Chapter 6

Results & Discussions
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While the term “diversity” is commonly used in scholarly articles as well as in the popular press, the focus and scope of the research is mainly on gender diversity in IT organisations in India. Until recently, most studies have focused on a multiple dimension’s of diversity (e.g., nationality, age, caste etc) in a domestic, typically Indian context. In a world of globalization populated by boundary less and virtual organizations, it was time to revisit the old theories of diversity and to create a new set of paradigms.

Research on gender diversity prior to the 1990s focused largely on discrimination and bias resulting from being different from the majority. Research reporting negative effects for women regarding performance ratings (e.g., Tsui & O'reilly, 1989) and pay discrimination (e.g., Bielby & Baron, 1986) built on the similarity-attraction paradigm (Byrne, 1971) and on the work of Kanter (1977), who posited that women experienced isolation and stereotyping. Gender diversity has also been found to have more negative effects on men than women in regards to outcomes, such as attachment to the organization (Tsui, Egan, & O'reilly, 1992).

Our review of recent gender diversity literature (since 2000) suggests that most of the published research incorporates theoretical perspectives that hold negative predictions. Many of these articles build on theories that are traditionally associated with diversity, such as similarity-attraction (Byrne, 1971), social identity (Tajfel, 1981), or discrimination (Meyerson & Fletcher, 2000). However, research in the last one decade has included other theoretical perspectives with negative predictions, such as theory on status hierarchy (Chattopadhyay, 2003; Graves & Elsass, 2005), gender reproduction theory (which seeks to explain why masculine and feminine behaviors occur in different contexts; Young & Hurlie, 2007), and theories of stereotypes and social roles (Duehr & Bono, 2006). For instance, the effect of gender diversity on outcomes was found to be moderated by growth orientation, team identification, and team orientation.

Therefore, in this research work, multiple dimensions of gender diversity were examined to assess the current status of gender diversity in IT organisations in India.
Factor 1 - Manager’s Support, Guidance and Fair Treatment.
Manager’s support, guidance and fair treatment should not be an add-on project. Every organisation must ensure that equality and diversity considerations are embedded into every stage of all service and employment provisions. 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. Diversity is about making sure people are treated fairly and given fair chances. Diversity is not about treating everyone in the same way, but it recognises that people’s needs are met in different ways to ensure equality.

Factor 2 - Role Clarity, Motivation and Feedback.
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.

Motivation - although motivation is just one factor influencing performance, it is a critical mediator between employee performance and ability or situation. A better understanding of work motivation, therefore, is essential to any effort to improve the efficiency and effectiveness of any organization (Rainey and Steinbauer 1999).

Feedback - a sense of control or understanding of the situation is derived from information garnered through feedbacks (Louis, Posner & Powell 1983). Its believed that this sense of understanding is best captured by role clarity, the extent to which procedures, goals, criteria, and knowledge of consequences are well-understood (Rizzo, House & Lirtzman 1970).

Factor 3 - Employment and Growth opportunities.
As in the goals of any economic policy, accelerating growth and expanding employment opportunities should be the main line goal of any organisation. To provide productive employment for the continuing increase in the labour force should be an integral part of the objective of inclusive growth. In a broad sense, there is no conflict between the two
objectives of growth and employment. Over time, the two go together. Higher growth leads to enhanced employment. 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.

Opportunities for employee growth and development include continuing education courses, tuition reimbursement, career development or counseling services, skills training provided in-house or through outside training centers, opportunities for promotion and internal career advancement, coaching, mentoring, and leadership development programs. This result in employee well-being, organizational performance, reduced stress, satisfaction, increased productivity, self-esteem & reduced turnover.

**Hypothesis 1** studies the effect of gender on managing gender diversity. The result of the analysis rejects all hypotheses which clearly indicate that there is no significant effect of gender on managing gender diversity.

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.

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.
Unlike previous studies done on this matter and supporting literatures as well, women have been found to have the skills to meet the new demands of technological work both in terms of technical and interpersonal skills and thus there is no separate effect of gender on managing gender diversity.

**Hypothesis 2, 3 & 4** studies the effect of gender on manager’s support, guidance and fair treatment, role clarity, motivation and feedback, employment and growth opportunities on managing gender diversity.

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. Manager’s 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. Manager’s & HR professional’s 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.

It's also derived that all IT companies hire employees irrespective of their gender across grade’s, level’s and positions and even their growth patterns inside the organization stands active equally for both male and female employees.

**Hypothesis 5, 6 & 7** studies the effect of age, education & their interaction on managing gender diversity.

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.
A review of the literature on age and education shows a clear theoretical emphasis on negative predictions. An underlying theme in these studies is that age and education discrimination or at least unfair treatment is likely to occur for older workers. The inherent assumption seems to be that when decisions are made about individuals (e.g., performance ratings, hiring decisions, and salary decisions), young employees are preferred over middle-aged or older employees. These effects are especially likely when employees are relatively older than other employees in their group, organizational level, or manager. Such ageism is predicted for both observers (individuals in the work environment whose age is not the focal point) and focal employees (via selfperceptions of age) (Shore & Goldberg, 2004). However, more recent research suggests that some of these stereotypes may no longer be as strong or impactful (Weiss & Maurer, 2004).

As per the sample extracted, majority of the Sr. Manager’s and HR professionals in the Indian IT industry belonged to the age group of 31yrs to 40yrs. This clearly indicates that the industry is having young people at all levels bringing in new thoughts and new age philosophies thus bringing down the barrier of situations like gender diversity at work place, enabling more of equal opportunity to employees irrespective of being a male or a female

This study also brought out the fact that more than 50% of the Sr. Manager’s 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 is having 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.

**Hypothesis 8, 9 & 10** studies the effect of age, gender & their interaction on manager’s support, guidance and fair treatment on managing gender diversity.

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.

Hypothesis 11, 12 & 13 studies the effect of age, gender & their interaction on role clarity, motivation and feedback on managing gender diversity.

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. Manager’s 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.

Hypothesis 14, 15 & 16 studies the effect of age, gender & their interaction on employment and growth opportunities on managing gender diversity.

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 company’s 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 quotes of having an equal growth opportunity inside the company for an employee’s growth patterns.