CHAPTER- 3

Gender based Analysis of Salary and Working conditions

3.1. Introduction

More than recruitment, retention of the existing employees is a serious problem for Indian software sector. Even if entry of the females is increasing, their in between burn-out too is an observed fact. Causes for such burn-out and it’s extent and remedies are discussed in detail as problem of attrition in chapter four. But employees retention depends upon satisfactory working conditions. Hence such working conditions conduciveness and equality along with gender sensitivity requires to be analyzed. In this chapter equality and gender sensitivity of software work conditions are verified.

‘Work conditions’ are among the prime influencing factors for retention of the employees. Work conditions must ensure safety, equality along with gender sensitivity. Employees satisfied with salary and work environment will have less tendency of attrition. Specifically for female work conditions matters a lot. There is no question regarding the safety measures adopted by software companies, but regarding the satisfactory working conditions there needs the analysis of its working conditions unbiasedness and gender sensitivity. Work satisfaction depends basically upon the salary and conducive work environment. Obviously if salary paid is not enough and widely differentiates, work allocation is not as per their qualification and skills, if projects lack quality, longer working hours, overloaded nature of work, lack of
visibility and flexibility in the work schedule, lack of gender sensitive environment definitely makes employees dissatisfied and further leads to their exit.

As the responses collected by Fuller and Narasimhan(2007) in Chennai, gender is not a factor in recruitment, appraisal, promotion, salary levels, work allocation, project team composition or other significant issues. But Wajcman and Lobb(2007) and Hafkin and Taggart(2002) found such gender biasedness and differences in terms of work allocation and salary level in Vietnam and Phillipines. Intention of the present chapter is to study the gender neutrality of working conditions in Indian software sector.

This chapter consists six sections. After usual introduction in the first, methodology and variables are explained in second section. Third elaborates the results and discussion. Fourth provides values of the $\chi^2$ analysis of the work conditions, fifth lists down the major findings and final sixth section includes suggestion and the conclusion.

3.2 Methodology, Hypothesis and variables

Qualitative analysis has been followed by using percentages, tables, figures and simple cross tabulation. ‘$\chi^2$’ test been utilized to verify the significance of the gender based difference in the considered aspects.

Prime hypothesis is that “the working conditions in Indian software sector are gender neutral”. Among the working conditions along with salary and salary satisfaction, various work conditions are verified. Those working conditions are; work allotment, project assignment, working hours per day, overloaded nature of work, negotiation with the higher authorities, visibility in the company meetings and discussions, flexible work hours, need to work for longer hours, interaction with colleagues, participation in recreation activities of the company, gender sensitivity among colleagues, selection for on-site projects and finally overall job satisfaction.
3.3 Results and discussion

Following are the important observations with respect to various work conditions in software companies.

3.3(i) Gender based analysis of Salary level and Salary satisfaction of the employees.

‘High salary’ is a lucrative factor which pulls people towards software job. But there lies every possibility of discrimination in terms of salary paid due its confidentiality and influence of one’s own bargaining capacity which is comparatively less among female. Collecting correct information about salary is difficult because employees are bound by the company’s contract and are not supposed to reveal it. Any discussion about salary among employees is restricted. Hence a kind of ‘competition’ and ‘dissatisfaction’ is been observed among employees.

Employees doesn’t accept any such discrimination in salary based on gender as Fuller and Narasimhan (2007) found. But international studies justify the existence of such discrimination. Hafkin and Taggart(2001) in Philippines’ IT industry explains that women doing similar work that of men earn only 73% of men’s wages, while women’s earning over all is only 59% of men’s. Wajmann and Lobb(2007) in Vietnam’s software sector explored differences in the salary level for male and female. In Indian S&T personnel Madeshwaran and Shroff(2000) explains about the greater degree of earnings differentials in the private sector. Through decomposition analysis maintains that 72% of the differences in earnings were due to differences in human capital endowments and 28% due to the discrimination in the market place. Indian software sector has developed in private sector as such discriminations can easily penetrate. So far Indian IT industry didn’t accept such phenomenon but recent
NASSCOM-PWC (2010) report indirectly hints about the persistence of gender based inequality in the salary paid. And it reports that there is no evident clear discrimination in the salary structure followed but performance based percentage varies a lot.

In following Figure 3.1, concentration of female respondents is in the first and second salary levels where as male are proportionally equal in all the four levels.

**Figure 3.1, Proportion of Male and Female at various salary levels**

Source: Field Survey

Majority of the female respondents are in the salary level of 20,001- 35,000/- per month. But male respondents equally proportionally exist in all income brackets. 20.31% of female responded are in the first salary level i.e. Below 20,000/-, 45.31% in the range of 20,001-35,000, 18.75% earning between 35,001-55,000/- and only 6.25% earning is above 55,000/-. But respective proportion of male in these income levels.
22.81%, 21.05%, 19.3% and 21%. This can be considered as an indication of possible upper limit for female earnings in the industry.

Following table 3.1 provides further evidence for the limits of female earning capacity as at all experience levels, educational levels, and at all departments, proportion of men in the highest salary category is more than the proportion of women.

**Table 3.1- Salary level, Gender, Service, Qualification and Department Cross tabulation**

(Numbers are the percentages)

<table>
<thead>
<tr>
<th>Salary level</th>
<th>Upto 20,000/-</th>
<th>20,001/- to 35,000/-</th>
<th>35,001/- to 55,000/-</th>
<th>Above 55,000/p.m.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Total Service;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upto 2 years</td>
<td>5.26</td>
<td>10.94</td>
<td>7.02</td>
<td>19.53</td>
</tr>
<tr>
<td>2-5 years</td>
<td>12.21</td>
<td>7.81</td>
<td>3.51</td>
<td>20.31</td>
</tr>
<tr>
<td>5-10 years</td>
<td>0</td>
<td>1.56</td>
<td>7.02</td>
<td>3.13</td>
</tr>
<tr>
<td>Above 10 years</td>
<td>5.26</td>
<td>0</td>
<td>3.51</td>
<td>0.78</td>
</tr>
<tr>
<td>Qualification;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical</td>
<td>12.21</td>
<td>10.94</td>
<td>17.54</td>
<td>35.16</td>
</tr>
<tr>
<td>Professional</td>
<td>1.75</td>
<td>2.34</td>
<td>1.75</td>
<td>5.47</td>
</tr>
<tr>
<td>Others</td>
<td>8.77</td>
<td>7.03</td>
<td>1.75</td>
<td>4.69</td>
</tr>
<tr>
<td>Department</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical</td>
<td>12.21</td>
<td>10.94</td>
<td>7.02</td>
<td>32.03</td>
</tr>
<tr>
<td>Non-Technical</td>
<td>10.53</td>
<td>9.38</td>
<td>14.04</td>
<td>11.72</td>
</tr>
</tbody>
</table>

Source: Field Survey

Number of women earning above 55,000/p.m. with 2 years of experience is nil, with 2-5 years of experience 2.34%, with 5-10 years service 3.91% earning that much amount. Whereas number of male respondents earning above 55,000/p.m. is 1.75%
with 2 years of experience, 8.77% with 2-5 years service and 10.53% with 5-10 years of experience.

Same trend persists with qualification. Only 3.91% women with technical education, 0.78% with professional education and 1.56% with other education are in the category of above 55,000/p.m. salary level. Against to which proportion of men earning above 55,000/p.m. is 17.54%, 1.75% and 1.75% respectively.

Verification of this difference against education, service and department further departmental based salary analysis shows that only 4.69% of women in technical department compared to 14.04% men and 1.56% in non-technical departments are in the above 55,000/p.m. category.

3.3(i) (a) Salary satisfaction

Majority of the employees are somewhat satisfied about their salaries. Salary satisfaction tendency is similar for both the gender as per figure 3.2 presents.

**Figure 3.2 Salary satisfaction among male and female employees**

![Salary satisfaction among male and female employees](image)

Source: Field Survey
As per figure 3.2, 26.8% of male and 24% female are not at all satisfied by their salaries. 57.7% male and 62% female are somewhat satisfied. 15.5% male and 14% female are fully satisfied.

3.3(ii) Work allotment

If people are employed as per their interest and qualification employee’s satisfaction will be more. Anyhow in software sector it has been observed that technically qualified were employed in non-technical positions and non-technically qualified in technical departments. Even if this positioning is based on employee’s acceptance of the position still there lies every possibility of being frustrated due to the non-compatibility in their respective education and work.

As earlier explained in chapter 2, with the help of figure 2.5 number of female(22.5%) in non-technical positions is comparatively more to male(12.7%). Out of 129 female respondents 7 employees were in non-technical positions in spite of their technical qualification. For male it was only 2 out of 71.

3.3(iii) Project Assignment

Software employees expect their work to be challenging and innovative adding to their domain knowledge. But such challenging work depends upon the quality of the project assignments. Hence framing teams for different projects is important. Accordingly Jorgensen(2002) explained that in U.S. “career progression depends upon the ‘quality of the projects’ where male keep the ‘plum’ and keep general tasks for women. In Vietnam female were typical ‘testers’ whereas male were typically ‘developers and designers’ as per the findings of Judy (2007) these job categories affected their promotions. But in Indian context such classification doesn’t hold good as every employee has to do all such activities according to Heeks(1996) and
Ilavarsan (2002). Still importance of ‘quality of the projects’ cannot be neglected as young software workforce expects work to be challenging. They are not interested in doing the repetitive tasks rather they expect their work to be continuously of a newer type and should enable them to understand the recent developments in their concerned field. Or else they will burn out and shift. Projects quality has its own effect on the career growth of an employee. Therefore to understand gender influence on ‘project assignment’ employees were directly asked whether gender influences on project assignment or not? Figure 3.3 presents opinion of the respondents in this regard.

**Figure 3.3 Do you find gender influence on project assignment?**

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>79</td>
<td>80</td>
</tr>
<tr>
<td>Yes</td>
<td>21</td>
<td>20</td>
</tr>
</tbody>
</table>

Source: Field Survey

80% of the male and female respondents opined that work allotment is purely merit based. Projected as a meritocratic industry, software sector presumed to have gender unbiased work allotment but nearly 20% of the respondents belonging to both
the gender accepted the gender influence. Thus to certain extent gender influences the work allotment.

But certainly ‘gender influence on work allotment’ cannot be viewed as a total negative stand. In some cases for the better understanding of customer’s requirement and in the design of the product, specific gender observations will be helpful. For example a project in Europe launched to attract girls towards computer education through computer games was failed not because girls were less interested but the designed computer games were not of their taste and preference as found by Faulkner and Lie(2007). And at present, some of the companies, namely Accenture and Infosys to avoid gender bias while team formation are maintaining “women ratio”. According to these company policies, 33% of the team members in each and every team require to be female.

3.3(iv) Work hours

Hours spent at office to certain extent determine the work pressure. More hours of work obviously leads to physical, mental and work-life balance problems which seems to be acute for female. Hence hours spent on work influences the retention of the employees. Lack of time is the main problem quoted by them. Even if they are not bound by the official timings but all the time they have to be prepared for the conference calls. It is not the physical presence but more of mental presence which is required. Due to the propagated flexibility in work timings, work hours and work place generally it makes people to think that software employees are not bound by the office premises and office hours. In spite of all this, being in office helps to get recognized as Vaasavi and Pande(2008) found and further flexibility facility is not available to all.
Hence when asked about the hours spent on work at office per day the response indicates work pressure. As figure 3.4 indicates.

**Figure 3.4 Working hours per day**

![Bar chart showing working hours per day for male and female respondents]

Source: Field Survey

Accordingly among female respondents 25% work for less than 8 hours per day, 68.2% work for 8-10 hours and only 7% work for more than 10 hours. Respective proportion of male for these work categories is 24%, 63.4% and 13%. Majority of the employees are working for 8-10 hours which is greater than the official work hours set by government. So far legally in India 8hours /per day is fixed for workers (sooner it is expected to increase to 10hours per day). Obviously it indicates increased pressure in the software profession. Even if both are equally facing work pressure but it’s impact will be more severe for female rather male as her traditional role continues at home.
3.3(v) Overloaded work

Hafkin and Taggart (2001) discovers in Philippines women’s workload averages 21% more than men’s. Software job is known for its work pressure but its effect will be more severe for female as per their findings.

Figure 3.5 “Do you feel overloaded “?

Source: Field Survey

Above figure presents that 6.2% female against 10% male felt always overloaded. 76% female against 77.5% male felt some times overloaded and 17.8% female against 12.7% male were not at all overloaded. Obviously majority of the employees felt overloaded for some times. Especially as the project deadline approaches, employees feel overloaded. Comparatively proportion of female in the ‘always overloaded’ and ‘Not at all overloaded’ category is less. Reasons for this can be traced to two elements. First of all proportion of female employed in non-technical positions is greater than male and it is expected that comparatively technical positions
are overloaded positions. Further ‘Sangeetha’ and ‘Varsha’ of IBM explain about the
difference in the work attitude of the female and male. According to them female
tendency of punctual and regular work avoid keeping any work backlog. But male
tendency of postponement of work finally leads to piled up work and ultimately leads
to the overloadedness and pressure.

3.3(vi) Negotiations with higher authorities about project deadlines

Interaction with higher authorities not only gives employee recognition and
visibility, discussion regarding the project deadlines is crucial for determining work
pressure. Fixation of the deadlines for projects is a crucial factor which decides the
competitiveness of the company. Shorter the time and lesser the cost involved in
finishing a project, company will be considered more competitive. In the wake of such
competitive spirit companies taking in to account the opinions of higher managerial
staff and team leaders fix the time frame for projects. But in many cases such time
allocations presuming higher potential of the employees sets shorter deadlines and adds
to the employees pressure. As many of the women employees are concentrated at entry
level usually they does not involve in such negotiations. Figure 3.6 presents such
negotiation behavior based on gender.
Figure 3.6 Do you negotiate with boss about deadlines’?

Source: Field Survey

As per above figure among female 63% rarely, 27% frequently and only 10% negotiate with their higher authorities about work hours. For male 60.6% rarely, 18.3% frequently and 21.1% always negotiate. Overall indication is that majority of the employees rarely interact with their higher authorities. But proportion of female frequently interacting is more to male but same female proportion always negotiating is lesser than male. Usually entry level staff is not involved in such discussion hence from female side who are concentrated at entry level jobs can’t be expected to interact with their higher authorities.

3.3(vii) Visibility in group meetings and discussions

Visibility in the team meetings gives recognition to the employees and their interaction with their higher authorities helps in the process to appraisal and career progression. Such visibility and recognition are necessary to keep the work satisfaction of employees to certain extent. Bhal and Gulati (2007) found relation between the pay
satisfaction of professionals in India with Leader Member Exchange in the IT organizations. According to them such recognition not only helps appraisal and promotion also it influences the possible hike in the pay. But such visibility and interaction with higher authorities is a noted problem for female employees by NASSCOM-Mercer (2008) Report.

Women either keep mum or when they start discussion increased interruptions from the male side were observed in U.S. by Katherine(2005). Managers complain that in spite of having skills and information women don’t open themselves in the company meetings and forums. Assisting other teams also makes employees visible this attitude not only increases once own image, but further leads to increase in the evaluation points plus the knowledge. But availability of time decides how much a person can help others. Obviously men tend to have more time as 64% of men compared to 46% women said that always they help others. Figure 3.7 presents such visibility for both the gender.

**Figure 3.7. Are you visible in the company meetings?**

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rarely</td>
<td>10</td>
<td>7.8</td>
</tr>
<tr>
<td>Frequently</td>
<td>25.4</td>
<td>38.8</td>
</tr>
<tr>
<td>Always</td>
<td>65</td>
<td>53.5</td>
</tr>
</tbody>
</table>

Source: Field Survey
Among female, 7.8% rarely, 38.8% frequently and 53.5% always visible. Accordingly among male, 10% rarely, 25.4% frequently and 65% always visible. Obviously it indicates increasing visibility of female, still number of male always visible is more. The root cause needs to be addressed in the social and educational field.

3.3(viii) Flexible working hours

Software sector compared to ITES BPO sector is more flexible in terms of working hours as babu(2008) explains. Companies project that their employees are free to choose the working hours and there is no strict stipulated time as such and progress of work is considered to their working time and regularity. Flexible work hours enable employees to work as per their convenience. But question raised here is, is this freedom of choosing work hours given to all? Obviously not. Figure 3.8 clears this point.

Figure 3.8 “Are you free to choose working hours?”

Source: Field Survey
Among female 40.3% rarely had such liberty, 33.3% frequently used such facility and 26.4% always used flexibility opportunity. But among male 35.2% rarely, 35.2% frequently and 29.6% always used this facility. Comparatively male used flexibility opportunity more. Still there seems no considerable difference in the behavior. Even if 40% rarely used this opportunity still 60% used the facility. Asha one of the employees of a prestigious software company told that till 5 years of service employees cannot avail the facility. But as Rekha a consultant for software companies express that such flexibility altogether do not provide total liberty and employees’ needs to be ready for conference calls which are fixed as per the timings of western countries.

3.3(ix) Longer working hours

In spite of the flexibility and other facilities longer working hours is one of the features of software sector. Especially during the completion of project work hours gets extended and obviously such longer hours are more inconvenient for female hence their retention depends on the necessity of working for longer hours. Following figure 3.9 depicts necessity of working for longer hours.
Figure 3.9 Do you work for longer hours?

Source: Field Survey

Among female 45% rarely, 44% frequently and 11% always work for longer hours whereas among male 41% rarely, 49% frequently and 10% always work for longer hours. There is no considerable difference still it puts forth one of the increasing tendency of working for longer hours by women. But such tendency of working for longer hours is more costly for females. Such tendency of female even if considered as a sign of career consciousness still male attitude seems conservative about this development. See Box 3-1.

**Box-3.1: Male attitude about increasing tendency of female work for longer hours**

About women’s working for longer hours in general male opinion seems to be more of ‘conservative’. ‘Uday’ One of the male employee directly opined that women shouldn’t work for such longer hours. Their too much career consciousness will create problems in their families. And reward for work will be more work. Hence it is unnecessary for women spending so many hours in the office. (Sushmita) a female respondent from Infosys said that Infosys avoids women from working for longer hours.
3.3(x) Interaction with colleagues

Software jobs are ‘team based’ jobs where more than individual talent and capacity employee’s easier adaptability and association with other team members is more essential. And informal interaction with colleagues has the advantages of reducing the work tension, makes work environment more live and enlarges the network capacity. In software sector network is essential for progression which women lacks due to their limited time and societal up breeding according to NASSCOM – Mercer report(2008). Such informal interaction and atmosphere too affects female retention in the company. Regarding such attitude figure 3.10 explains as follows,

**Figure 3.10 Do you have informal interaction with your colleagues.**

![Bar chart showing interaction frequency by gender](image)

Source: Field Survey

Among female 27% rarely, 42% frequently and 31% always had interaction with their colleagues. Accordingly among male 32.4% rarely, 32.4% frequently and
35.2% always had such interaction. Obviously it indicates the increasing informal interaction of female in the profession which is a positive development.

### 3.3(xi) Participation in the recreational activities

Software companies to assist their employees in reducing work tension and pressure arrange for many recreational facilities. For example gym, yoga classes, dance classes, trips, sports etc. But as Babu(2008) explains, most of these facilities are virtual because employees doesn’t have the necessary time to use those facilities. Figure 3.11 presents how far these facilities are used by both male and female employees.

**Figure 3.11 Do you involve in company recreational facilities.**

Source: Field Survey

Among female 34% rarely, 46% frequently and 20% always involve in such recreational facilities. Among male 44% rarely, 29.6% frequently and 26.8% always participated in such recreational activities. But comparatively among male proportion
of the employees rarely involving in these activities is more whereas for female, their proportion as frequent users is more.

3.3 (xii) ‘selection for on-site projects’

International exposure is one of the important attraction for young towards software sector. Such exposure is given to employees through on-site assignments. Further on-site experience is an important determinant of the faster growth in pay and position but there presumed to be more preference to male rather female for such projects and training programmes. As software employees are growth conscious such growth determinants too are important for their retention. Following figure 3.12 justifies the relevance of differentiation in such projects.

**Figure 3.12 Have you been selected for on-site assignments?**

![Bar chart showing the proportion of employees not getting chance for on-site assignments among both male and female.]

Source: Field Survey

As per above figure proportion of employees not getting chance for on-site assignments is more among both male and female. But this proportional variation is
greater for female. 71.3% of the female had not received any such opportunity against 52% male. Only 25% female got selected against 44% male. Remaining employees’ position doesn’t have access to such assignments. Generally higher authorities perceive that on-site projects affect female employees personal life a lot. Even if there lies some truth in the perception still companies can give an option before female employees regarding such projects. And for short time projects company’s can give preference to female employees.

3.3(xiii) Gender sensitivity among Colleagues

To make working conditions pro-women, colleagues must be gender sensitive. As software work is a ‘team work’ and they have to work with male colleagues and in most instances under the male manager and team lead if those colleagues and higher authorities are gender sensitive it helps for the retention of the female employees. According to NASSCOM-Mercer (2009) report below managerial level employees expect such gender sensitivity more compared to those who have reached managerial level.

And companies have adopted several such policies and are conducting gender sensitization workshops and programmes. But such initiatives are set aside by the employees as ‘women only programmes’ and male colleagues do not participate. In 2006 when NASSCOM Gender Inclusivity Summit held at Bangalore then Chairman of NASSCOM, Kiran Karnik observing the absence of men in the summit commented that “the summit is about women and not only for women”. But slowly the number of male participants is improving according to Vineeta Bali, Director, Britanica. At company level, participation of men in such initiatives has been increasing as observed by recent NASSCOM reports. But still when the respondents were asked about the
gender sensitivity of their male counterpart, their response is not optimistic as furnished in figure 3.13.

**Figure 3.13 Gender sensitivity among software employees**

![Gender Sensitivity Chart]

Source: Field Survey

As per above figure, very few, i.e., only 20% of both genders said that their colleagues were gender sensitive whereas majority 80% has not seen such sensitivity.

Above opinion reflects the need for reshaping and restructuring of the ‘gender sensitization’ programmes to increase their effectiveness. The ‘roots of lack of gender sensitization among male’ can be traced to our socio-cultural and education process. Hence the sensitization process must start from home and society especially during their education. As Chadha (2001) explains, “women are accepted as good ‘Life partners’ but not as ‘work partners’.” Same notion seems to continue in the software sector too.
3.3(xiv) Job Satisfaction

After all these conditions relating to salary and work overall satisfaction was collected by directly asking respondents that, Are you satisfied with your job? Answer provided by them is interesting as presented in figure 3.14.

Figure 3.14 Are you satisfied with your job?

![Bar chart showing job satisfaction levels]

Source: Field Survey

As per above figure majority of the male (72%) and female (73.6%) employees are somewhat satisfied with their job. But relatively proportion of female ‘not at all satisfied’ is considerably less i.e. only 3.9% against 11.3%. Further relatively more female (22.5%) fully satisfied to male (17%). Reason can be traced to the relatively better salary level to other sectors and occupations and moreover the social recognition and status that software jobs provide.
3.4 Gender based discrimination among various work conditions

Application of $\chi^2$ analysis to the above said variables is furnished in the following table.

Table 3.2 $\chi^2$ analysis of the gender based difference with the variables.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Calculated $\chi^2$ Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Salary</td>
<td>9.293(0.026) *</td>
</tr>
<tr>
<td>2. Work allotment</td>
<td>2.860(0.091)**</td>
</tr>
<tr>
<td>3. Project Assignment</td>
<td>0.027(0.871)</td>
</tr>
<tr>
<td>4. Working hours per day</td>
<td>1.828(0.401)</td>
</tr>
<tr>
<td>5. Overloaded work</td>
<td>1.590(0.451)</td>
</tr>
<tr>
<td>6. Negotiation</td>
<td>5.515(0.063)**</td>
</tr>
<tr>
<td>7. Visibility</td>
<td>3.678(0.159)</td>
</tr>
<tr>
<td>8. Flexible work hours</td>
<td>0.529(0.767)</td>
</tr>
<tr>
<td>9. Longer work hours</td>
<td>0.481(0.786)</td>
</tr>
<tr>
<td>10. Interaction</td>
<td>1.752(0.416)</td>
</tr>
<tr>
<td>11. Participation in Recreation</td>
<td>4.992(0.082)**</td>
</tr>
<tr>
<td>12. Selection for on-site projects</td>
<td>12.479(0.052)*</td>
</tr>
<tr>
<td>13. Gender sensitivity among colleagues</td>
<td>0.186(0.667)</td>
</tr>
<tr>
<td>14. Job satisfaction</td>
<td>4.565(0.102)</td>
</tr>
</tbody>
</table>

Source: Field survey

Note: * and ** indicates 5% and 10% level of significance respectively.

As per table 3.2 except ‘salary’, ‘work allotment’, ‘negotiation’, ‘participation in recreation’ and ‘selection for on-site projects’ in all other elements there is no significant gender based difference.
Gender based differences in the salary level is highly significant and majority of the female are concentrated in the first and second salary levels whereas male are proportionately distributed among all the salary levels. Regarding work allotment considerable proportion of female than male are employed in non-technical work. Relative proportion of female negotiating with their higher authorities is less. But participation in the company recreation activities is positive for female as female participation is relatively more. But selection for on-site projects is significantly male biased.

3.5 Findings

Following are the major findings;

i) There exists significant gender based salary differences among the software employees. Proportion of female in the high salary bracket is relatively less to male and they are concentrated at the middle level salary brackets. With respect to salary satisfaction, majority of the employees are somewhat satisfied.

ii) Significant bias persists in work allocation as proportion of the female employed in non-technical work is more than males.

iii) Majority of the employees refused any gender influence on project assignment. But still considerable proportion of the employees accept such influence which indicates that at least to some extent gender is one of the base while assigning projects.

iv) Relatively majority of the employees irrespective of the gender frequently work for 8-10 hours per day.

v) Majority of the employees felt overloaded for some times and there is no significant gender based variation.
vi) Even if most of the employees rarely negotiate with their higher authorities significant gender based differences were observed as proportion of female frequently interacting is more to male but same female proportion always negotiating is lesser than male.

vii) Regarding visibility significant gender based variations are not witnessed. But positively female awareness is increasing about visibility.

viii) Even if majority of the employees rarely used ‘Flexible work hours facility’, still proportion of employees using the facility is increasing irrespective of gender.

ix) There is no considerable difference in the attitude of work for longer hours as most of them work for longer hours frequently. But increased career consciousness been witnessed among female as tendency of working for longer hours is increasing.

x) A positive development has been observed as female employees informal interaction with colleagues is increasing.

xi) Significant difference in the participation of recreation been found as more number of female frequently participated in such activities. It indicates that female employees are curious about getting benefit from such activities.

xii) Selection for on-site projects is highly male biased.

xiii) So far ‘gender sensitization programmes’ of the companies have failed to significantly produce gender sensitized employees.

xiv) Regarding job satisfaction difference is near to significant because even if majority of the employees are ‘moderately satisfied’, still average female employees feeling not at all satisfied is very much lower to male. And average female employees feeling fully satisfied is greater than males.
3.6 Suggestion and Conclusion

Based upon above findings following suggestions are suggested.

a. Salary fixation process needs to be transparent.

b. Bias in the work allotment needs to be reduced. More female needs to be recruited in the technical positions.

c. To make female employees get benefit from the good projects, women’s ratio in a team should be fixed as Accenture and Infosys have done.

d. Even if gender based variation not found in overloaded work still as such overloaded nature affects more for female, to possible extent it needs to be avoided.

e. Fixation of deadlines should be more rational. Management should consider possible impact on its human resources along with competitiveness.

f. To make female employees more interactive, visible and negotiable societal changes are required which can be brought through the education system. Team activities, open interaction of girl students needs to be encouraged during the process of education.

g. As female employees are getting more benefit from the recreational activities, such activities and facilities provision should be encouraged.

h. Gender sensitization programmes needs to be restructured and reshaped. Such programmes should involve male employees.

Finally it can be concluded that with respect to the working conditions most of the conditions are similar except salary level fixation, work allotment, negotiation with higher authorities, participation in recreation activities and selection for on-site projects. In spite of some discrepancies female employees are satisfied to some greater extent due to the comparative
larger payment and social status of the software job. As proportion of female is increasing who is more career conscious now, they equally want to grow fast and on a equitable footing without feeling too much burdened. Hence satisfactory work conditions include career growth along with so far analyzed aspects. But ‘career growth’ aspect itself is a broad concept with its own determinants; hence exclusive analysis of the career growth has been done in the next chapter.
References