

## GENDER DIVERSITY MANAGEMENT IN INDIAN IT ORGANIZATIONS

**Mr. Wincy Abraham\***  
**Dr. Kapil Sharma\*\***

### ***ABSTRACT***

*The concept of diversity management has been in news since the past two decades. Owing to the increasing workforce diversity which is mainly the result of the management's acknowledgement of the fact that diverse workforce results in innovative ideas and higher overall organisational efficiency, more and more organisations are seriously considering the diversity management techniques to maintain harmony among the workers. On comparing workforce in the present with that of the past, we see a considerable demographic shift in terms of nationalities, ethnic background, socio-economic status etc. Although the management off-late has recognized the importance of diversity management, it has not been easy for them to implement. This paper focuses on the issue of managing gender diversity in IT organizations in India.*

### **INTRODUCTION**

Gender diversity more than anything else is driven by a business need today. A look at the sheer number of people required by the services sector - whether IT, ITes, financial services or retail—in the next few years will tell us why gender diversity has become a rallying cry for companies. And the numbers are not in lakhs but in millions. Companies have no other option but to look at a wider pool of talent, and *women happen to be one of the most untapped talent reservoirs, not just in India, but globally, as well.* They are, therefore, looking at ways and means to include an increasing number of women in the workforce. While companies need to cast a wider net to bring in this largely untapped talent pool, they ought to do it without any preconceived notions that men are better suited for certain roles, or that women are only good at certain functions. This would be bad for business in the sense that companies would deprive themselves of skills and values that a woman could have brought to that particular function.

However, if a company's only consideration is merit, it would end up hiring as many good women as men. Once this happens, employees of both sexes should be put through the same rigorous training, set on the same career development path, given the same compensation, etc. This would ensure that only the best person wins. In this way, organisations can be far more successful in bringing gender diversity to the workplace rather than a system which is patronizing, and therefore, demeaning or looking to recruit a certain number from each gender to bring parity. This paper focuses on the issue of managing gender diversity in IT organizations in India.

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**\* HR Professional, Computer Sciences Corporation India Pvt. Ltd., Indore, M.P.**

**\*\* Reader, Institute of Management Studies, Devi Ahilya University, Indore-452001**

**Email: kapil.mhow@gmail.com**

## OBJECTIVES OF THE STUDY

Following objectives have been formulated in the light of the above research gap:

1. To study the factors affecting managing gender diversity.
2. To study the effect of demographics on managing gender diversity.
3. To study the effect of demographics on factors affecting managing gender diversity.

The present investigation is based on an exploratory study of multifactor experiments. Age, Gender & Education are the independent variables. Diversity and its three dimensions – manager's support, guidance and fair treatment are the dependent variables. The study was undertaken by administering a questionnaire for collecting data from people working in IT organisations in India.

## RESEARCH METHODOLOGY

The sample size was taken as 450 of which 392 were found to be suitable for use. 58 were rejected due to lack of complete data. Data is collected through online questionnaire survey with HR department personnel or with those at the managerial level. The statistical tool which is administered includes Interview Questionnaire (set of questions), Factor Analysis, t Test. For accurate statistical analysis of the data, advanced statistical analysis software SPSS is used. The statements of Gender Diversity practices have been generated from an extensive review of academic and practitioner's literature. Content validity of the scale was evaluated by the thesis guide as well as a couple of Senior Management and HR professionals of few IT organisations. Further, the questionnaire was pre-tested with a set of 30 HR professionals as similar to those targeted to participate in the research. The pre-testing results indicated that the questionnaire was clearly understandable and unambiguous leading to the conclusion that the questionnaire had adequate content validity. Most of the respondents in the pre-testing stage suggested that it would be better if labels carrying appropriate meanings are attached to each of the pointers in the scale. Based on that suggestion, the scale labels were re-designed as “strongly agree (5)”, “agree (4)”, “slightly disagree (3)”, “disagree (2)”, “neutral (1)” so as to suggest roughly equal intervals between scale pointers, which were immediately accepted. Reliability was computed using Cronbach's Coefficient Alpha for the entire set of 33 questions and found to be **0.933**. It shows that the internal consistency is high.

## ANALYSIS OF DATA

### Factor Analysis

Factor analysis is conducted on the survey data using SPSS to establish the factor structure of the gender diversity practices of the Industry. The proposed overall gender diversity practices are factor analysed to determine if the practices measured the diversity dimension they are intended to measure.

**Table 1: Results of Factor Analysis of Gender Diversity**

	FACTORS		
	F1	F2	F3
q1	-0.048	-0.037	0.307
q2	0.014	0.019	0.829
q3	0.173	0.05	-0.15
q4	0.028	0.047	0.894
q5	-0.014	-0.005	0.831
q6	-0.017	0.026	0.169
q7	0.816	0.162	-0.038
q8	0.84	0.217	-0.049
q9	0.849	0.208	-0.037
q10	0.817	0.19	-0.057
q11	0.859	0.259	-0.037
q12	0.822	0.195	-0.027
q13	0.322	0.046	0.274
q14	0.702	0.162	-0.066
q15	0.717	0.168	-0.047
q16	0.75	0.279	-0.035
q17	0.845	0.279	-0.026
q18	0.794	0.26	-0.033
q19	0.681	0.159	-0.002
q20	0.835	0.376	-0.043
q21	0.663	0.58	-0.083
q22	0.287	0.905	0.031
q23	0.219	0.931	0.045
q24	0.216	0.882	0.02
q25	0.253	0.782	0.024
q26	0.074	0.741	-0.009
q27	0.337	0.539	-0.097
q28	0.421	0.055	0.212
q29	0.105	0.817	0.014
q30	0.185	0.936	0.033
q31	0.391	0.816	0.001
q32	0.229	0.854	0.016
q33	0.316	0.714	0.034

**Extraction Method: Principal Component Analysis**

**Rotation Method: Varimax with Kaiser Normalization****Rotation converged in 4 iterations.****Factor 1** – One of the Factor indicated in this Research is *Manager's Support, Guidance and Fair treatment*”.Q3, Q7, Q8, Q9, Q10, Q11, Q12, Q13, Q14, Q15, Q16, Q17, Q18, Q19, Q20, Q21, Q28 measures “*Manager's Support, Guidance and Fair treatment*” dimension of Gender Diversity.”**Factor 2** - The 2<sup>nd</sup> Factor that emerged from this Research is *Role Clarity, Motivation and Feedback*.Q22, Q23, Q24, Q25, Q26, Q27, Q29, Q30, Q31, Q32, Q33 measures “*Role Clarity, Motivation and Feedback*” dimension of Gender Diversity.**Factor 3** - The 3<sup>rd</sup> Factor that came forth from this Research is *Employment and Growth Opportunities*.Q1, Q2, Q4, Q5, Q6 measures “*Employment and Growth Opportunities*” dimension of Gender Diversity.**Hypothesis Formulation And Testing****H<sub>01</sub>: There is no significant effect of gender on managing gender diversity.**

		Sum of Squares	df	Mean Square	F	Sig.
Questions Total	Between Groups	4.584	1	4.584	0.016	0.898
	Within Groups	108579.679	390	278.409		
	Total	108584.263	391			

**Inference:** It can be inferred from the table above that there is no effect of gender on managing gender diversity in IT organisations in India. All staff irrespective of being a male or a female is treated equally. There is no biasness on the basis of Gender in IT Organisations.**H<sub>02</sub>: There is no significant effect of gender on manager's support, guidance and fair treatment dimension of managing gender diversity.**

		Sum of Squares	df	Mean Square	F	Sig.
Manager's Support, Guidance and Fair treatment	Between Groups	0.377	1	0.377	0.003	0.953
	Within Groups	43011.827	390	110.287		
	Total	43012.204	391			

**Inference:** The Table above concludes that there is no effect of gender on manager's support, guidance and fair treatment on managing gender diversity in IT Organisation's in India. Sr. Managers treat all employees alike with no special attention to female employees / male employees with respect to support, guidance and fair treatment.**H<sub>03</sub>: There is no significant effect of gender on role clarity, motivation and feedback dimension of managing gender diversity.**

		Sum of Squares	df	Mean Square	F	Sig.
Role clarity, Motivation and Feedback	Between Groups	33.165	1	33.165	0.497	0.481
	Within Groups	25967.714	389	66.755		
	Total	26000.88	390			

**Inference:** The table above concludes that there is no effect of gender on role clarity, motivation and feedback on managing gender diversity in IT Organisation's in India. Sr. Manager's & HR professionals give Role Clarity, Motivation and Feedback equally to both male and female employees.

**H<sub>04</sub>:** There is no significant effect of gender on employment and growth opportunity dimension of managing gender diversity.

		Sum of Squares	df	Mean Square	F	Sig.
Employment and Growth opportunities	Between Groups	20.161	1	20.161	2.029	0.155
	Within Groups	3875.758	390	9.938		
	Total	3895.918	391			

**Inference:** The Table above concludes that there is no effect of gender on employment and growth opportunity on managing gender diversity in IT Organisation's in India. All IT companies hire employees irrespective of their gender and even their growth patterns inside the organisation stands active equally for both male and female employees.

**H<sub>05</sub>:** There is no significant effect of age on managing gender diversity.

**H<sub>06</sub>:** There is no significant effect of education on managing gender diversity.

**H<sub>07</sub>:** There is no significant effect of age, education and their interaction on managing gender diversity.

Tests of Between-Subjects Effects					
Dependent Variable : MGDtotal					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	3067.947 <sup>a</sup>	12	255.662	0.918	0.528
Intercept	1076727.898	1	1076728	3867.458	0
AGE	174.495	3	58.165	0.209	0.89
EDU	483.78	3	161.26	0.579	0.629
AGE * EDU	2491.737	6	415.289	1.492	0.18
Error	105516.316	379	278.407		
Total	6327693	392			
Corrected Total	108584.263	391			

a. R Squared = .028 (Adjusted R Squared = -.003)

**Inference:** The table above concludes that there is no effect of Age, Education and their interaction on managing gender diversity in IT Organisation's in India. Irrespective of age & the education of the employees, all IT companies treat all their employees equally irrespective of their gender.

**H<sub>08</sub>:** There is no significant effect of age on manager's support, guidance and fair treatment dimension of managing gender diversity.

**H<sub>09</sub>:** There is no significant effect of education on manager's support, guidance and fair treatment dimension of managing gender diversity.

**H<sub>10</sub>:** There is no significant effect of age, education and their interaction on manager's support, guidance and fair treatment dimension of managing gender diversity.

Tests of Between-Subjects Effects					
Dependent Variable : Manager's Support, Guidance and Fair treatment					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	901.169 <sup>a</sup>	12	75.097	0.676	0.775
Intercept	296883.6	1	296883.6	2671.957	0
AGE	82.464	3	27.488	0.247	0.863
EDU	216.541	3	72.18	0.65	0.584
AGE * EDU	809.27	6	134.878	1.214	0.298
Error	42111.035	379	111.111		
Total	1759552	392			
Corrected Total	43012.204	391			
a. R Squared = .021 (Adjusted R Squared = -.010)					

**Inference:** The above table concludes that there is no effect of age, education and their interaction on manager's support, guidance and fair treatment on managing gender diversity in IT Organisation's in India. Irrespective of age & the education of the employees, all managers treat all their employees equally irrespective of their gender and provide support, guidance and fair treatment equally.

**H<sub>011</sub>:** There is no significant effect of age on role clarity, motivation and feedback dimension of managing gender diversity.

**H<sub>012</sub>:** There is no significant effect of education on role clarity, motivation and feedback dimension of managing gender diversity.

**H<sub>013</sub>:** There is no significant effect of age, education and their interaction on role clarity, motivation and feedback dimension of managing gender diversity.

Tests of Between-Subjects Effects					
Dependent Variable : Role clarity, Motivation and Feedback					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	634.691 <sup>a</sup>	12	52.891	0.788	0.663
Intercept	117842.078	1	117842.1	1756.05	0
AGE	8.554	3	2.851	0.042	0.988
EDU	120.085	3	40.028	0.596	0.618
AGE * EDU	469.072	6	78.179	1.165	0.324
Error	25366.189	378	67.106		
Total	696623	391			
Corrected Total	26000.88	390			
a. R Squared = .024 (Adjusted R Squared = -.007)					

**Inference:** The above table concludes that there is no effect of age, education and their interaction on role clarity, motivation and feedback on managing gender diversity in IT Organisation's in India. Irrespective of Age & the Education of the employees, all IT organisations treat all their employees equally irrespective of their gender and provide clear role clarity, motivation and feedback on all of their official activities.

**H<sub>014</sub>:** There is no significant effect of age on employment and growth opportunity dimension of managing gender diversity.

**H<sub>015</sub>:** There is no significant effect of education on employment and growth opportunity dimension of managing gender diversity.

**H<sub>016</sub>:** There is no significant effect of age, education and their interaction on employment and growth opportunity dimension of managing gender diversity.

Tests of Between-Subjects Effects					
Dependent Variable : Employment and Growth opportunities					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	117.389 <sup>a</sup>	12	9.782	0.981	0.466
Intercept	22351.457	1	22351.46	2241.931	0
AGE	12.714	3	4.238	0.425	0.735
EDU	21.868	3	7.289	0.731	0.534
AGE * EDU	46.403	6	7.734	0.776	0.589
Error	3778.529	379	9.97		
Total	136582	392			
Corrected Total	3895.918	391			
a. R Squared = .030 (Adjusted R Squared = -.001)					

**Inference:** The table above concludes that there is no effect of age, education and their interaction on employment and growth opportunity on managing gender diversity in IT Organisations in India. Irrespective of age & the education of the employees, all IT organisations give equal employment opportunities to male and female candidates and also an equal growth opportunity inside the company.

## RESULTS & DISCUSSION

Strong guidance, support and fair treatment of all employees in all areas of work profile sends out a clear message to the staff and the other stakeholders about the importance and implications for the compliance and the promotion of diversity. Role Clarity - it is important that the laws, policies and codes of practice are explained and understood by all staff and line managers. All members of staff should know what they must do in order to comply with the regulations and the service users should be made aware of equality practice in its services. Organisations should use all reasonable and practicable methods of communication among its staff. Opportunities for growth and development help employees expand their knowledge, skills and abilities, and apply the competencies they have gained to new situations. The opportunity to gain new skills and experiences can increase employee motivation and job satisfaction and help workers more effectively manage job stress. This can translate into positive gains for the organization by enhancing organizational effectiveness and improving work quality, as well as by helping the organization attract and retain top-quality employees. By providing opportunities for growth and development, organizations can improve the quality of their employees' work experience and realize the benefits of developing workers to their full potential.

The paper points out that IT industry in India gives equal treatment to male and female employees. The policies and procedures are framed in such a manner that the hiring, work profile allotment, work ethics, growth pattern all contribute to equal status being given to male and female employees. Majority of the staff in IT organisations in India are male employees, yet they are the ones who contribute to the overall growth for female employee's as well both in terms of support and guidance. This relation helps in bringing down the barrier of gender diversity at work place, enabling more of equal opportunity to employees irrespective of being a male or a female. The research points out that there is no effect of gender on manager's support, guidance and fair treatment on managing gender diversity in IT organisations in India. Sr. Managers treat all employees alike with no special attention to female employees with respect to support, guidance and fair treatment. All initiatives and work profile are distributed and assigned in equal terminologies to all staff. No separate weightage is given to female staff. This research also points to the fact that Sr. Managers & HR professionals both give role clarity, motivation and feedback equally to both male and female employees. The operational framework is put forward in such a manner that all employees at stake are treated equally with respect to project management and performance management. Its also derived that all IT companies hire employees irrespective of their gender across grades, levels and positions and even their growth patterns inside the organization stand active equally for both male and female employees. The research indicates that there is no effect of age, education and their interaction on managing gender diversity in IT organisations in India. Irrespective of age & the education of the employees, all IT companies treat all their employees equally irrespective of their gender. This study also brought out the fact that more than 50% of the Sr. Managers and HR professionals in the



Indian IT industry had management degree like MBA, PGDBM etc with them and roughly 40% of the rest had other high qualifications like be, B.Tech, M.Tech, MS etc etc. This clearly indicates that the industry has higher education patterns which enable them to bring in new ideologies and thought processes and thus this factor helps in bringing down the barrier of situations like gender diversity at work place in it organisations. The research highlights that there is no effect of age, education and their interaction on manager's support, guidance and fair treatment on managing gender diversity in IT organisations in India. Irrespective of age & the education of the employees, all managers treat all their employees equally irrespective of their gender and provide support, guidance and fair treatment equally. IT organisations in India have framed up their policies and procedures in such a manner that managers are encouraged not to give any separate moderation with respect to their guidance, support and fair treatment to his/ her employees because of their age and gender factor. The research brings out the fact that there is no effect of age, education and their interaction on role clarity, motivation and feedback on managing gender diversity in IT organisations in India. Irrespective of age & the education of the employees, all IT organisations treat all their employees equally irrespective of their gender and provide clear role clarity, motivation and feedback on all of their official activities. Sr. Managers and HR professionals function in such a manner in IT organisations in India that irrespective of an employee's age and gender, all are treated equally and given fair amount of role clarity with respect to what they are intended to do within the assigned parameters, motivated to keep up the good work and also given regular specific feedbacks on the related work assignments. The research highlights that there is no effect of age, education and their interaction on employment and growth opportunity on managing gender diversity in IT organisations in India. Irrespective of age & the education of the employees, all IT organisations give equal employment opportunities to male and female candidates. Many IT companys' mission statement says that it is dedicated to recruiting a highly qualified, diverse workforce and to maintaining a working environment that values diversity and benefits from it while encouraging all employees to become highly competent in their jobs. Also, many IT organisations quote of having an equal growth opportunity inside the company for an employee's growth patterns.

## CONCLUSIONS

The research effectively points out that IT Industry in India gives equal treatment to male and female employees. The policies and procedures are framed in such a manner that the hiring, work profile allotment, work ethics, growth pattern all contribute to equal status being given to male and female employees. This Research points to the fact that Sr. Managers & HR professionals both give role clarity, motivation and feedback equally to both male and female employees. The operational framework is put forward in such a manner that all employees at stake are treated equally with respect to project management and performance management. Overall, this study points to the importance of going beyond simple gender effects to incorporate individual attitudes and beliefs to develop a more finely grained understanding of why men and women differ within their available parameters in their reactions to Managing gender diversity. It is derived that Managing diversity is an on-going process that unleashes the various talents and capabilities which a diverse population bring to an organization, community or society, so as to create a wholesome, inclusive environment, that is "safe for differences," enables people to "reject rejection," celebrates diversity, and maximizes the full potential of all, in a cultural context where everyone benefits.

Multiculturalism, as the art of managing diversity, is an inclusive process where no one is left out. Diversity, in its essence, then is a “safeguard against idolatry” - the making of one group as the norm for all groups.

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