12. CONTRIBUTIONS

The findings of the study reported in the individual chapters and summarised in the previous section has theoretical and organizational implications. The purpose of research study was to explore Indian IT and ITES sector in the context of Indian environment. Along with providing a report on the current state of inclusivity in IT and ITES sector it probed into the factors and circumstances that lead to the present state. The findings and analysis of the diversity dimensions under study – Gender, Disability, Nationality, Sexual Orientation and Race contributes in enhancing the current literature and information available on the current status of diversity awareness and inclusivity in this sector. The organizational implications mainly emerged from the analysis of the qualitative and quantitative findings of the diversity dimensions. The research have studied the background, the trends, analysed the perspectives of the employees, collected and scrutinized the organizational inclusivity endeavours, and analysed the role of industry and third party associations. The findings will help provide inputs to understand the dynamics of the diversity dimensions, identify the areas that need improvement and devise strategies to address the intricacies involved.

Main contributions are highlighted as follows

1. Theoretical validation that the inclusivity status of a sector is not a standalone phenomenon but a cumulative effect of different variables. The research was able to highlight the influence of

- Environment – Social, Cultural, Economic and Legal
- Inherent characteristics of the Industry
- Organizational Outlook
- Industry associations and interested third party associations.

1. In regards to Gender dimension, the trend analysis reveals that there is an overall increasing trend in the percentage of women employees. Research digs into the reasons of existence of
glass ceiling and provides insight that there is disagreement among the men and women on the role of gender plays in the advancement of career. Majority of the female participants are of the opinion that advancement in career is not entirely dependent on capabilities and qualification while most men feels that advancement is career is irrespective of gender. Commitment to family, break in tenure, preference for a balanced work life acts as intervening variables in women reaching their desired goal. Break or gap in tenure is a contributing factor which hinders the advancement of women and in turn plays a role in the gender based pay disparity. Also the research was able to highlight that the effect of major life events affect men and women differently. Major life events like marriage, child birth, child care and elder care influences the career progression and attrition among women employees whereas the effect is negligible in case of men employees. Female participants felt that flexible work timings helped them to continue with the job but working from home and working in flexible hours lead them to be less visible and might be one reason which affects the advancement. The general perceptions that women being less available, lack of flexibility and commitment were identified as other factors that deters the career progression of women. These findings will help the organization while planning their inclusivity endeavours. From the research it is clear that sensitization or awareness on gender diversity and related issues should be directed not only towards women but also male employees. To create an inclusive environment this is a pre-requisite. Only through this a change in perspective will occur with men being more aware and not just viewing gender inclusivity initiatives something that they don’t need to partake in. Certain policies like flexi timings need to be re-examined. It is true that flexible work options helps women employees continue in their career, but organizational policies should go a few steps forward and ensure that through enrichment programs - which will ensure that life events can be integrated along with the career in a harmonious way and that both needn’t be mutually exclusive.

2. The research also attested the suitability of IT and ITES industries in employing PWD at various levels. One interesting insight through the interviews that has organizational implications is that the first step towards promoting inclusiveness is recognizing the potential of PWD as a proficient employee source. It should not be looked on as a welfare issue but a diversity and human resource issue.
3. In regards to Nationality, Nationality is an evolving diversity dimension in the sector. The research stresses the importance of nationality as a diversity dimension especially as Indian companies are expanding their operations on a global scale and adopting an approach of decentralizing and recruiting from the countries where they are present.

4. The chapter on sexual orientation has dissected the various issues and factors – societal, Legal and attitudinal. This will help in deciding the organization stand in addressing this diversity dimension.

5. In regards to Religion and Caste, the research was not able to detect any imposing effect this diversity dimension has on the inclusivity patterns in Indian IT and ITES industry. The only possible assumption is that the industry dictum of qualifications and skills being the fundamental criteria doesn’t bring the interplay of diversity dimension-Religion and Caste to the forefront in Indian IT and ITES industry.

The findings urge further scrutiny and research. It is elaborated under the heading Future Research – Page no: 113

So overall the thesis have strived to contribute towards enhancing the literature on diversity portraying the inclusivity status in a comprehensive way – current and what led to it along with the findings having organizational implication by promoting a better understanding of the diversity elements and their dynamics in Indian IT and ITES industry.