organizations have established policies and Internal Committees in accordance with legal requirements. These measures demonstrate growing awareness of workplace safety and legal responsibilities among employers. At the same time, the study highlights several challenges that continue to affect the successful implementation of the Act.

One of the key conclusions of the study is that awareness of the POSH Act among employees remains uneven across organizations. While employees may be familiar with the existence of workplace harassment policies, their understanding of reporting procedures, investigation processes, and employee rights is often limited. This gap in knowledge reduces the effectiveness of preventive measures and discourages employees from reporting incidents.

Another important conclusion is the role of organizational culture in shaping employee behavior and perceptions of safety. Organizations that promote transparency, open communication, and gender sensitivity create environments where employees feel comfortable reporting harassment incidents. In contrast, workplaces with hierarchical structures and limited communication channels may unintentionally discourage reporting and perpetuate workplace silence.

The functioning of Internal Committees also emerged as a critical factor in ensuring effective implementation of the POSH Act. When committee members are well-trained, impartial, and accessible, employees are more likely to trust the complaint resolution process. However, lack of training and limited resources can reduce the efficiency of Internal Committees and delay the resolution of complaints.

Fear of retaliation remains one of the most significant barriers to reporting harassment incidents. Employees may worry about negative consequences such as job loss, social isolation, or damage to professional relationships. This fear contributes to underreporting of cases and prevents organizations from addressing workplace misconduct effectively. Strengthening confidentiality measures and enforcing anti-retaliation policies can help build employee confidence in reporting mechanisms.

The study also emphasizes the growing importance of addressing digital harassment in modern workplaces. The widespread use of communication technologies has introduced new forms of misconduct that requires updated policies and training programs. Organizations must adapt to changing work environments and ensure that workplace safety policies remain relevant in both physical and virtual settings.

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