A STUDY ON GENDER DIVERSITY IN TOP AND MIDDLE LEVEL MANAGEMENT IN IT SECTORS IN INDIA

Niveda Kumar[1], Vijay Mahesh K. V[2] , Dr.Amalanathan P[3]

[1,2]2nd Year PGDM Student, XIME Chennai
[3]Associate Professor XIME Chennai

ABSTRACT

Treating men and women equal has been a strive since a long time. When we are talking about Gender diversity in the workplace, it deals with equal opportunities for hiring and equal chance for promotional activities. According to the companies act 2013, the board requires at least one woman as a member. Information technology has been the biggest exporters of India and one of the largest hirers in the private sector. This research brings out the problems women face to continue work and to succeed in it. The current study also sheds light on the situation of gender diversity in Indian organisations and the most recent developments worldwide in the area of gender diversity and inclusion as an important strategic advantage.

KEY WORDS: *Gender, diversity, workplace, Gender equality, IT sector.*

1. INTRODUCTION

IT sectors now a days are stiving towards diversified skills and knowledge. Female representation is a societal idea that has attracted a lot of interest in the business environment. The board's structure affects an organization's policies and, as a result, how its stakeholders and customers perceive the organisation. The board composition includes the board's size, independence, and gender diversity. The %of women in the workforce and the key success metrics for gender diversity in the workplace are included in this paper's definition of gender diversity in top and middle level management. Female dominance is in the house where as it is the duty of the man to earn the bread and butter for his family. This paper also talks about the reasons women are not able to pursue their career. Gender diversity in organizations help achieve gender equality in different regions of the society as well. It is established through research the when there is equal participation from men and women in the management it has led to positive as successive growth of the company. When gender diversity had to be Implemented according the government rule the boards started pushing women from their house to just be the face. The inside decisions were taken only by the man ruling the organization. This paper talks about what %of women are there in the organizations across the IT sectors. It also deals with aspects leading to lack of women in managerial positions.

2. REVIEW OF LITERATURE

Maran Marimuthu and Indraah Kolandaisamy ,2009 believe that Gender does not have an impact on the financial performance of the company. Investors should be cautious about the unsafe approach of demanding homogeneity in top management. It is related to phenomena group thinking. Since most firms aim for long-term survival in the constantly shifting business environment, whether regionally or globally, heterogeneity at the strategic level can never be ignored.

Sandrine Devillard, Sandra sancier- Sultan and Charlotte Werner , 2014 in their paper analyse the challenges faced by women to reach the top management and men's thoughts on women being in the top management. They have come to a conclusion that the women leaders can performance better in an organized way which can bring better financial stability for the company.

Vibeke ,2015 Lehmann Nielsen and Mikkel Bo Madsen published their paper stating that There is no significant relationship between gender diversity and satisfaction of the job. The results show that organisational gender diversity among female employees reduces their intentions to leave their jobs, but does not alter their level of job happiness. In general, it has no impact on men's intentions to quit their jobs or their quality of work life. As a result, an unequal influence between gender categories is the general signal. There are, however, distinctions between occupations. Public administration academic staff differentiates from the other professions. When compared to the trend, the relationship between gender diversity and turnover intentions for female academic staff in public administration is in the opposite direction, and for male academic staff in the same field, the association among both gender balance and intentions to leave is significantly inverse.

Tove Sarri and Linnea Troeng , 2015 talk about the methods of achieving gender diversity in top management. Consideration and work, core values and cultural restrictions, shared and genuine commitment and active recruitment phase are some of the factors required to achieve gender diversity in the top management IJMN.

According to a survey conducted by the Economics times,2022 IT companies are wanting to increase the female

%in the organization from 30% to 40% with several initiatives. Companies are also looking at hiring and then training female employees to help them attain the required skill set. Although 50% of women are recruited through universities, the %is different when it comes to hiring at mid-level positions. Consequently, there is a particular emphasis on employing across bands.

According to the most recent Nasscom Strategic Review,2022 women make up 36% of the entire workforce in the Indian IT services industry, with over 1.8 million of them employed to date. More than 200,000 women would be employed in FY2022 only, according to the research. Additionally, it states that the greatest employer of female in the private sector is indeed the $200 billion IT services sector.

In a similar vein, Lyness and Thompson,2000 discovered that women executives reported a lack of cultural fit more frequently than male executives. Women were also more likely to mention being excluded from informal networks as an impediment to their career advancement.

3. RESEARCH METHODOLOGY
The researcher opted the descriptive research strategy for the investigation. This survey included 150 respondents in total. The research tool used to gather the information as Primary data was questionnaire. The convenient sampling method was used, and ANOVA tool was used to examine, analyse and interpret the data that had been gathered.

4. ANALYSIS AND INTERPRETATION
A questionnaire was created and circulated among those working in the IT sectors.

Table 1: table showing the respondents opinion on the statement **Women are not able to take up a career due to family and parenting reasons?**

S.No	Opinion	%
1	Strongly Disagree	10%
2	Disagree	16%
3	Neutral	26%
4	Agree	39%
5	Strongly agree	9%
Total		100%

We can infer that 39% of the respondents agree that women are not able to take up career due to family and parenting reasons.

Table 2: Table showing the respondents opinion on the statement **Women are perceived to be less committed at the workplace?**

S.No	Opinion	%
1	Strongly Disagree	26%
2	Disagree	48%
3	Neutral	10%
4	Agree	10%
5	Strongly agree	6%
Total		100%

We can infer that 48% of the respondents disagree that Women are perceived to be less committed at the workplace.

Table 3: Table showing the respondents opinion on the statement **Company prefers males to be appointed heads of departments?**

S.No	Opinion	%
1	Strongly Disagree	12%
2	Disagree	41%
3	Neutral	25%
4	Agree	19%
5	Strongly agree	3%
Total		100%

We can infer that 41% of the respondents are disagreeing to the statement company prefers males to be appointed as head of the departments.

Table 4: Table showing the respondents opinion on the statement **The team does not accept a woman to lead the team?**

S.No	Opinion	%
1	Strongly Disagree	21%
2	Disagree	48%
3	Neutral	18%
4	Agree	7%
5	Strongly agree	6%
Total		100%

We can Infer that 48% of the respondents Disagree to the statement **The team does not accept a woman to lead the team?**

Table 5: Table showing the respondents opinion on the statement **Only the male manager can identify the right problem.**

S.No	Opinion	%
1	Strongly Disagree	45%
2	Disagree	45%
3	Neutral	6%
4	Agree	2%
5	Strongly agree	2%
Total		100%

We can Infer that 90% of the respondents Disagree to the statement that **Only the male manager can identify the right problem.**

Table 6: Table showing the respondents opinion on the statement **Only the male manager can take the exact corrective measures for the problem identified.**

S.No	Opinion	%
1	Strongly Disagree	43%
2	Disagree	44%
3	Neutral	10%
4	Agree	0%
5	Strongly agree	3%
Total		100%

We can Infer that 87% of the respondents disagree to the statement that **Only the male manager can take the exact corrective measures for the problem identified.**

Table 7: Table showing the respondents opinion on the statement **The team members implement the suggestion given by the female manager?**

S.No	Opinion	%
1	Strongly Disagree	19%
2	Disagree	56%
3	Neutral	19%
4	Agree	5%
5	Strongly agree	1%
Total		100%

We can Infer that 56% disagree to the fact that **The team members implement the suggestion given by the female manager?**

Table 8: Table showing the respondents opinion on the statement **Company conducts a Mentoring program in the company here to identify and prepare female employees for promotion?**

S.No	Opinion	%
1	Strongly Disagree	11%
2	Disagree	44%
3	Neutral	34%
4	Agree	9%
5	Strongly agree	2%
Total		100%

We can Infer that 44% of the respondents disagree to the statement that **Company conducts a Mentoring program in the company here to identify and prepare female employees for promotion?**

Table 9: Table showing the respondents opinion on the statement **The organizational Culture Supports to Achieve Gender Equality?**

S.No	Opinion	%
1	Strongly Disagree	11%
2	Disagree	44%
3	Neutral	34%
4	Agree	9%
5	Strongly agree	2%
Total		100%

We can Infer that 44% of the respondents disagree to the statement **The organizational Culture Supports to Achieve Gender Equality?**

Table 10: Table showing the respondents opinion on the statement **All my Colleagues adopt to the Gender Diversity Practices?**

S.No	Opinion	%
1	Strongly Disagree	29%
2	Disagree	54%
3	Neutral	11%
4	Agree	5%
5	Strongly agree	1%
Total		100%

We can Infer that 54% of the respondents disagree to the statement **All my Colleagues adopt to the Gender Diversity Practices?**

Table 11: Table showing the respondents opinion on the statement **There are Specific practices to change in your Organization in Gender Diversity?**

S.No	Opinion	%
1	Strongly Disagree	23%
2	Disagree	49%
3	Neutral	16%
4	Agree	10%
5	Strongly agree	2%
Total		100%

We can Infer that 49% of the respondents disagree to the statement **There are Specific practices to change in your Organization in Gender Diversity?**

Table 12: Table showing the respondents opinion on the statement **You must work harder at your job because of Gender Description?**

S.No	Opinion	%
1	Strongly Disagree	0%
2	Disagree	13%
3	Neutral	41%
4	Agree	37%
5	Strongly agree	9%
Total		100%

We can Infer that 41 % of the respondents are neutral to the statement **You must work harder at your job because of Gender Description?** and no respondent strongly disagrees to the above statement.

Table 13: Table showing the respondents opinion on the statement **Men get promoted more than women at your workplace?**

S.No	Opinion	%
1	Strongly Disagree	14%
2	Disagree	42%
3	Neutral	29%
4	Agree	11%
5	Strongly agree	4%
Total		100%

We can Infer that 42% of the respondents disagree to the statement **Men get promoted more than women at your workplace?**

Table 14: Table showing the respondents opinion on the statement **A strong and positive attitude and confidence would help to achieve gender diversity?**

S.No	Opinion	%
1	Strongly Disagree	15%
2	Disagree	43%
3	Neutral	21%
4	Agree	16%
5	Strongly agree	5%
Total		100%

We can Infer that 43% of the respondents disagree to the statement **A strong and positive attitude and confidence would help to achieve gender diversity?**

Table 15: Table showing the respondents opinion on the statement **The organization supports working mothers with additional benefits?**

S.No	Opinion	%
1	Strongly Disagree	0%
2	Disagree	19%
3	Neutral	54%
4	Agree	24%
5	Strongly agree	3%
Total		100%

We can Infer that 54% of the respondents are neutral to the statement **The organization supports working mothers with additional benefits?**

Table 16: Table showing the respondents opinion on the statement **Men and women both are treated equally in all fields?**

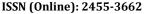| S.No	Opinion	%
1	Strongly Disagree	0%
2	Disagree	11%
3	Neutral	25%
4	Agree	48%
5	Strongly agree	16%
Total		100%

We can Infer that 48% of the respondents agree to the statement **Men and women both are treated equally in all fields?**
Hypothesis: The respondent's opinion on Gender Diversity is significant at 5% level.

ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Gender	0.18	1	0.18	0.56	0.46	4.54
Questions	4.77	15	0.32	1.00	0.50	2.40
Error	4.77	15	0.32			
Total	9.71	31				

The calculated value = 2.40
The table value = 2.48

As the calculated value is less than the table value, we accept the hypothesis.

So, we can conclude that the opinion on the differences concerning gender diversity among the male and female respondents are insignificant.

5. FINDINGS

Through the analysis we can say that men and women's perception are different for women not being able to reach the top and middle level management.

- 22% of the respondents felt that their company prefers male to be appointed as their head of the department.
- Only 13 % of the respondents agree that their team does not accept women to lead the team.
- Only 4% of the respondents agree that only the male manager can identify the right problem and only 3% of the respondents agree that only a male manager can take corrective measures. Whereas 90% of the respondents disagree to this statement.
- Only 6% of the respondents are agreeing to the fact that the suggestions given by the female managers are implemented in the organization.
- Only 11% of the respondents agree that the company conducts a mentoring program to promote female employees.
- 46% of the respondents Agree that they must work hard because of their gender description. and 15% of the respondents felt that men are promoted more than women.
- 27% of the respondents agree that the organization supports working mothers.
- 64% of the respondents agree to the statement men and women are treated equally.

6. RECOMMENDATION AND CONCLUSION

- Almost half of the respondents say that the women leadership is not encouraged in the IT sectors. India is a country that motivates women leadership from its Vedic period. Hence, the perception of the organization need to be changed. Work life balance can be promoted along with flexi timing to allow the people to work for the organization at their convenience.
- The demographic shows 65% of male respondents out of which surprisingly 90% of the respondents felt that identification of the problem and taking corrective measures has nothing to do with gender. Hence, IT sector needs to focus on skill development programs by providing training and development to their employees. The members of the organization both male and female can be got on the same skill level using competency mapping process for the role.
- 46% of the respondents felt that the male counterparts are given preference on promotion and only 15% of them say that men and women are treated equally. Hence, transparency in business practices and effective communication needs to be followed. India would achieve complete gender diversity only when an all women team does not come across as a surprise.

REFERENCES

1. *Maran Marimuthu ,2009, CAN DEMOGRAPHIC DIVERSITY IN TOP MANAGEMENT TEAM CONTRIBUTE FOR GREATER FINANCIAL PERFORMANCE? AN EMPIRICAL DISCUSSION Volume 2/8, page number 273 to 286.*
2. *Marie Christine Laibke , 2013, Gender Diversity in Top Management and Firm Performance,*
3. *Sandrine Devillard, Sandra sancier- Sultan and Charlotte Werner , 2014, WHY GENDER DIVERSITY REMAINS A TOP CHALLENGE?,*
4. *Tove Sarri and Linnea Troeng , 2015, HOW TO ACHIEVE GENDER DIVERSITY IN TOP MANAGEMENT,   Lyness and Thompson,2000*
5. *Vibeke ,Lehmann Nielsen and Mikkel Bo Madsen,2015, DOES GENDER DIVERSITY IN THE WORKPLACE AFFECT JOB SATISFACTION AND TURNOVER INTENTIONS?, volume 18,page number 77 – 115*