Chapter 7
Implications, Limitations &
Conclusions
Implications

1. IT Industry was revolutionary in almost all areas of business, policies and procedures. Facilities like gym at work place, flexi timing, transportation facility etc broke the gender barrier. The Industry is very young and dynamic in nature. Highly educated and qualified candidates work in this industry and with co-ed background, new thought processes etc, the gender equation is nullified. The IT Industry is fast and is ‘Competence Oriented’ rather than being ‘Labour oriented’ and with high value given to retention, IT Industry could not afford gender biasedness and thus gender diversity has been managed very effectively in IT Organisations in India. There is no biasedness reported in any areas of operations in IT Industry. Further guidance & practical ethical work environment sessions to managers can help minimise the little bit of existing gender related matters even in IT Industry.

2. This model of equal opportunity can be adapted in other industry verticals also. Diversity is beneficial because a variety of opinions, backgrounds, and thinking styles and their integration into the solution are what contribute to better decision outcomes. Diversity is especially important and beneficial for problem solving and innovation tasks, such as is the case in technology.

3. This research has important implications for managers and policy makers. Especially on gender diversity, the evidence shows the importance of managing diversity effectively. The benefits of gender diversity are enhanced when leaders work well with employees of diverse backgrounds, show a commitment to a workforce that is representative of all society, and establish policies and procedures that promote gender diversity. The evidence here supports decisions to invest resources in developing such leadership behaviours, policies, and procedures.

4. Manager’s support, Guidance and Fair treatment is found to be fairly on the higher side in IT organisations in India. This should be practised at other Industries as well. As quoted earlier, Manager’s support, guidance and fair treatment should not be an add-on project. 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.

5. Role clarity has been the backbone of IT organisations in India as it is important that the laws, policies and codes of practice are explained and understood by all staff and line managers. The same practice should be followed across industries in India.

6. 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.

7. Feedback has been the driving force of IT organisations in India. A perfect sense of control or understanding of the situation is derived from information garnered through feedback as 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.

8. 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.
Limitations

1. Time available for carrying out research work was limited. Therefore, the researcher had to restrict the study to IT organisations only.

2. The study respondents were only from IT organisations and may not give similar results when generalised to other Industry verticals.

3. The study focuses only the Gender part of Diversity and not the broader aspect of the Term Diversity.

4. The study has analysed Gender Diversity process and Policies on the basis of available literature. It could be further analyzed statistically.

5. For the purpose of this study, a cross sectional study was an appropriate technique as opposed to a longitudinal study, due to time constraints and further more this study does not attempt to examine trends.

6. Due to high research cost factor, the study was limited to the field of gender diversity only.

7. The current study took into consideration only Tier 1 IT organisations in India. Taking samples from Tier 2 & Tier 3 organisations may give slightly more diversified results.

8. The sample size of the study was limited to 450 respondents. Higher sample size and across other industries would give more detailed insight into the management of gender diversity programs in India Inc.
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.

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 employees 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.

Moreover, men and women in mixed teams may complement each other’s skills and knowledge. The resulting broader base of skills and knowledge may have a positive impact on business outcomes. Factors like creativity, external orientation, organizing and pro-activity add weight-age to this.

As per the data extracted, IT organisations in India function in such a manner that irrespective of an employee’s age, all are treated equally. 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 workplace in IT organisations.

Its also derived that all IT companies hire employees irrespective of their gender across grade’s, level’s and positions. 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 Organisation quotes of having an equal growth opportunity inside the company for an employee’s growth patterns.

Its also been noted that 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 add-ons are given to female staff. IT organisations in India have framed up their policies and procedures in such a manner that Manager’s 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.

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.

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.
The findings, combined with prior research, suggest that it is not enough for organizations to have gender diversity management programs in place. It is also important to use communication to manage perceptions of the programs.

Thus, overall it's been 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.

**Scope for Implementation in India Inc & Further Research Work**

Based on the current Study, this Research concludes that it is challenging, but possible, to develop an integrative theory of diversity in other Industry verticals in India. Such an effort will require meta-concepts that reflect the human experience. It is clear from this review that there are core human issues and concerns embedded in the diversity literature that could form the basis for such a theory. Some of these core human elements consist of organizational and managerial messages of respect, dignity, and clear value to the organization that are not tied to demographic or cultural attributes. While many companies have put in place formal policies, procedures, and statements of organizational values to ensure such elements, the evidence is unambiguous that these types of actions are only starting points for creating positive organizational environments for diverse people. There are many potential structural and process variables at multiple organizational levels that need careful reflection and consideration in order for a unified diversity framework to be of explanatory value for organizations. For example, opportunities for diverse people may enhance communities through both economic and social enrichment. Societies may also change as the result of increased contact among diverse people provided in work settings and associated learning opportunities. There are double-headed arrows between the two types of outcomes (work and non-work) and the organization to signify potential influences from the organization to outcomes, and from outcomes to the organization.
At present, the diversity literature is as diverse as the individuals, groups and organizations that are the subjects of study. Much work is needed, both theoretically and empirically, to develop a body of knowledge related to diversity in organizations. Most importantly, scholars need to move beyond old paradigms and limited ways of thinking to develop integrative and practical Gender diversity theories that help organizational leaders create systems in which diverse human beings are able to thrive, and to help their organizations do likewise.