RESULT AND DISCUSSION

CHAPTER - IV
RESULTS AND DISCUSSION

The findings of the current study are presented and discussed under the following heads:

4.1 Socio-Demographic Profile

In order to develop a proper perspective analysis, all major components of social environment must be considered. The general notion of social environment is that it consists of religion, caste, type of family, marital status, size of family and age. A clear insight into the influence that these factors have on the life and work of the respondents would be of immense significance to understand better the issue of gender discrimination and identify the variables that distinguish gender group. An analysis of the socio-demographic factors is presented in table 4.1.1.

Religion

Gender-wise classification reveals the domination of Hindus (76.8 percent), among male employees followed by Christians (19.6 percent) and Muslims (3.6 percent). Majority (78 percent) of female employees belonging to Hindu religion preferred working in ITES organization. And this preference was seen less among both the Christians (18.4 percent) and Muslims (3.2 percent). Irrespective of gender, Hindus were the predominant group (78 percent), followed by Christians (19 percent) and

Muslims were negligible (3 percent).

TABLE 4.1.1

DISTRIBUTION OF RESPONDENTS BASED ON SOCIO-DEMOGRAPHIC FACTORS

(in numbers)

Gender / Particulars	Male	Female	All
Religion			
Hindu	192 (77)	196 (79)	388(78)
Christian	49(20)	46 (18)	95(19)
Muslim	9 (3)	8 (3)	17(3)
Total	**250**	**250**	**500**
Community			
General	36 (14)	33(13)	69 (14)
Backward Class	152 (61)	191 (77)	343 (69)
Most Backward Class	42 (17)	23 (9)	65 (13)
Scheduled Class	20 (8)	3 (1)	23(4)
Total	**250**	**250**	**500**
Age of the respondents			
20 – 25	168 (67)	175 (70)	343(69)
26 – 30	56 (22)	57(23)	113(23)
31 – 35	24(10)	18(7)	42(8)
35 & Above	2(1)	0(0)	2(0)
Total	**250**	**250**	**500**
Marital status			
Single	203(81)	201(80)	404(81)
Married	47(19)	49(20)	96(19)
Total	**250**	**250**	**500**
Type of family			
Nuclear	212(85)	229(92)	441(88)
Joint	38(15)	21(8)	59(12)
Total	**250**	**250**	**500**
Size of family			
Less than 5	236(94)	222(89)	458(92)
Equal to or greater than 5	14(6)	28(11)	42(8)
Total	**250**	**250**	**500**
Dependents			
0	194 (78)	176 (70)	370 (74)
1	46 (18)	69 (28)	115 (23)
2	10 (4)	5(2)	15 (3)
Total	**250**	**250**	**500**
Dependency Ratio	22	30	26

Source: Based on field survey, 2012-13.

Figures within parentheses indicate column percentage.

Community

A peculiar type of social grouping which is found in India is the caste grouping. Caste differences even determine modes of domestic and social life and cultural patterns of the people. Community-wise analysis revealed that a majority of the employees belong to backward caste, (69 percent) followed by general category (14 percent), most backward caste (13 percent) and scheduled caste (4.6 percent). Gender-wise also backward caste was predominant in both the groups. However the proportion of other caste such as general category, most backward community and scheduled caste were higher among male employees than female employees.

Age of the respondents

The physical and mental capacity of an individual develops as they mature and after a certain age these qualities begin to decline. The ability to undertake a job and to perform it well differs in different age group. Hence a study of the distribution of respondents according to their age group is essential. Among the sample respondents, 69 percent of the respondents belong to the age category 20-25 years, followed by 23 percent in the age category 26-30 years, and negligible percentage (8 percent) were above 30 years of age. Gender-wise analysis also reveals that 67 percent of male respondents and 70 percent of female respondents also belong to the age category 20-25 years. Thus a large proportion of the ITES employees in both groups were in their early twenties.

Marital Status

Marriage is an institution of complex social norms that sanctions the relationship of man and woman and binds them in a system of mutual obligations and rights essential to the functioning of family life. Among the 500 respondents, 81 percent were unmarried and 19 percent were married. Gender-wise, 81 percent of male respondents and 80 percent of female respondents were unmarried. Thus the predominance of unmarried persons was more among the employees in ITES organizations.

Type of Family

Type of family is an important indicator of the status of the family. Modernisation and disintegration of joint family system has paved the way for the

emergence of nuclear family system in India. Out of the 500 respondents, 88 percent of the respondents belong to nuclear family and remaining 12 percent of the respondents belong to joint family. Gender-wise, 85 percent of male and 92 percent of female employees belong to nuclear family. Thus the predominance of nuclear family was seen among the ITES employees.

Size of family

The family size of less than 5 is considered as a small family and equal to and greater than 5 is considered as a large family. About 92 percent of the employees belong to small family. Gender-wise analysis also revealed that 94 percent of male respondents and 89 percent of female respondents belong to small family. Thus there was predominance of small family among ITES employees.

Number of dependents

The number of dependents in a family is an influential factor for women to enter the labour market. For the women in the lower income strata, if the number of members either below 14 years of age and above 60 years of age is high, the incidence of entering the labour market will also be high (Joshi, 2004).Among the 500 respondents, 74 percent of the respondents had no dependents in the family. In the remaining families about 23 percent of respondents had single dependents and a minimum of 3 percent had 2 dependents. The dependency ratio in the respondents' family was 26 percent. Gender-wise, the proportion of male respondents reporting no dependents was 78 percent, followed by 18 percent reporting 1 dependent and 4 percent more than 1 dependent. These figures for female respondents were 70 percent, 28 percent and 2 percent respectively. The dependency ratio was however high among female respondents (30 percent) followed by male respondents (22 percent). The present study also collaborate the findings of Joshi (2004) that high dependency ratio motivates women to enter the labour market.

Chi-Square Test

To find out the association between the selected socio-demographic factors and gender, chi-square test was applied. The null hypothesis tested was:

> H_o: The gender of the respondents was independent of the selected socio-demographic factors.

H_a: The gender of the respondents was not independent of the selected socio- demographic factors.

The calculated chi-square values along with table values are given in table 4.1.2.

TABLE 4.1.2

ASSOCIATION BETWEEN GENDER AND SOCIO-DEMOGRAPHIC FACTORS (CHI-SQUARE VALUES)

S.No	Variable	Calculated Values	Degrees of Freedom	$_{0.05}$	Inference
1	Religion	0.195	2	5.99	Accept Ho
2	Marital status	0.052	1	3.84	Accept Ho
3	Community	22.684	3	7.81	Reject Ho
4	Type of Family	6.069	2	5.99	Reject Ho
5	Size of Family	5.095	1	3.84	Reject Ho
6	Age	3.009	3	7.81	Accept Ho
7	Dependents	7.142	2	5.99	Reject Ho

Source: Estimation based on Field survey, 2012-13.

Comparing the calculated values of with the theoretical values of $_{0.05}$, it was inferred that the gender was dependent on community, type of family, size of family and number of dependents and independent of religion, marital status and age of the respondents. Thus caste, type of family, size of family and number of dependents were significantly affecting the gender classification of employees in ITES companies.

4.2 Economic environment

The status of an individual in the society is to a large extent determined by the literacy level and financial conditions of the family. The type of work and nature of work that an individual undertake is based on the economic needs of the family. Therefore an analysis on the economic environment is essential. The economic status depends on the literacy level, the income, saving and debt in the family. The distributions of respondents based on economic factors are presented in table 4.2.1.

TABLE 4.2.1

DISTRIBUTION OF RESPONDENTS BASED ON ECONOMIC FACTORS

(in numbers)

Gender / Particulars	Male	Female	All
Education			
Diploma	12 (5)	4(2)	16(3)
Under Graduate	180 (72)	220 (88)	400 (80)
Post Graduate	43 (17)	16 (6)	59(12)
Professional	15(6)	10(4)	25(5)
Total	**250**	**250**	**500**
Income (₹)			
Less than or equal to 8000	64(26)	80(32)	144(29)
8001 to 12000	46(18)	56(22)	102(20)
12001 to 16000	39(16)	41(17)	80(16)
Greater than 16000	101(40)	73(29)	174(35)
Total	**250**	**250**	**500**
Expenditure (₹)			
5000 to 10000	106 (42)	36(14)	142(28)
10000 to 15000	89(36)	124(50)	213(43)
15000 to 20000	40(16)	70(28)	110(22)
20000 to 25000	12(5)	15(6)	27(5)
Above 25000	3(1)	5(2)	8(2)
Total	**250**	**250**	**500**
Saving			
Yes	133(53)	154(62)	287(57)
No	117(47)	96(38)	213(43)
Total	**250**	**250**	**500**
Debt			
Yes	69(28)	65(26)	134(27)
No	181(72)	185 (74)	366 (73)
Total	**250**	**250**	**500**

Source: Based on field survey, 2012-13.

Figures within parentheses indicate column percentage.

Educational status

Education plays an important role in achieving economic status. Higher the educational level, higher would be the possibilities of achieving a better economic status. Education also plays an important role in gaining self-confidence, in developing

capabilities and winning status in the society. Out of 500 respondents, 80 percent of the respondents have completed under-graduate courses and have entered the ITES organization for job. About 12 percent of the respondents have entered the organization after completing post-graduation. Gender-wise, 72 percent of the males and 88 percent of the females have completed under- graduation course. About 6 percent of the male and 4 percent of the female employees have completed professional course. Thus, there was predominance of under-graduates in ITES organization in both groups.

Income of the respondents

The income of an individual determines the status of the family in the society, Desai (1957) and Kapur (1970,1973) state that though the economic factor was one of the most important reason, women works because they want to have an individual status of their own, to satisfy their intellectual and achievement needs, creative work, recognition and fame.

Out of 500 respondents, a maximum of 35 percent of the respondents are earning an income greater than ₹ 16000 in the ITES organization. Gender-wise analysis reveals that a while 40 percent of male employees earn an income greater than ₹16000, this proportion was only 29 percent for the female employees. While 32 percent of female employees earned an income of less than or equal to ₹ 8000 from ITES organization, this percentage was 26 percent for males. The nature of income distribution was positively skewed for male employees with more concentration at higher income scale, while it was more heavily concentrated in the bottom income scale for females. Thus female employees earned less when compared to males.

Expenditure

Out of 500 respondents, a maximum of 213(43 percent) respondents are spending between ₹ 10000 to 15000 per month. And a minimum of 8 (2 percent) respondents only spend more than ₹25000 per month. Gender-wise analysis reveals that 50 percent of female employees and 36 percent of male employees spend between ₹10000 to 15000 per month. Thus female employees were spending more than male employees. This may be because of high dependency ratio in the family of female employees.

Saving

A maximum of 57 percent of the respondents have the habit of saving. Gender-wise, a maximum of 53 percent of the male and 62 percent of the female respondents have the habit of saving. Thus the proportion of savers was more among female employees than male employees.

Debt

A majority of 73 percent of respondents do not have debts. Gender-wise analysis reveals that a maximum of 72 percent of the male and 74 percent of the female respondents do not have debts.

t-test

To find out whether there are any significant differences among the male and female employees in terms of expenditure level, educational status and income, t test was applied. The null hypothesis tested was:

Ho : There was no difference in the expenditure level, educational status and income of the employees' Gender-wise.

Ha : There was significant difference in the expenditure level, educational status and income among the employees Gender-wise.

The calculated t values and the level of significance are given in the table 4.2.2

TABLE 4.2.2

t-VALUES AND LEVEL OF SIGNIFICANCE

Variable	Group	Mean	Standard Deviation	t Value	Level of significance
Expenditure	Male	12075	4679.096	-4.845	.000
	Female	14167.60	4974.726		
Education	Male	15.68	1.010	2.740	.006
	Female	15.46	0.807		
Income	Male	16820.40	11033.502	2.759	.006
	Female	14346.40	8901.018		

Source: Estimation based on field survey, 2012-13.

Gender specific differences were observed between expenditure level, education status and income of the employees in ITES organization. Only in expenditure level female employees recorded a higher score (mean = 14167.60) than

males (mean = 12075). While in the educational status and income, male employees recorded a higher score than female employees. Since the calculated t value was greater than the theoretical values of $t_{0.05}$, it was concluded that there were significant differences in expenditure level, educational status and income of the employees in ITES organization. The statistical analysis also confirms that male employees receive higher income than female employees in ITES organization.

4.3 Empirical analysis on Income

Multiple regression analysis

To find out the extent of influence of selected factors on monthly income earned by the respondents, multiple regression analysis was done. The chosen explanatory variables considered in the study were education, work experience, working hours and overtime work. For overtime work, the dummy variables was used and denoted as overtime work (OW) = 1; If respondents undertake overtime work;

= 0; Otherwise

For the empirical analysis, step-wise regression method was used. The estimated co-efficients and the level of significance are presented in table 4.3.1.

TABLE 4.3.1

ESTIMATED REGRESSION COEFFICIENTS AND LEVEL OF SIGNIFICANCE

Respondents	Variable / Model	Constant	Edn	WE	WH	OW	R^2
Male (Group –I)	I	8107.833 (8.940)*	-	2673.879 (12.132)*	-	-	.572
	II	-69745.352 (-9.531)	5086.667 (10.695)*	2082.762 (10.919)*	-	-	.771
	III	-68877.179 (-9.646)	4951.712 (10.644)*	1992.816 (10.623)*	-	3380.572 (3.704)*	.794
Female (Group – II)	I	-85429.636 (-9.713)	6453.819 (11.360)*	-	-	-	.542
	II	-74262.204 (-8.382)	5535.557 (9.434)*	1187.989 (4.394)*	-	-	.590
	III	-95713.260 (-9.143)	5130.198 (8.792)*	1260.611 (4.763)*	3216.442 (3.637)*	-	.621
ALL (Group – III)	I	-87263.863 (-14.259)	6604.628 (16.834)*	-	-	-	.563
	II	-70673.072 (-12.599)	5203.332 (14.140)*	1801.027 (11.679)*	-	-	.700
	III	-81988.137 (-10.847)	5128.915 (13.935)*	1820.618 (11.833)*	1447.879 (2.223)*	-	.705

Source : Estimates based on field survey, 2012-13. *Statistically significant at 1 percent level.

Figures in brackets denote 't' value of the parameter estimate. Dependent variable – Monthly Income, Edn – Educ

WH - Working Hours; WE – Work Experience, OW-Overtime Work.

The analysis of the table reveals that there are three significant models that explain the interrelation between dependent and independent variables. However the entry of the variables into the model showed significant differences in the case of male and female employees.

Model I for male employees suggest that work experience was the most significant explanatory variable that explains the variations in monthly income and working experience was sharing a positive relationship with monthly income. Next important variable that entered the model (model-II) was education, having a positive relationship with monthly income. The third important variable to enter the model (model-III) was overtime work (OW), sharing a significant positive relationship with monthly income. These three variables namely work experience, education and over time work in the last model explain 79 percent of the variation in the monthly income. The remaining variable (working hours) was excluded from the model as its contribution in explaining the dependent variable was negligible. The F value indicates that all the models are statistically fit (significant at 1 percent level).

For female employees the model-I indicates education was the important explanatory variable explaining the variations in monthly income, followed by work experience (model-II) and working hours (model-III). All the three variables were sharing positive and significant relationship with monthly income. These three variables together accounted for 62 percent of the variations in monthly income. Over time work was the excluded variable for female employees. The F values indicate all the models were statistically fit at 1 percent level.

Taking all the employees together, the first variable to enter the model was education (model-I), followed by working experience (model-II) and working hours (model-III). All the variables were sharing a positive relationship with monthly income and together explained nearly 71 percent of the variation in monthly income. From the F value it can be inferred that all the models were statistically fit at 1 percent level. The variable that was excluded was overtime work. Thus while male employees resorted to overtime work to augment their earnings, the female employees due to their family commitments and security reasons did not show preference for overtime work.

4.4 Employment factors

The younger generation irrespective of gender are attracted to ITES organization as it provides besides higher salary other facilities such as food allowance, cab facility, and above all working in multinational company. The job details of the respondents are discussed in the present section.

4.4.1 Job Title

The distribution of respondents based on Job title has been depicted in the table - 4.4.1.1 and figure 4.4.1.1.

TABLE 4.4.1.1

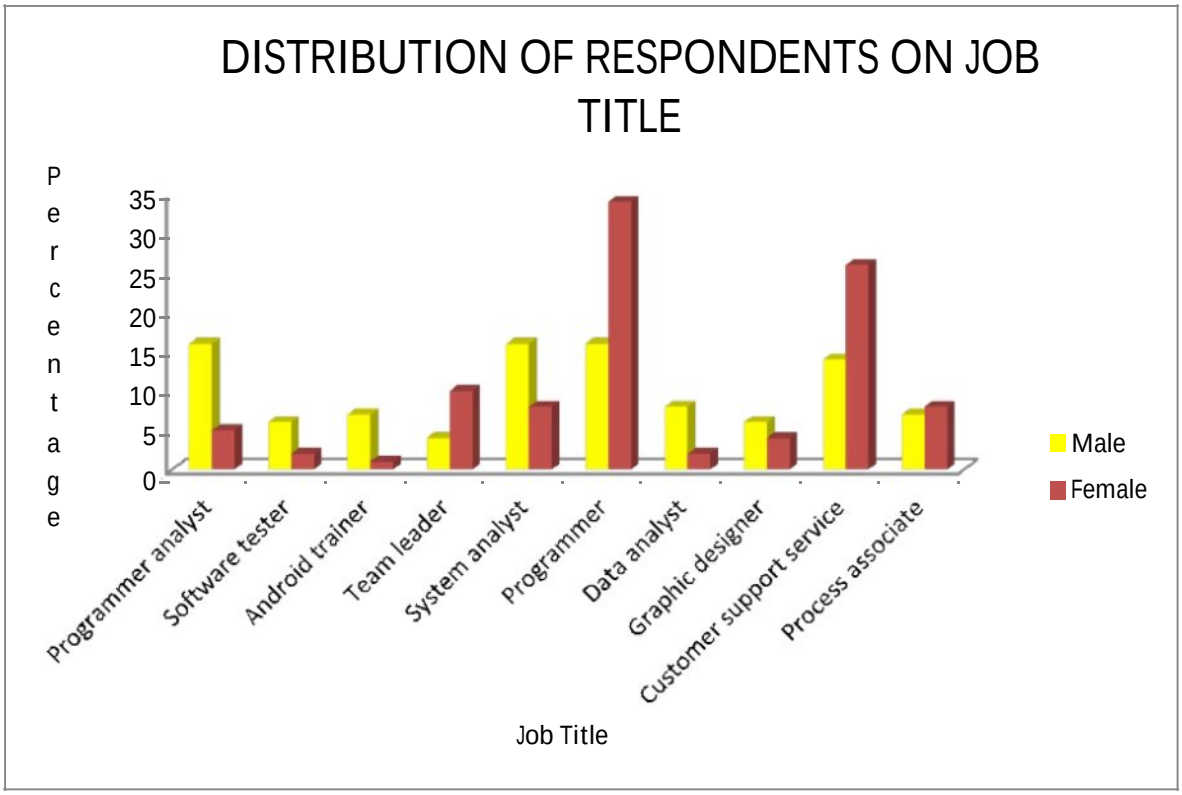
DISTRIBUTION OF RESPONDENTS BASED ON JOB TITLE

(in numbers)

Gender / Job Title	Male	Female	All
Programmer analyst	41(16)	11(5)	52(11)
Software tester	14(6)	5(2)	19(4)
Android trainer	18(7)	3(1)	21(4)
Team leader	11(4)	26(10)	37(7)
System analyst	39(16)	21(8)	60(12)
Programmer	41(16)	84(34)	125(25)
Data analyst	19(8)	5(2)	24(5)
Graphic designer	15(6)	10(4)	25(5)
Customer support service	35(14)	65(26)	100(20)
Process associate	17(7)	20(8)	37(7)
Total	**250**	**250**	**500**

Source: Based on field survey, 2012-13.
Figures within parentheses indicate column percentage.

FIGURE 4.4.1.1



A maximum of 125 respondents (25 percent) are working with the designation as programmer, followed by 100 respondents (20 percent) working in customer support service. And a minimum of 4 percent of employees work as software tester and android trainer. Gender-wise, maximum of 34 percent female employees work as programmer followed by 26 percent in customer support service, and only a few female employees work as system analyst, android trainer and data analyst. A majority of 16 percent male employees work as system analyst and programmer. Thus job title showed significant gender differences with greater concentration of female employees as programmer or customer support staff while males were working higher end jobs such as system analyst, trainer etc.

4.4.2 Employment Details

The distribution of respondents based on employment details is presented in table 4.4.2.1

TABLE 4.4.2.1

DISTRIBUTION OF RESPONDENTS BASED ON EMPLOYMENT DETAILS

(in numbers)

Gender / Particulars	Male	Female	All
Age of entry of respondents in the job			
21	17(7)	8(3)	25(5)
22	70(28)	106(42)	176(35)
23	67(27)	50(20)	117(23)
24	45(18)	38(15)	83(17)
25	27(11)	18(8)	45(9)
25 & ABOVE	24(9)	30(12)	54(11)
Total	**250**	**250**	**500**
Respondents experience			
< 2	191 (76)	212(85)	403(81)
2 - 5	37(15)	34(14)	71(14)
> 5	22(9)	4(1)	26(5)
Total	**250**	**250**	**500**
Nature of work changed			
Yes	31(12)	33(13)	64(13)
No	219(88)	217(87)	436(87)
Total	**250**	**250**	**500**
Working in the job preferred			
Yes	212(85)	193(77)	405(81)
No	38 (15)	57 (23)	95 (19)
Total	**250**	**250**	**500**

Source: Based on field survey, 2012-13.
Figures within parentheses indicate column percentage.

Age of entry of respondents in the job

Out of 500 respondents, 176 (35 percent) respondents entered the job at the age of 22 followed by 117 (23 percent) respondents at the age of 23. And a minimum of 25 (5 percent) respondents alone entered at the age of 21. Gender-wise, a maximum of 42 percent female employees and 28 percent of male employees entered the job at the age of 22. And only nine percent of male employees entered the job after 25 years.

Respondent's experience

The analysis of total experience of the respondents in ITES organization shows that a maximum of 81 percent of the respondents had an experience of less than two years, which includes 76 percent of male and 85 percent of female employees. And a minimum of five percent of employees had an experience of more than five years, of which nine percent were males and one percent were females. Thus female employees were not continuing the job on sustainable basis in ITES organization.

Nature of work

Gender-wise analysis reveals that the nature of work did not show much difference between male and female respondents. About 88 percent of the males and 87 percent of the females argued that the nature of work has not changed, while only a minimum of 12 percent of the males and 13 percent of the females believed that the nature of work has changed.

Job preferences

Around 81 percent of the respondents pointed out that they liked their job. About 19 percent of the respondents were not satisfied with the job. Gender-wise, 85 percent of the males and 77 percent of the females are interested in the job and 15 percent of the males and 23 percent of the females were not interested in ITES organisation. They prefer jobs in other sector like banking, government organisation etc. Lack of job security may be reason for the employees' preferring a job change.

Details on Team work

A group of people together constitutes a team. The process of working collaboratively with a group of people in order to achieve a goal is teamwork. It means that people will try to cooperate, using their individual skills and provide constructive

feedback despite any personal conflict between individuals. Teamwork is often a crucial part of a business, especially in ITES organisation where team work plays a very important role. The plays distribution of respondents based on team work is depicted in the table 4.4.2.2.

TABLE 4.4.2.2

DISTRIBUTION OF RESPONDENTS BASED ON TEAM WORK DETAILS

(in numbers)

Particulars \ Gender	Male	Female	All
Average experience of Team members			
< 2	130(52)	71(28)	201(40)
2 - 5	97(39)	166(67)	263(53)
> 5	23(9)	13(5)	36(7)
Total	**250**	**250**	**500**
Teamwork pressure			
Yes	29(12)	50(20)	79(16)
No	221(88)	200(80)	421(84)
Total	250	250	500
Comfortable with Team leader of other Gender			
Yes	223(89)	231(92)	454(91)
No	27(11)	19(8)	46(9)
Total	250	250	500

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

Average experience of team members

The average experience of team members was 2 to 5 years for 53 percent of respondents, which constitutes 39 percent male and 67 percent female employees and a minimum of 7 percent of the respondents have more than 5 years of experience, which includes 9 percent male and 5 percent female employees. It has been found that 67 percent of the maximum females were working in a team for 2 to 5 years. This

denotes that more number of female are entering into the ITES organization, but they are not continuing for a long term. Marriage, health problem and long working hours with stress may be the reason for most of the female employees leaving ITES organisation.

Team work pressure

Around 84 percent of the respondents pointed out that they do not have pressure while they work in team, and a minimum of 16 percent of the respondents argued that they have team work pressure. Gender-wise, 88 percent of the male and 80 percent of the females do not have team work pressure and 12 percent of the males and 20 percent of the females have pressure while they work in team. Marginally a higher proportion of female employees have reported team work pressure.

Comfortable with Team leader of other Gender

Around 91 percent of the employees are comfortable with the team leader of other gender and only 9 percent of the employees were not comfortable. Gender-wise, a maximum of 92 percent female employees are comfortable with team leader of other gender.

Chi-square test

To find out the association between the gender and employment details, chi-square test was applied. The null hypothesis tested was

Ho: The gender of the respondents was independent of respondent's experience, average experience of team members, nature of work, job preferences and team work pressure.

Ha: The gender of the respondents was not independent of the above mentioned factors.

The calculated chi-square values along with table values are given in table 4.4.2.3

TABLE 4.4.2.3

ASSOCIATION BETWEEN GENDER AND EMPLOYMENT FACTORS

(CHI-SQUARE VALUES)

S.No	Variable	Calculated Values	Degrees of Freedom	0.05	Inference
1	Respondents experience	56.930	14	23.685	Reject Ho
2	Average experience of Team members	54.406	8	15.507	Reject Ho
3	Nature of work	.072	1	3.84	Accept Ho
4	Job preference	4.691	1	3.84	Reject Ho
5	Teamwork pressure	6.630	1	3.84	Reject Ho

Source: Estimation based on Field survey, 2012-13.

Comparing the calculated values of with the theoretical values of $_{0.05}$, it was inferred that the gender of the respondents was dependent on respondents experience, average experience of team members, job preference and team work pressure. The gender of the respondents was independent of the nature of work. Thus female employees did differ from their male counterparts with regard to experience, experience of working in the team, desire to change job and the pressure of working in a team.

4.4.3 Training and onsite Jobs

Employee Training is vital to any company. It benefits the company by increasing turnover. It helps the low performing employee by giving them every reasonable chance to improve and remain with the company, and it helps other employees know that the company is trying to help struggling team members. The distribution of respondents based on their training and opportunity for onsite job are presented in table 4.4.3.1.

Training given to respondents

Out of 500 respondents,462 (92 percent) respondents stated that they were provided with training in ITES organisation, and a minimum of 38 respondents (8percent) were of the view that they were not exposed to training in their organisation. Gender-wise, 90 percent of the males and 95 percent of the females had undergone

training, and 10 percent of the males and five percent of the females argued that they were not exposed to training in their organization.

Equal opportunity given in providing training

Around 83 percent of the respondents are of the view that they were given equal opportunity while providing training and a minimum of 17 percent of the respondents have pointed that they were not given equal opportunity in training. Gender-wise, 85 percent of the males and 81 percent of the females are of the view that they were given equal opportunity while 15 percent of the males and 19 percent of the females are of the view that they were not given equal opportunity during training. Thus marginally higher percentages of women employees have stated lack of equal opportunities.

TABLE 4.4.3.1

DISTRIBUTION OF RESPONDENTS BASED ON TRAINING AND ONSITE JOBS

(in numbers)

Gender / Particulars	Male	Female	All
Training given to respondents			
Yes	225(90)	237(95)	462(92)
No	25(10)	13(5)	38(8)
Total	**250**	**250**	**500**
Equal opportunity given in providing training			
Yes	212(85)	202(81)	414(83)
No	38(15)	48(19)	86(17)
Total	**250**	**250**	**500**
Equal opportunity given in providing onsite job			
Yes	193(77)	146(58)	339(68)
No	57(23)	104(42)	161(32)
Total	**250**	**250**	**500**

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

Equal opportunity given in providing onsite job

Out of 500 respondents, 339 (68 percent) respondents pointed out that they were given equal opportunity for onsite job, while 61(32 percent) respondents argued that they were not provided with equal opportunity in getting onsite job. Gender-wise, 77 percent of the males and 58 percent of the females agreed that they were given equal opportunity in providing onsite job. But 23 percent of male and 42 percent of female said they were not provided with equal opportunity for onsite job. Thus large proportion of females (around 42 percent) agreed that there was discrimination in providing onsite job.

Chi-Square Test

To find out the association between gender and factors involved in providing training, chi-square test was applied.The null hypothesis tested was

Ho : The gender of the respondents was independent of the factors involved in providing training namely training given to respondents, equal opportunity in providing training, equal opportunity in providing onsite job.

Ha : The gender of the respondents was not independent of the above mentioned training factors.

The calculated chi-square values along with table values are given in the table 4.4.3.2.

TABLE 4.4.3.2

ASSOCIATION BETWEEN GENDER AND FACTORS INVOLVED WHILE PROVIDING TRAINING

(CHI-SQUARE VALUES)

S.No	Variable	Calculated Values	Degrees of Freedom	0.05	Inference
1	Training given to respondents	4.101	1	3.84	Reject Ho
2	Equal opportunity given in providing training	1.404	1	3.84	Accept Ho
3	Equal opportunity given in providing onsite job	20.237	1	3.84	Reject Ho

Source: Estimates based on Field survey, 2012-13.

Comparing the calculated values of with the theoretical values of $_{0.05}$, it was inferred that the gender of the respondents were dependent on the variables namely, training given to respondents and equal opportunity given in providing onsite job and independent on the variable equal opportunity given in providing training. Thus female employees differed in their opinion on the pronoun of training and lack of opportunity for onsite jobs from male employees.

4.4.4 Number of Times Job Shifted

Job shifting is common in all occupation. In ITES organization shifting job is more often. Job shifting is a pattern of changing companies every year or two of one's own volition rather than as a result of something like a layoff or company closure. In many organizations the employers are not ready to recruit employees changing job frequently as they may not be stable. People who have worked in a number of different capacities and in different corporate environments, on the other hand, are likely to have a broader range of skills and be more adaptable. The distribution of respondents based on number of times job shifted are depicted in table 4.4.4.1.

TABLE 4.4.4.1

DISTRIBUTION OF RESPONDENTS BASED ON NUMBER OF TIMES JOB SHIFTED

(in numbers)

Gender / No of times job shifted	Male	Female	All
0	123(49)	135(54)	258(52)
1	72(29)	76(30)	148(30)
2	22(9)	35(14)	57(11)
3	28(11)	4(2)	32(6)
4	5(2)	0	5(1)
Total	**250**	**250**	**500**

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

A maximum of 258 (52 percent) respondents have not shifted the job even once followed by 148 (30 percent) respondents have shifted the job once. And a

minimum of one percent employees have shifted the job four times. Gender-wise, 54 percent of the males and 49 percent of the females have not shifted the job since they joined in work. And only a minimum of 11 percent of the males and two percent of the females was frequently changing the job and have shifted for 3 times since joining. Thus the incidence of job shifting was more among male employees than female employees.

Garret Ranking Analysis

Reasons for shifting the organization

The employee turnover in ITES organization is high, compared to the other organisations. There are various reasons for male and female respondents to shift the organization. The respondents were asked to assign ranks for the reasons for employees turnovers, based on their importance. The ranks were then converted into scores based on Garrett Rating Scale. The average scores calculated are given in table 4.4.4.2.

TABLE 4.4.4.2

REASONS FOR SHIFTING THE ORGANISATION – SCORES OBTAINED

S.NO	GENDER / REASONS	MALE		FEMALE		ALL	
		Score	Rank	Score	Rank	Score	Rank
1	Better emoluments	95.02	1	94.70	1	94.87	1
2	Better opportunities for vertical growth	94.19	2	94.53	2	94.36	2
3	More Work load	92.44	3	92.51	3	92.47	3
4	Long travelling hours	89.94	5	90.25	4	90.09	4
5	Less coordination with colleagues	90.03	4	89.20	6	89.64	5
6	Less coordination with superiors	88.74	6	88.25	7	88.51	7
7	Personal reasons like marriage etc.,	88.24	8	89.22	5	88.71	6
8	Harassment at work	88.38	7	88.10	8	88.25	8

Source: Estimation based on Field survey, 2012-13.

For male respondents, the most important reason which made them to shift the organization was ‘better emoluments’, ‘better opportunities for vertical growth’

and ‘more work load’. The scores assigned by the male respondents for these reasons were 95.02, 94.19 and 92.44 respectively. Personal reasons and harassment at work are the least reasons which made the male respondents to shift the ITES organization. The scores assigned for these reasons were 88.24 and 88.38 respectively.

For female respondents, the most important reason which made them to shift the organization were ‘better emoluments’ and ‘better opportunities for vertical growth’. The scores assigned by the female respondents for these reasons were 94.70 and 94.53 respectively. Harassment at work, and less coordination with superiors are the least factor which affected the female respondents and the scores assigned were 88.10 and 88.25 respectively.

Overall, for all the respondents the most important reasons for shifting the organization were ‘better emoluments’, ‘better opportunities for vertical growth’ and ‘more work load’. The scores assigned were 94.87, 94.36 and 92.47 respectively. The least important factor which made the male and female respondents to shift the organization were ‘harassment at work’ and ‘less coordination’, the scores assigned being 88.25 and 88.51 respectively. It was found that both male and female respondents had similar reasons to shift the organization.

To find out whether the scores assigned for the reasons for shifting the organization differed significantly. Kruskal Wallis H Test was applied. The null hypothesis tested was:

Ho: There were no significant differences in the scores assigned for shifting the organization.

Ha: There were significant differences.

The calculated H value (.009) was less than the theoretical value of $_{0.05}$ (5.99) implying that there was no significant difference in the scores assigned for the reasons for shifting the organization.

4.4.5 Perception on Employee Turnover

Employee turnover is present in all organizations. Increasing employee turnover is harmful for the growth of the organization. The distribution of respondents based on their perception of employees’ turnover is given in the table 4.4.5.1.

TABLE 4.4.5.1

DISTRIBUTION OF RESPONDENTS BASED ON THEIR PERCEPTION OF EMPLOYEE TURNOVER

(in numbers)

Gender / Employees Turnover	Male	Female	All
Increased clearly	165(66)	109(43.6)	274(54.8)
Remained Unchanged	73(29.2)	126(50.4)	199(39.8)
Decreased clearly	12(4.8)	15(6.0)	27(5.4)
Total	250	250	500

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

In ITES organization, for nearly 55 percent of the respondents the employee turnover had increased, while for 40 percent the employee turnover had remained unchanged and for the remaining five percent it has decreased. Gender-wise, males (66 percent) outnumbered females (44 percent) in stating increased employee turnover. For 5 percent of the male respondents stated that the employee turnover had decreased while only six percent of women have stated decreased employee turnover.

Level of satisfaction with team work

Team building is an ongoing process that helps a work group to evolve into a cohesive unit. The team members not only share expectations for accomplishing group tasks, but trust and support one another and respect one's individual differences. With good team building skills, one can unite employers around a common goal and generate greater productivity. Such cohesiveness can also help in reducing gender discrimination. Factor Analysis was used in the current study to identify the intrinsic worth / encumbrance of team work. To determine the reliability of the constructs, Cronbach's reliability test was applied and presented in the table 4.4.5.2.

Table 4.4.5.2

CRONBACH'S RELIABILITY TEST

S.NO	Groups	Cronbach's Alpha
1	Males	0.775
2	Females	0.712
3	All	0.793

Source: Estimation based on Field survey, 2012-13.

The Cronbach's alpha value greater than 0.7 indicates the items have relatively high internal consistency and a value less than 0.7 indicates low consistency.

The Cronbach's alpha value for male, female and all respondents were 0.775, 0.712 and 0.793 respectively, which was greater than 0.7 indicating the internal consistency of the constructs. Factor analysis was applied to determine the underlying dimensions of the constructs.

To determine the appropriateness of applying factor analysis the KMO and Bartlett's test measures were computed and the results are presented in table 4.4.5.3.

Table 4.4.5.3

KMO AND BARTLETT'S TEST MEASURES

Gender / Measure	Male	Female	ALL
Kaiser-Meyer-Olkin Measure	0.738	0.785	0.782
Bartlett's Test of Sphericity			
(i) Approx. Chi-Square	402.119	457.597	789.047
(ii) Degrees of freedom	28	28	28
(iii) Significance	.000	.000	.000

Source: Estimation based on Field survey, 2012-13.

The KMO statistics varies between 0 and 1. A value close to one indicates the patterns of correlation as relatively compact and hence factor analysis should yeild distinct and reliable factors. KMO statistics for male, female and all respondents were 0.738, 0.785 and 0.782 signifying higher than acceptable adequacy of sampling. The Bartlett's test of sphericity was also found to be significant at 1 percent level providing evidence of the presence of relationship between constructs to apply factor analysis.

Table 4.4.5.4 enlists the eigen values and their relative explanatory powers and the factor loadings for 8 components identified within the data set. The eigen values greater than one alone was considered for inclusion in the analysis.

TABLE 4.4.5.4

FACTOR LOADINGS FOR THE SATISFACTION OF TEAM WORK

Gender / Factors	MALE		FEMALE		ALL	
	Component		Component		Component	
	F1	F2	F1	F2	F1	F2
Equal distribution of work among team members	.722			.691	.696	
Long working hours			.710			
Equal responsibility entrusted	.731				.781	
Foster co-operation						
Leads to greater competition		.722	.700			.668
Quick completion of work					.667	
Better working relationship	.711				.663	
Extra workload due to slow workers		.798		.707		.823
Eigen values	2.652	1.596	2.592	1.813	2.716	1.530
Percentage of variance	33.152	19.947	32.406	22.660	33.951	19.122
Cumulativepercentageof variance	33.152	53.099	32.406	55.066	33.951	53.073

Source: Estimation based on Field survey, 2012-13.

The above results indicates for the sample data, the eigen value of the first two factors alone was greater than one for male, female and all respondents, indicating that these factors alone were appropriate for inclusion in the analysis. For male and all respondents, the two factors together accounted for nearly 53 percent of the variations, while for female respondents the two factors together accounted for nearly 55 percent of the variations.

For male respondents, Factor 1 has significant loadings for three dimensions namely equal distribution of work, equal responsibility entrusted, and better working relationship, together constituting intrinsic worth of team work. Factor 1 was more powerful because it explains nearly 33 percent of the variance. Factor 2 has significant loading for two dimensions namely, leads to greater competition and extra workload due to slow workers, constituting encumbrance of team work and explains only 19 percent of the variance.

For female respondents, Factor 1 has significant loadings for two dimensions namely long working hours and leads to greater competition, constituting encumbrance of team work. Factor 1 was more powerful because it explains nearly 32 percent of the variance. Factor 2 has significant loading on two dimensions namely equal distribution of work among team members (intrinsic worth) and extra workload due to slow workers (encumbrance of team work) and explains only 22 percent of the variance.

For all respondents, Factor 1 has significant loadings for four dimensions namely equal distribution of work, equal responsibility entrusted, quick completion of work, better working relationship together constituting 'intrinsic worth of team work'.

Factor 1 was more powerful because it explains nearly 33 percent of the variance. Factor 2 has significant loading for two dimensions namely leads to greater competition and extra workload due to slow workers, constituting encumbrance of team work and explains only 19 percent of the variance.

The overall inferences drawn from the above analysis were

- The male and all employees opined that team work lead to inherent advantage such as equal distribution of work, equal responsibility entrusted, foster co-operation, quick completion of work and better working relationship.
- The female respondents however opined that team work have created encumbrance such as long working hours, and greater competition.

4.5 Working Conditions

Trade liberalization has not only created employment opportunities but also added problems and threats to working people. The working conditions in ITES organization completely differs from other sectors. In the present study, the factors

considered under working conditions are working hours, overtime work and promotion. The distribution of respondents based on working hours is depicted in table 4.5.1.1.

TABLE 4.5.1.1

DISTRIBUTION OF RESPONDENTS BASED ON WORKING HOURS

(in numbers)

Gender / Particulars	Male	Female	All
Working Hours			
8 hrs	52 (21)	36 (14)	88 (18)
9 hrs	137 (55)	125(50)	261(52)
10 hrs	53(21)	85(34)	138(28)
11 hrs	8 (3)	4(2)	12(2)
Total	250	250	500
Equal working Hours			
Sometimes	36(14)	28(11)	64(13)
Always	201(80)	184(74)	385(77)
Never	13(5)	38(15)	51(10)
Total	250	250	500
Flexi hours			
Yes	92 (37)	92 (37)	184 (37)
No	158 (63)	158 (63)	316(63)
Total	250	250	500
Frequency in Flexi hours			
Daily	6(7)	1(1)	7(4)
Less than 2 days	33(36)	54(59)	87(47)
3-5 days	51(55)	32(35)	83(45)
More than 5 days	2(2)	5(5)	7(4)
Total	92	92	184

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

4.5.1 Working Hours

In ITES organization, the working hours is high compared to other sectors. The labour law in India allows an eight hour work per day, but in ITES organization the employees even work for 10 to 11 hours a day.

It is evident from the table that 52 percent of the respondents, work for 9 hours a day, followed by 28 percent working for 10 hours per day, 18 percent respondents for 8

hours and a minimum of 2 percent for 11 hours per day. Gender-wise classification reveals that a 55 percent of male respondents and 50 percent of female respondents work for 9 hours a day and a minimum of 3 percent of male and 2 percent of female respondents work for 11 hours a day. The table reveals that 50 percent of the respondents in ITES organization work for 9 hrs per day, which exceeds the stipulated working hours 8 hours per day.

Equal working hours

In ITES organization due to extra workload, the working hours vary between male and female employees. Around 77 percent of the respondents are of the view that always they are provided with equal working hours, while 13 percent respondents argue that sometimes the working hours vary between male and female respondents and a few (10 percent) of respondents argue that male and female respondents are provided with different working hours. Gender-wise classification reveals that 80 percent of male and 74 percent of female respondents agree that they have equal working hours.

Flexi Hours

The term flexi hours has originated from ITES organization. Flexi hours means the employer allows the employees a certain degree of freedom in deciding how the work will be done and how they'll coordinate their schedules with those of other employees. The employer sets certain limits such as minimum and maximum number of hours of work every day, and the core time during which all employees must be present.

It is evident from the table that a 63 percent of the employees are not benefiting from flexi hours and only one third of the respondents (37 percent) were availing flexi hours. Gender-wise, an equal number (63 percent) of male and female respondents were not having the benefits of flexi hours. Flexi hours was thus not feature of ITES organization in Coimbatore city.

Frequency in Flexi hours

Out of 500 respondents, only 184 respondents (37 percent) received flexi hours. Out of 184 respondents, 87 respondents (47 percent) received flexi hours for less than 2 days followed by 83 respondents (45 percent) received 3 - 5 days flexi hours per month. Gender-wise, while majority (59 percent) of females received flexi hours for less than 2 days per month, about 55 percent of male employees received flexi hours 3-5

days per week. Thus male employees availed benefits of flexi hours than female employees.

4.5.2 Overtime Work

Overtime work is present in all the job categories; it is not a special feature for ITES organizations. The distribution of respondents based on overtime work is depicted in the table 4.5.2.1.

TABLE 4.5.2.1

DISTRIBUTION OF RESPONDENTS BASED ON OVERTIME WORK

(in numbers)

Gender / Particulars	Male	Female	All
Overtimework			
Yes	114 (46)	151 (60)	265 (53)
No	136 (54)	99 (40)	235 (47)
Total	250	250	500
Equal over time			
Yes	168 (67)	158 (63)	326(65)
No	82 (33)	92(37)	174(35)
Total	250	250	500
Liking for overtime work			
Yes	82(33)	59(24)	141(28)
No	168(67)	191(76)	359(72)
Total	250	250	500
Reasons for overtime work			
To complete the project	75(66)	121(80)	196(74)
Due to peer pressure	24(21)	9(6)	33(13)
To remain visible	6(5)	11(7)	17(6)
To impress your boss	9(8)	10(7)	19(7)
Total	114	151	265
Compensation for working overtime			
Yes	108(43)	118(47)	226(45)
No	142(57)	132(53)	274(55)
Total	250	250	500

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

Overtimework

It is evident from the table that 53 percent of the respondents worked overtime and the remaining 47 percent did not work extra hours. Gender-wise, 46 percent of male employees and 60 percent of female employees did overtime while 54 percent of male and 40 percent of female employees were not working overtime. It is interesting to note that female respondents outnumbered their male counterpart in overtime work.

Equal Overtime

Around 65 percent of the respondents agreed to the statement that they were provided with equal overtime work and 35 percent of the respondents disagreed to the statement of equal overtime work. Gender-wise, 67 percent of the males and 63 percent of the females agreed that they were provided with equal overtime work. Thus there was equality in providing overtime work to male and female employees.

Liking for overtime work

While overtime work is common in all ITES organizations not all employees like doing overtime work. Around 72 percent of the employees were not interested in doing overtime job. Gender-wise, 67 percent of the males and 76 percent of the females were not interested in doing overtime work. Thus both male and female employees did not favour overtime work.

Reasons for Overtime Work

There are various reasons for working overtime. In the study 53 percent of the respondents have agreed to the statement of overtime work. The reasons cited are (i) to complete the project (74 percent), due to peer pressure (13 percent), to remain visible (6 percent), and to impress the boss (7 percent). Thus the major reason to work overtime was to complete the project. Gender-wise analysis also reveals a similar picture.

Compensation for working Overtime

Compensation for working overtime is common in all the organizations. In ITES organization, compensation is given either in terms of money or in time (ie) flexi hours, and in some organization even both. It is evident from the table that 55 percent of the respondents did not receive any compensation for working overtime. Only 45

percent of the respondents received compensation for working overtime. It is found that majority of ITES organizations in Coimbatore are not providing compensation for working overtime.

Chi-Square test

To find out the association between the gender and working conditions of the respondents, chi-square test was applied. The null hypothesis tested was:

Ho: The gender of the respondents was independent of working hours, overtime work, equal workload, equal pay, flexi hours and equal promotion.

Ha: The gender of the respondents was not independent of the above mentioned factors.

The calculated chi-square values along with table values are given in the table 4.5.2.2

TABLE 4.5.2.2

ASSOCIATION BETWEEN GENDER AND WORKING CONDITIONS

(CHI-SQUARE VALUES)

S.No	Variable	Calculated Values	Degrees of Freedom	$_{0.05}$	Inference
1	Working Hours	17.803	4	9.49	Reject Ho
2	Overtime Work	10.992	1	3.84	Reject Ho
3	Equal Workload	0.095	1	3.84	Accept Ho
4	Equal Pay	0.584	1	3.84	Accept Ho
5	Equal Flexi hours	6.116	2	5.99	Reject Ho
6	Equal Promotion	0.186	1	3.84	Accept Ho

Source: Calculations based on Field survey, 2012-13.

Comparing the calculated values of with the theoretical values of it was $_{0.05}$ inferred that the gender of the respondents was dependent on working hours, overtime work, and flexi hours and independent of equal workload, equal pay and equal promotion. Discrimination related to promotion especially for management jobs would have a negative impact on female workers (Tacneaux, 2012). In the present study however no gender differentials was seen with respect to distribution of workload, pay packages and promotions. But gender differences was seen in terms of working hours, overtime work and flexi hours.

4.5.3 Workload

As more and more women enter into the workforce of a country, it becomes imperative that there are certain guidelines that are set formally or informally to ensure that they are treated equally like their male counterpart on the nature of job they perform. Equal treatment of women in workplace is a part of the larger social issue of gender equality. The distribution of respondents based on the distribution of workload has been depicted in the table 4.5.3.1 and figure 4.5.3.1.

TABLE 4.5.3.1

DISTRIBUTION OF RESPONDENTS BASED ON DISTRIBUTION OF WORKLOAD

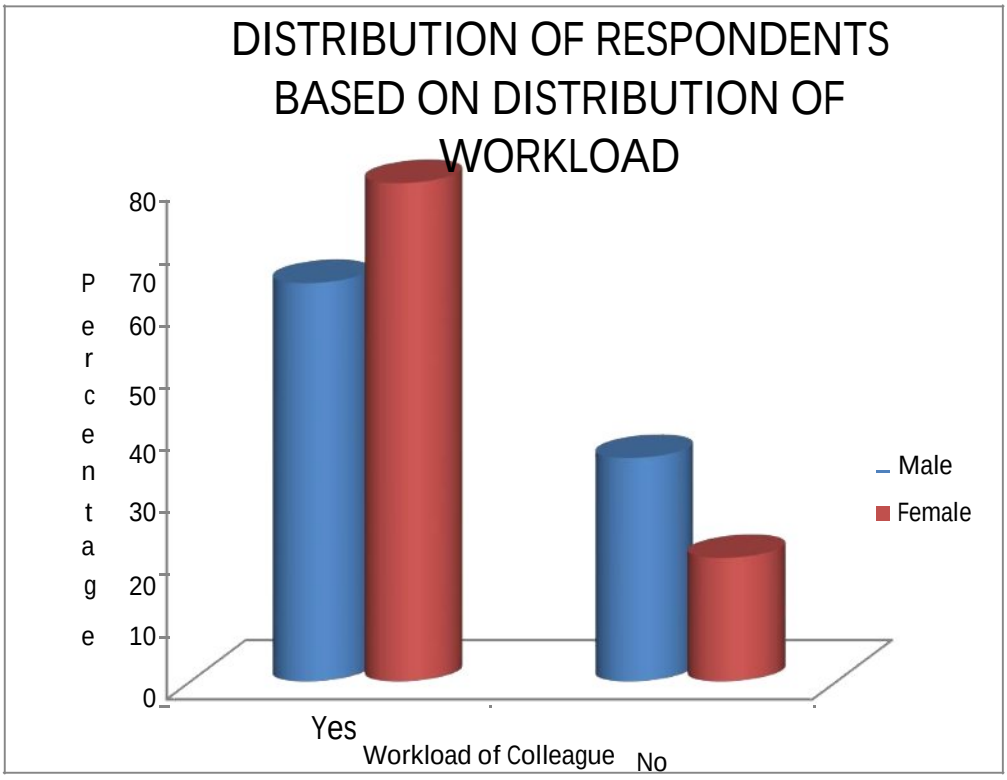
(in numbers)

Gender / Are you given Workload of your colleague	Male	Female	All
Yes	160(64)	199(80)	359(72)
No	90(36)	51(20)	141(28)
Total	**250**	**250**	**500**

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

Around 72 percent of the employees were given the workload of colleague and superiors. And a minimum of 28 percent of the respondents alone were not burdened with the workload of their team members. Gender-wise there was diversity in the opinion of female and male employees in the distribution of workload. While 80 percent of the women complaint they were overburdened with the work of their colleagues, only14 percent of the male employees complained about this issue. Thus female employees felt they were over burdened with the work of their colleagues.

FIGURE 4.5.3.1



Job Insecurity

Uncertainty about the future of an individual's career can take various forms. The notion 'job insecurity' is used in this study to denote the case in which employees perceive the continuance of their jobs to be under threat. Self – perceived job insecurity can on principle give rise to a number of negative consequences such as physical and mental illness, increased family problem leading to high level of society uncertainty. An insecure workforce may pose problems for firms as well, since insecurity may cause employees to identify less with corporate objective and may impact adversely on motivation and willingness to innovate and hence on productivity. Hence an attempt is made in this section to examine how individual perceptions of job insecurity differ for male and female employees in ITES organization. Table 4.5.3.2 summarizes the gender-wise distribution of the employees on the existence of job insecurity.

TABLE 4.5.3.2

DISTRIBUTION OF RESEPONDENTS BASED ON THE EXISTENCE OF JOB INSECURITY

(in numbers)

Gender / Insecurity factors	Male	Female	All
Yes	76(30)	91(36)	167(33)
No	174(70)	159(64)	333(67)
Total	**250**	**250**	**500**

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

The pattern of evidence presented in the table reveals that the existence of perceived job insecurity was an issue for 30 percent of the male and 36 percent of the female employees. For the remaining employees job insecurity was not an issue. However higher percentage of women employees reported job insecurity than male employees.

Job insecurity in ITES employees were assessed through one-way ANOVA. Perceived job insecurity was assessed by administering five point scales. The total score for each group was obtained on 6 items of job insecurity scale and one-way ANOVA test was applied to test whether there were any gender specific differences in the perceived job insecurity scores. The null hypothesis tested was:

Ho: There were no gender specific differences in the perceived job insecurity scores.

Ha: There were gender specific differences in the perceived job insecurity scores.

The estimated scores are shown in table 4.5.3.3

Table 4.5.3.3

GROUP STATISTICS FOR JOB INSECURITY SCORES AND F VALUE

Gender	N	Mean	Standard Deviation	F Values	Significance
Male	250	6.712	10.631	4.479	0.035
Female	250	8.80	11.415		
All	**500**	**7.756**	**11.068**		

Source: Estimates based on field survey, 2012-13.

Gender specific differences was observed with female employees recording a higher score (mean = 8.80) than males (mean = 6.712). The F value was found to be significant at 5 percent level (p = .035), thus rejecting the null hypothesis. The statistical analysis confirms the perceived job insecurity was higher for female than male employees.

4.5.4 Promotions

The ITES sector in India is not without its challenges. A major issue is high employee turnover which is estimated to be about 15-25 percent (Ramadoss, 2013). One way of retaining the employee is to offer promotions. The distribution of respondents based on promotions is depicted in table 4.5.4.1.

Equal Promotion

The promotion has been provided in all organization to show the vertical growth of an employee. It is based on certain factors like (i) number of years of experience (ii) quality of work (iii) vertical growth of the employees etc. In certain organization, there is discrimination in providing promotion to the employees. In the present study it was found that 78 percent of the respondents did not face any discrimination in promotion while 22 percent of the respondents agreed to the statement that they did face discrimination in promotion, with female (57) outnumbering male (53) employees. Peterson and Thea (2006) also confirms that there were so many ways of gender biasness and discrimination in organizations like job compensation package, hiring

discrimination, favoritism related to job promotion, and biasness in wage setting for different type of job work due to the unfair actions of the employer.

TABLE 4.5.4.1

DISTRIBUTION OF RESPONDENTS BASED ON PROMOTIONS

(in numbers)

Gender / Particulars	Male	Female	All
Equal Promotion			
Yes	197(79)	193(77)	390(78)
No	53(21)	57(23)	110(22)
Total	250	250	500
Number of promotions			
0	118(47)	149(60)	267(53)
1	72(29)	85(34)	157(31)
2	43(17)	4(2)	47(9)
3	7(3)	8(3)	15(3)
>4	10(4)	4(2)	14(3)
Total	250	250	500
Promotion based on evaluation			
Yes	219(88)	228(91)	447(89)
No	31(12)	22(9)	53(11)
Total	250	250	500
Type of Evaluation			
Performance appraisal	134(61)	170(75)	304(68)
Seniority	55(25)	53(23)	108(24)
Influence	15(7)	5(2)	20(5)
Others	15(7)	0	15(3)
Total	219	228	447

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

Number of Promotions

Around 53 percent of the respondents stated they did not receive any promotions since they had joined the organization. About 31 percent of the respondents have received single promotions, 15 respondents 3 promotions and 14 respondents

more than 4 promotions. Gender-wise, 60 percent of the female respondents and 47 percent of male respondents did not receive any promotions. Thus female respondents outnumbered the males in stating no promotion.

Promotion based on evaluation

Out of 500 respondents, 447 (89 percent) respondents stated that promotion was based on evaluation and only 53 (11 percent) respondents stated that promotion was not based on evaluation. Thus it was noted that in ITES organization promotion was based on evaluation.

Type of evaluation

Promotion is given in all organization but the evaluation for giving promotion differs between different organization. In the study, around 304 (68 percent) respondents has stated that the basic criteria for promotion was performance appraisal, followed by 108 (24 percent) respondents stated it is based on seniority, and a few (of 5 percent alone) stated that it was based on influence. Thus a large proportion of employees opined that promotion was based on performance.

4.5.5 Logistic regression analysis

The barriers faced by women in their work environment takes various forms like pay differentials, poor career progression, unequal opportunities, lack of leadership role and lack of onsite jobs. This phenomenon is being increasingly observed in India with rapid rise in the service sector jobs, especially the BPO sector. In this section, an attempt was made to study this phenomenon in the background of the barriers women face in the workplace by using logit model. The dependent variable of the logit model assumes one if the respondent is female and zero, otherwise. The explanatory variables included in the logistic regression analysis includes equal promotion, equal opportunities, equal leadership, equal pay and equal onsite job for the employees. The parameter estimates of the logit model are given in table 4.5.5.1.

The estimated logit model gives a good fit to the data from the statistical perspective: the Chi-square value for the discrimination factors among the ITES employees are significant at 1 percent level. Nagelkerke R square value signifies that 80 percent of the variations was accounted by logistic model. Similarly the classification percentage was 62.

Table 4.5.5.1

ESTIMATED LOGISTIC MODEL

S.no	Variables	Coefficient	Standard error	Wald Statistics	Significance	Odds Ratio
1	Equal promotion	-0.227	0.247	0.845	Insignificant	0.797
2	Equal opportunities	0.025	0.213	0.014	Insignificant	1.025
3	Onsite job	-0.621	0.224	7.668	Significant	0.537
4	Equal pay	-.144	0.221	0.424	Insignificant	0.866
5	Equal leadership	0.852	0.213	16.067	Significant	2.344
6	Constant	0.372	0.613	0.368	Insignificant	1.451
7	Log likelihood ratio	662.314	-	-		
8	Chi-square	30.833*	-	-		
9	Nagelkerke R square	0.80	-	-		
10	Hosmer and lemeshow test	5.693	-	-		
11	No of observation	500	-	-		
12	Classification percentage	62	-	-		

Source: Estimation based on Field survey, 2012-13.

The evaluation of the coefficients for statistical significance revealed that only two variables namely equal leadership and onsite jobs for the employees emerged as significant factors at 1 percent level based on Wald statistics. The estimated odds that women employee gets on onsite job was 0.537 lesser than if the employee was a male. However the estimated odds for equal leadership were 1.025 indicating that the probability of women getting equal leadership was 2.344 greater than for male employees. However the remaining variables appeared to be insignificant. Thus the two factors closely interrelated to women employees were onsite jobs and equal leadership.

4.6 Employees perceptions on Equal opportunities

A gender – segregated workforce prevents women workers from competing for different types of jobs, from gaining opportunities for promotion and from developing a broad range of skills. While segregation results in costs to workers in terms of narrower range of employment choices, there are also wider economic costs, like inhibiting flexibility in responding to structural adjusting and expanding rational skill base. Good practice calls for a regular review of all forms of employment policies and practice to determine how they affect women.

4.6.1 Perception of Equality

In this section we consider employees perception of equality of opportunity and treatment at workplace. Five dimensions were considered namely equal break time, equality in workload, equal opportunities, equality in leadership and enrolment in decision making. The distribution of employees based on their perception of equality is shown in table 4.6.1.1

Equal Break Time

Around 84 percent of the respondents agree to the statement that employees of ITES organization are always provided equal break time. However 15 percent of the respondents were of the view that there was discrimination in providing break time for both male and female respondents. Gender-wise, there was equality in providing break time for the respondents. Most of ITES organization practiced fairness in the allotment of break time.

Break time received

A maximum of 62 percent of the respondents have received one hour break time followed by 25 percent of the respondents received break time for less than one hour. Gender-wise, 64 percent of male employees and 59 percent of female employees received one hour break daily. To sum up, in ITES organization they provide one hour break time for all employees.

Equal Workload

It is evident from the table that 75 percent of the respondents are given equal workload and a minimum of 25 percent of the respondents alone are of the view that

they are not provided with equal workload. Gender-wise, 75 percent of male and 74 percent of female employees are provided with equal workload. In the distribution of workload too ITES firm practiced fairness.

TABLE 4.6.1.1

DISTRIBUTION OF RESPONDENTS BASED ON EQUALITY

(in numbers)

Gender / Particulars	Male	Female	All
Equal Break Time			
Sometimes	12(5)	61(24)	73(15)
Always	233(93)	189(76)	422(84)
Never	5(2)	0	5(1)
Total	250	250	500
Break time received for			
Less than 1 hour	63(25)	63(25)	126(25)
1 Hour	161(64)	148(59)	309(62)
More than 1 hour	26(10)	39(16)	65(13)
Total	250	250	500
Equal workload			
Yes	188(75)	185(74)	373(75)
No	62(25)	65(26)	127(25)
Total	250	250	500
Equal opportunities			
Sometimes	47(19)	69(28)	116(23)
Always	193(77)	165(66)	358(72)
Never	10(4)	16(6)	26(5)
Total	250	250	500
Equal Leadership			
Sometimes	63(25)	90(36)	153(31)
Always	173(69)	160(64)	333(67)
Never	14(6)	0	14(3)
Total	250	250	500
Participation in decision making			
Yes	193(77)	198(79)	391(78)
No	57(29)	52(21)	109(22)
Total	250	250	500

Source: Based on field survey, 2012-13.

Figures within parenthesis indicate column percentage.

Equal Opportunities

Equal opportunity between men and women is a challenging issue in all the organization. It has been found that in ITES organization 72 percent of the respondents are of the view that they were always provided with equal opportunities in their organization. And about 5 percent of the respondents did not agree to the above statement. Gender-wise, Coimbatore ITES organization provides equal opportunities for the employees, with only four percent of the male and six percent of the female employees stating lack of equal opportunities.

Equal Leadership

Leadership role has always been given to men in all organization in the economy. Among the sample respondents it was found that 67 percent of the respondents agree to the statement that they are given equal leadership roles. About 30 percent stated only sometimes they were provided with equal leadership. Gender-wise, 69 percent of the male and 64 percent of female respondents agreed to the equal leadership roles. Thus on the whole ITES organization in Coimbatore provided equal leadership role to their employees. It is interesting to note that while none of the females have complaint against equal leadership role about 6 percent of the male employees felt that there was no equality in leadership role. The above finding is contrary to that reported by Tuminez,et.al(2012) that the problem of female leadership in Asia has become persistent issue in gender gap.

Participation in decision making

Shefali Malhotra and Omesh Chadha (2012) highlighted that if a woman managed to capture an important decision- making position, she was not entitled for the independent working. Employers do not completely trust them for the challenging jobs. They only want to make them responsible for administrative or a pre-defined format of job without any liberty of changes and this affects compensation packages and salary. Around 78 percent of the respondents agreed that both male and female respondents were considered equally. However about 22 percent of the respondents did not agree to the statement. Gender-wise, 77 percent of male and 79 percent of female employees had equal freedom in giving suggestion and it was also considered equally by the

organization. This is contrary to the Farhat Shafiq (2014) findings that working women in Pakistan face obstacles moving up the corporate ladder and are often excluded from the decision-making.

4.6.2 Emoluments

Equal Pay

In the gender equality sphere, there are two issues which find popular mention, viz the difference in pay. Equal opportunity Commission Report (1977) clearly established that men and women differ in terms of type of job, the remuneration and hours of work in UK. Similarly a report by European work and Employment Research Centre (2006) shows that the gendered pay gap in the UK across industry ranged approximately 3 to 10 percent. The distribution of respondents based on equal payment has been depicted in table 4.6.2.1.

TABLE 4.6.2.1

DISTRIBUTION OF RESPONDENTS BASED ON EQUAL PAYMENT

(in numbers)

Gender / Particulars	Male	Female	All
Equal pay			
Yes	173(69)	165(66)	338(68)
No	77(31)	85(34)	162(32)
Total	250	250	500
Who has received more payment			
Male	58(75)	78(92)	136(84)
Female	19(25)	07(8)	26(16)
Total	77	85	162

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

About 68 percent of the respondents opined that there was no wage differentials based on gender while 32 percent have stated there was wage differentials. Gender-wise, 69 percent of male and 66 percent of female employees have opined that they were receiving equal payment and about one third of them opined that there was

wage differential. Thus there was certain amount of discrimination in ITES organization in terms of payment provided for both male and female employees. Steyn, Renier,Jackson and Leon (2014) focused on the point that discrimination at remuneration level seems to favour men, allowing them to receive higher salaries than women at the same organisational level.

Receiving more payment:

From the above table it is evident that 32 percent (162 respondents) are of the view that they were not provided with equal payment. There has been discrimination in providing payment to ITES employees. It is found that 75 percent of male respondents and 92 percent of female respondents stressed that male employees were receiving more payment compared to female employees. About 25 percent of male respondents and eight percent of female respondents stressed that female were receiving more payment. An analysis of the results revealed that the main concern that women have their perception that their male counterpart are paid more than them for similar type of job. A study by Katam Reddy (2008) also come to the similar conclusion that 70 percent of women feel that they have faced some form of discrimination either in the nature of job they handle or the level of salary they get.

4.6.3 Nature of Job

Despite all the arguments favouring the need for women to be offered equal opportunity at work, the proportion of women at top management positions in organization is abysmally low at less than 10 percent (Antal and Izraeli, 1993) at the global level. In India these figures vary from three percent to six percent (Kulkarni, 2002). The distribution of respondents based on women given higher level jobs has been depicted in table 4.6.3.1 and figure 4.6.3.1, 4.6.3.2 and 4.6.3.3.

Women in high level jobs

Around 62 percent of the respondents have agreed to the statement that women are not provided with higher level jobs, while only a minimum of 38 percent of the respondents disagree to the statement. Gender-wise, 72 percent of the males and 51 percent of the females have agreed that women are not given higher level jobs. Thus ITES organization in Coimbatore, are not providing higher level jobs for women. Women

Managers, despite being highly educated often remain in lower management positions with little access to challenging assignments and power (Jain & Mukherji, 2010).

TABLE 4.6.3.1

DISTRIBUTION OF RESPONDENTS BASED ON WOMEN GIVEN HIGHER LEVEL JOB

(in numbers)

Gender / Particulars	Male	Female	All
Women in High level jobs			
Yes	70(28)	122(49)	192(38)
No	180(72)	128(51)	308(62)
Total	250	250	500
Female in higher Authority			
Less than 10 percent	74(30)	107(43)	181(36)
10-25 percent	134(54)	95(38)	229(49)
26-50 percent	36(14)	43(17)	79(16)
50 percent & above	6(2)	5(2)	11(2)
Total	250	250	500

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

FIGURE 4.6.3.1

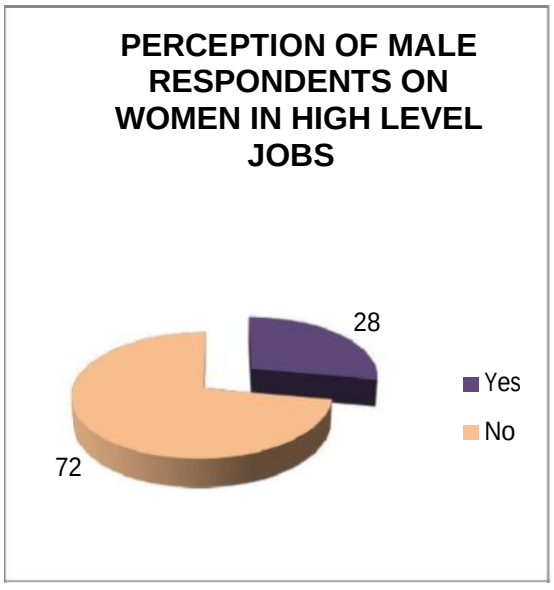
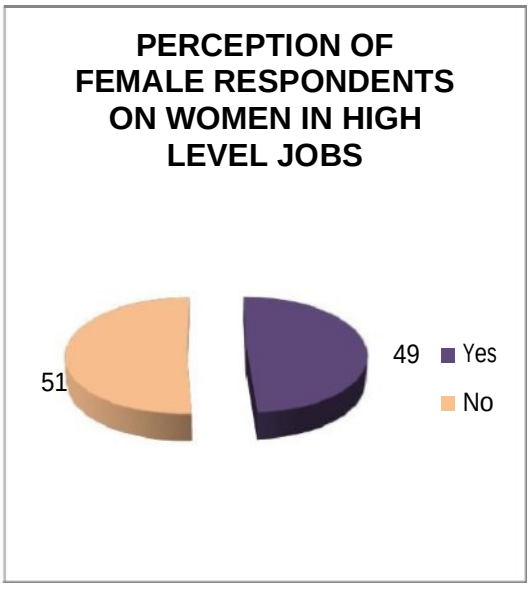


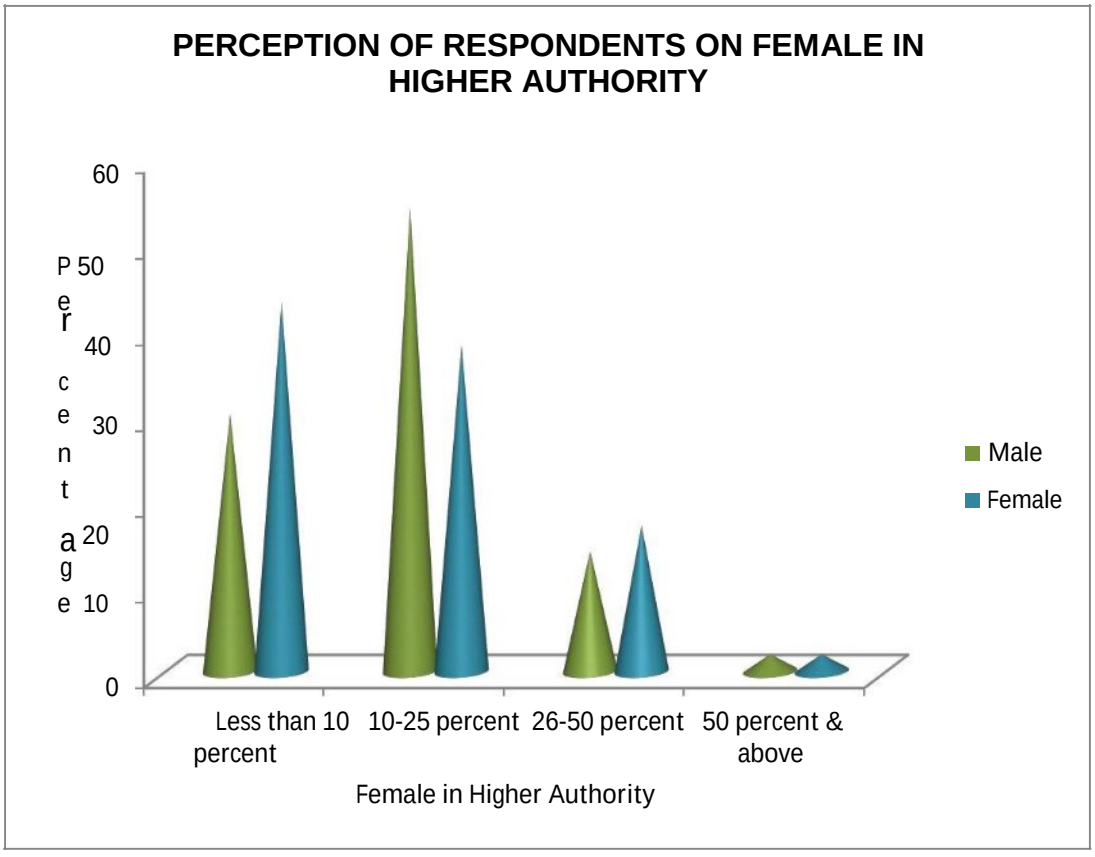
FIGURE – 4.6.3.2



Proportion of female in higher authority

In ITES organization, only less number of female were given higher authority, it is evident from the table - 4.28 and figure 4.5. About 49 percent of respondents are of the view that only 10 to 25 percent of female employees were in higher authority, by 36 percent stating less than 10 percent, 16 percent stating 26-50 percent and two percent respondents stating 50 percent and above. Gender-wise, while a majority of male employees (54 percent) opined that the percentage to be 10-25 percent, 43 percent of the females have stated the proportion to be less than 10 percent and only 38 percent have stated the percentage to be 10-25 percent. Thus the female employees perceived bias in women occupying top managerial position. Similar findings were reported by (Kang & Rowley, 2005) that advancement of female in management is limited even though numbers of females entering in workforce increased.

FIGURE 4.6.3.3



Chi-square test

To find out the association between gender and equal opportunity factors, chi-square test was applied. The null hypothesis tested was:

Ho: The gender of the respondents was independent of the equal opportunity factors namely equal opportunities in workplace, equal leadership and employment of women at higher level jobs.

Ha: The gender of the respondents was not independent of the above mentioned opportunity factors.

The calculated chi-square values along with table values are given in the table 4.6.3.2

TABLE 4.6.3.2

ASSOCIATION BETWEEN GENDER AND EQUAL OPPORTUNITIES FACTORS (CHI-SQUARE VALUES)

S.No	Variable	Calculated Values	Degrees of Freedom	$_{0.05}$	Inference
1	Equal Opportunities	7.747	2	5.99	Reject Ho
2	Equal Leadership	19.272	2	5.99	Reject Ho
3	Women given higher level jobs	22.863	1	3.84	Reject Ho

Source: Estimation based on Field survey, 2012-13.

Comparing the calculated values of with the theoretical values of $_{0.05}$, it was inferred that the gender of the respondents were dependent on equal opportunities, equal leadership, women given higher level jobs. The perception of women employees thus differed from the male employees in respect to equal opportunities, leadership and women given managerial position. Powell and Graves (2003) opined that the proportion of women in the managerial ranks has increased in almost all countries. But irrespective of this, most of the women working at managerial level find it hard to make upward progression to the top most management positions. They are confronted with the phenomenon of 'Glass ceiling' practices by the organizations which hinder the progression of female managers. It can be noted that the proportion of women in lower and midlevel management positions has increased dramatically, while the proportion of

women reaching top management positions or climbing up the corporate ladder has remained relatively small (ILO, 2002).

4.6.4 Superior Leadership

Good employees recognize that a relationship with a superior involves mutual dependence and that, if it is not managed well, they cannot be effective in their jobs. The distribution of respondents based on satisfaction with superior's leadership is depicted in table 4.6.4.1

TABLE 4.6.4.1

DISTRIBUTION OF RESPONDENTS BASED ON SATISFICATION WITH SUPERIOR'S LEADERSHIP

(in numbers)

Gender / Level of Satisfaction	Male	Female	All
Highly satisfied	100(40)	73(29)	173(35)
Quite satisfied	120(48)	170(68)	290(58)
Not satisfied	30(12)	7(3)	37(7)
Total	**250**	**250**	**500**

Source: Based on field survey, 2012-13.
Figures within parenthesis indicate column percentage.

About 58 percent of the employees are quite satisfied with superior's leadership followed by 35 percent of the respondents stating that they were highly satisfied with the superior's leadership. Gender-wise analysis also reveals the same. It is interesting to note here that male employees (30) outnumbered female (7) in expressing lack of satisfaction with the leadership of their superiors.

4.7 Gender discrimination at workplace

With increasing number of women finding their way into the corporate arena, the issue of gender equality has become important. This is more so because work discrimination and sexual harassment are found to exist even though there are a greater percentage of women in the workforce (Fitzgerald et al., 1997; Gruber & Bjorn, 1982). The barriers faced by women in their work environments can take several forms like limited options in terms of the work that they perform; differential pay; poor career

progression; gender segregation etc. Gender segregation is a form of workplace discrimination which presumes that women are suitable only for certain types of work and are not suitable for others. This phenomenon is being increasingly observed in India with the rapid rise in the service sector jobs especially the BPO sector. Therefore, there is a need to study this phenomenon in the backdrop of the barriers which women face in the workplace. It is quite surprising that despite the rapid progress made by women, and the able support received by government regulators, there is still so much gap between the status of men and women workers across the world.

Equality and fairness in the workplace needs to be assessed by the perceptions of the affected people within the organization. Gender discrimination turns the employees emotionally brittle, simple peace loving employees transform into paranoid and suspicious, fearful and angry individuals. In the workplace, tension among employees can reduce productivity and result in additional cost in terms of employee absenteeism, low turnover, legal suits, unrest etc. Elimination of gender discrimination is therefore crucial for the satisfaction and motivation, commitment and enthusiasm and less stress of the employees. While the issue of equal opportunity has been slowly gaining ground in Indian companies, especially in the wake of increased globalisation, it was felt that a reality check at this stage would be helpful in evaluating the position of Indian firms in adopting these policies and making the minority social group especially women feel comfortable with the policies that are adopted in ensuring equal treatment. An attempt was made to see whether the employees differ with respect to various dimensions of gender discrimination. Five point rating scale was used to collect the opinion of employees on various dimensions of gender discrimination and total score was obtained. The null hypothesis tested was

> Ho: There were no gender differences across various dimensions of gender discrimination.
>
> Ha: There were significant gender differences across various dimensions of gender discrimination.

The estimated results are shown in table 4.7.1 below.

TABLE 4.7.1

TESTING FOR DIFFERENCES ACROSS GENDER ON PERCEIVED GENDER DISCRIMINATION SCORES

Variable	Gender	N	Mean	Standard Deviation	F Values	Significance
Gender Discrimination Scores	Male	250	27.86	4.66	5.258	.022
	Female	250	28.83	4.78		
	All	500	28.34	4.74		

Source: Estimation based on field survey,2012-13.

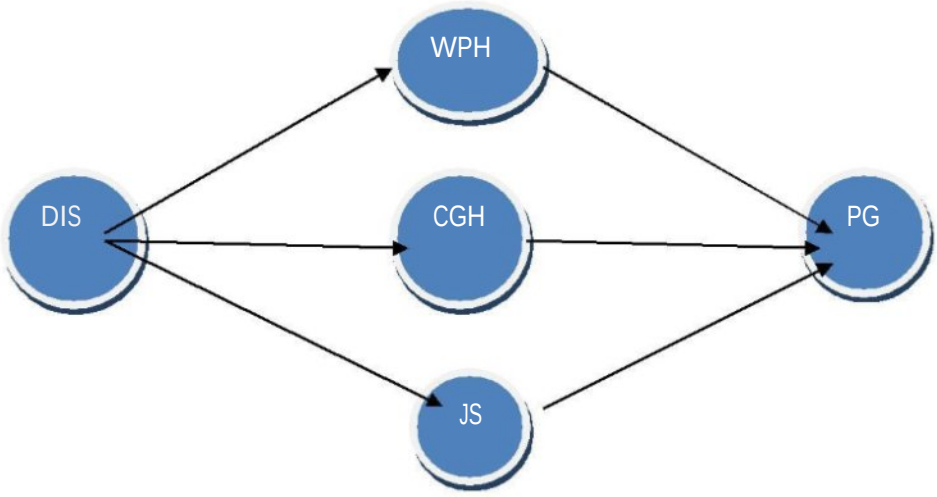
From the table it is evident that there was a significant difference among male and female employees on the perceived gender dimension scores at 5 percent level. The average gender discrimination score (28.83) was marginally higher for female employees when compared to male employees (27.86). Thus women perceived a differential treatment at workplace.

Gender Discrimination Model

Given that women had higher discrimination score, Partial Least Square Method (PLS) was used to evaluate the views of female employees on how perceived gender discrimination has affected their professional career. In the study the variables considered were perceived gender discrimination, work place harassment, career growth hindrances, job satisfaction and professional growth. The model proposed for analysing the interrelationship among the variables was that greater perceptions of pervasive prejudice against one's own group will exert a direct effect on work place harassment and career growth and a negative impact on job satisfaction and indirectly affect professional growth. To test these hypothesised predictions, the following model was specified in (figure 4.7.1).

FIGURE 4.7.1

PROPOSED PATH MODEL



Five point Likert scale was used to ask the respondents how strongly they agree or disagree with a statement. Rating or Scale questions were used to collect opinion data from the respondents regarding the gender discrimination, work place harassment, career growth hindrance, job satisfaction and professional growth.

Scale Reliability

Reliability of Gender Discrimination scale, having six questions was 0.759 which was more than the required norm of 0.70. Hence this scale was reliable. Reliability of work place harassment, career growth hindrances, job satisfaction and professional growth were 0.792, 0.733, 0.854 and 0.765 respectively establishing the reliability of the scales used for measuring the variables.

Composite Reliability and Convergent Validity

The reliability of the constructs refers to the accuracy with which the constructs repeatedly measure the same phenomenon within permissible variation. The composite reliability for internal consistency of the constructs should be above 0.7. The convergent validity of each construct was checked by examining the Average Variance Extracted' (AVE) values. Constructs which have AVE values greater than 0.5 are said to have convergent validity or unidimensionality. In some cases, values up to 0.4 are also considered if they are central to the model (Chin, 1998; Chin & Newsted, 1999; Chin et

al, 2003). The composite reliability and the AVE values of the five constructs used in the study were carried out using VPLS software which is presented in table 4.7.2 below.

TABLE 4.7.2

RELIABILITY AND AVE VALUES

Constructs	Composite Reliability	AVE
Gender Discrimination	0.82795	0.644671
Work Place Harassment	0.85576	0.54938
Career Growth Hindrances	0.82338	0.58276
Job Satisfaction	0.873534	0.54932
Professional Growth	0.83972	0.51992

Source: Estimation based on field survey,2012-13.

The reliability of the constructs refers to the accuracy with which the constructs repeatedly measure the same phenomenon within permissible variation. The composite reliability for internal consistency of the constructs was tested and was above 0.7. The convergent validity of each construct was checked by examining the Average Variance Extracted' (AVE) values. The AVE scores for all the constructs are greater than 0.5 indicating sufficient convergent validity.

The study aims at examining the impact of gender discrimination on work place harassment, career growth hindrance and job satisfaction and in turn on professional growth. The hypothesis formulated was:

H_1: Gender discrimination increases work place harassment. H_2: Gender discrimination causes career growth hindrances. H_3: Gender discrimination negatively influences job satisfaction.

H_4: Work place harassment negatively impacts professional growth.

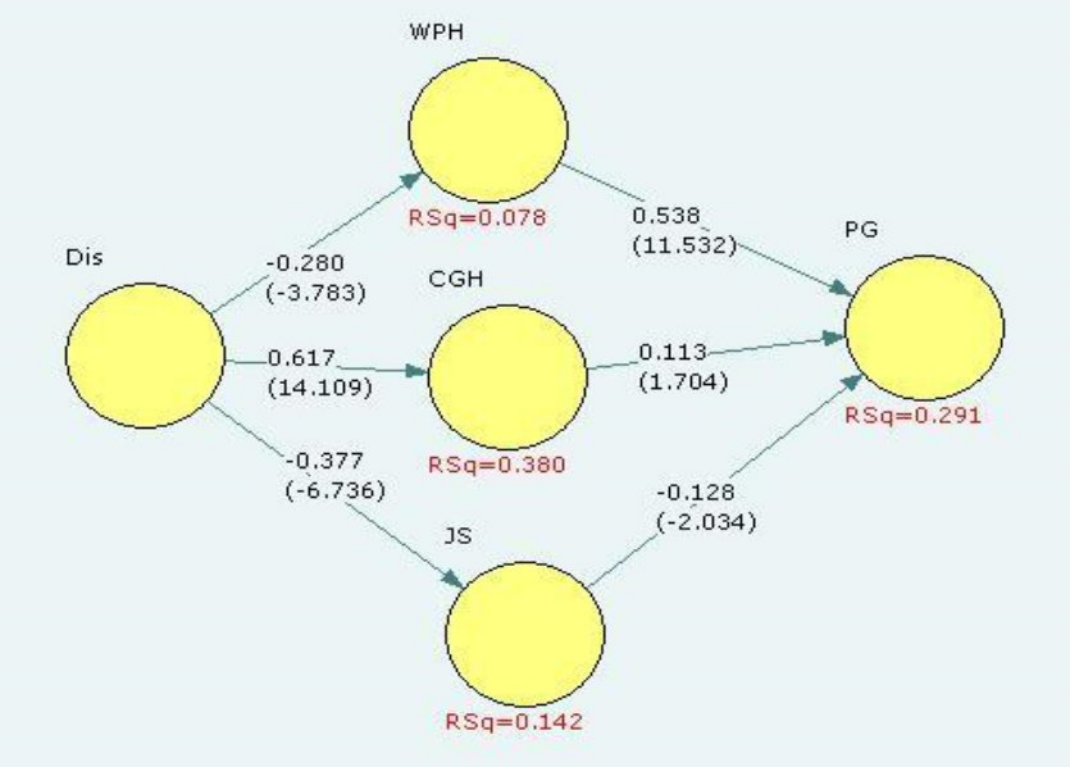
H_5: Career growth hindrances negatively impacts professional growth.

H_6: Decrease in job satisfaction causes a decline in professional growth

The estimated path model for female employees is shown in figure 4.7.2

Figure 4.7.2

PATH MODEL



A path to be significant, its t value needs to be greater than 1.96. The analysis of the above diagram reveals that the path between perceived gender discrimination and work place harassment was found to be significant, though the path coefficient was negative. The path coefficient was -0.280 and t value was -3.783 which was greater than 1.96 (ignoring the sign). This is contrary to the hypothesis framed that perceived gender discrimination tend to increase the perceived work place harassment This may be because women are less worried about harassment at work place and more passionate to achieve equal opportunities.

The path between perceived discrimination and career growth hindrances was positive and significant. The path coefficient was 0.617 and the t value = 14.109. An increase in the perception of gender discrimination makes women to feel that they are not being fairly treated or given equal opportunities in all matters related to their jobs. The barriers faced by women in their work environments can take several forms

like limited options in terms of the work that they perform; differential pay; poor career progression; gender segregation which presumes that women are suitable only for certain types of work and are not suitable for others. This phenomenon is being increasingly observed in India with the rapid rise in the service sector jobs especially the BPO sector (Katamreddy, 2008).

Job satisfaction and commitment to an organization are critical components of employee attitudes that are likely to be affected by perceived discrimination. Job satisfaction can be defined as a pleasurable or positive emotional state resulting from the appraisal of one' s job or job experiences (Locke, 1976). The path between gender discrimination and satisfaction was negative and significant. The path coefficient was -o.377 and t value = -6.736. A study by Channar, Abbassi and ujan (2011) has also confirmed the above prediction that gender discrimination decreases satisfaction and motivation. Perceived discrimination contributed to higher work tension and decreased job satisfaction.

Workplace harassment, as a form of discrimination or otherwise, undermine personal and professional growth and negatively impacts upon the opportunity for individuals to work in an environment of mutual trust and respect. The path between workplace harassment and professional growth was found to be significantly (t value = 11.532) affecting professional growth. Hostility in the workplace increases the stress level of the workers causing a decline in productivity and thus abating their professional growth. On an average about 13 percent of men and about 15 percent of women were subjected to adverse social behavior. The levels of subjection to adverse social behavior were highest in health care sector and transport, and lowest in agriculture and construction (Eurofound, 2012).

The path between career growth hindrances and professional growth was found to be positive, but insignificant. Professional growth based upon their perceptions of problems and issues women face in their professional lives. Supporting conditions such as needs and satisfaction, high self-esteem and better performance, empathy, caring, psychological freedom and safety, effective communication can facilitate the process of professional growth. In some societies however, women do not have equal access to these supporting conditions to enable them develop their professional careers. When

women face restrictions or hindrances in her career this definitely affect her professional growth. In the present study sign of the coefficient was positive contrary to the assumption made, but insignificance of the coefficient indicates the variable was not a determinant of professional growth for the selected women employees.

Professional growth is directly linked with job satisfaction. As the employees becomes more satisfied with their organization, they may not want to leave their organization and also their organization would also like to retain their employees to achieve its objectives and long term corporate goals (Shujaat, et.al, 2013). The path between job satisfaction and professional growth was negative and significant. The path coefficient was -0.128 and t value = - 2.034. Perceived gender discrimination negatively impacts job satisfaction. As the perceived job satisfaction level decreases, it negatively impacts the professional development of the women employees. Findings are consistent with the results of the previous studies done on Korean workers where career growth was negatively related to job satisfaction (Baik, 2001; Lee, 2004; Lee & Park, 2001). Lumely,et.al (2011) observe that in order to create a working environment that encourages people to stay with their respective organisations, managers need to review existing pay practices so as to offer fair pay, provide challenging and meaningful work tasks, and foster positive co-worker relationships.

Results supported a model in which perceived gender discrimination exerted a significant negative effect on job satisfaction which in turn negatively impacts career or professional growth.

4.8 Facilities at Work Place

Most workers spend much of their time at the workplace. Therefore, designing a workplace that provides opportunities for the broadest potential workforce makes good business. It may also improve work efficiency, employee productivity, workplace safety and the quality of work. The facilities like availability of clean drinking water, rest room for women workers, canteen etc., are essential for all organizations. Factor analysis was used to identify the facilities which was rated most essential at work place by employees. To determine the reliability of applying factor analysis the Cronbach’s alpha test was applied and presented in table 4.8.1

TABLE 4.8.1

CRONBACH'S RELIABILITY TEST

S.NO	Groups	Cronbach's Alpha
1	Males	0.787
2	Females	0.806
3	All	0.797

Source: Estimation based on Field survey, 2012-13.

The Cronbach's alpha value for male, female and all employees were 0.787, 0.806 and 0.797 respectively, greater than 0.7 indicating the internal consistency of the constructs. Factor analysis was done to determine the underlying dimensions of the constructs.

To determine the appropriateness of applying factor analysis the KMO and Bartlett's test measures were computed and the results are presented in table 4.8.2

TABLE 4.8.2

KMO AND BARTLETT'S TEST MEASURES

Gender / Measure	Male	Female	ALL
Kaiser-Meyer-Olkin Measure	0.727	0.740	0.771
Bartlett's Test of Sphericity (i) Approx. Chi-Square	682.262	746.802	1310.524
(ii) Degrees of freedom	28	28	28
(iii) Significance	.000	.000	.000

Source: Estimation based on Field survey, 2012-13.

The KMO statistics for male, female and all respondents were 0.727, 0.740, and 0.771 signifying higher than acceptable adequacy of sampling. Bartlett's test of sphericity was also found to be significant at 1 percent level providing evidence of the presence of relationship between the variables to apply factor analysis.

Table 4.8.3 enlists the eigen values their relative explanatory powers and the factor loadings for 8 components identified within the data set. The eigen values greater than one alone was considered for inclusion in the analysis.

TABLE 4.8.3

FACTOR LOADINGS FOR THE FACILITIES AT WORK PLACE

Factors \ Gender	MALE		FEMALE		ALL	
	Component		Component		Component	
	F1	F2	F1	F2	F1	F2
Availability of clean drinking water		.849		.858		.844
Canteen		.706				
Separate toilet for men and women		.732		.777		.808
Rest room for women workers						
Relaxation Centre	.837		.793		.822	
child care / crèches facilities	.894		.801		.863	
Separate lunch room facilities	.763		.795		.770	
Cab facility to drop in your home						
Eigen values	2.552	2.227	2.783	2.037	2.660	2.097
Percentage of variance	31.904	27.838	34.791	25.466	33.249	26.207
Cumulativepercentageof variance	31.904	59.741	34.791	60.257	33.249	59.455

Source: Estimation based on Field survey, 2012-13.

The above results indicates for the first two factors alone was greater than one for male, female and all respondents, indicating that these factors alone were appropriate for inclusion in the analysis. For male and female respondents, the two factors together accounted for 60 percent of the variations, while for all respondents the two factors together accounted for 59 percent of the variations.

For male respondents, factor 1 has significant loadings for three dimensions namely relaxation centre, child care facilities, and separate lunch room facilities constituting workplace amenities. Factor 1 was more powerful because it explains nearly 32 percent of the variance. Factor 2 has significant loading for three dimensions namely availability of clean drinking water, canteen and separate toilet for

men and women constituting workplace facilities and it explains 28 percent of the variance.

For females factor 1 had significant loadings for 3 dimensions namely relaxation centre, childcare facilities and separate lunch room facilities constituting workplace amenities. Factor 1 was more powerful because it explains nearly 35 percent of the variance. Factor 2 has significant loading for two dimensions namely availability of clean drinking water and separate toilet for men and women together constituting workplace facilities and it explains around 25 percent of variance.

For all respondents, factor 1 has significant loadings on three dimensions namely relaxation centre, childcare facilities and separate lunch room facilities constituting workplace amenities. It was more powerful because it explains 33 percent of the variance. Factor 2 has significant loading on two dimensions namely availability of clean drinking water and separate toilet for men and women constituting workplace facilities. It explains 26 percent of the variance.

The overall inferences drawn from the above analysis are

Irrespective of gender all employees have stressed on improving workplace amenities.

Both Male and female respondents indicated that next to workplace amenities, workplace facilities are also needed at the workplace.

4.9 Benefits at Work Place

Besides monetary emoluments firms pay their employees perks in form of medical allowance, food allowance, leave facilities etc. Such benefits play a dual role of increasing productivity of the employees and enhancing the corporate image of the company. The increased morale will lead to increased commitment and employee retention and will reduce the absenteeism and stress levels. Factor analysis was used to identify the underlying dimensions in the benefits provided at work place. To determine the reliability of applying factor analysis the Cronbach's reliability test was applied and presented in table 4.9.1.

TABLE 4.9.1

CRONBACH'S RELIABILITY TEST

S.NO	Groups	Cronbach's Alpha
1	Males	.875
2	Females	.876
3	All	.875

Source: Estimation based on Field survey, 2012-13.

The Cronbach's alpha value for male, female and all respondents were, 0.875 , 0.876 and 0.875 respectively, which was greater than .7 and indicates the internal consistency of the various constructs used in measuring the benefits at workplace.

To determine the appropriateness of applying factor analysis the KMO and Bartlett's test measures were computed and the results are presented in table 4.9.2.

TABLE 4.9.2

KMO AND BARTLETT'S TEST MEASURES

Gender / Measure	Male	Female	ALL
Kaiser-Meyer-Olkin Measure	.800	.760	.806
Bartlett's Test of Sphericity (i) Approx. Chi-Square	1437.286	1585.554	2765.651
(ii) Degrees of freedom	45	45	45
(iii) Significance	.000	.000	.000

Source: Calculations based on Field survey, 2012-13.

The KMO statistics for male, female and all respondents were 0.800, 0.760, and 0.806 signifying higher than acceptable adequacy of sampling. The Bartlett's test of sphericity was also found to be significant at 1 percent level providing evidence of the presence of relationship between the variables to apply factor analysis.

The table 4.9.3 enlists the eigen values their relative explanatory powers and the factor loadings for 9 components identified within the data set. The eigen values greater than one alone was considered for inclusion in the analysis. Results indicates first two factors alone was greater than one for male, female and all respondents, indicating that these factors alone were appropriate for inclusion in the analysis. For male respondents

the two factors together accounted for 64 percent of the variations, while for female respondents the two factors together accounted for 63 percent of the variations and for all respondents the two factors together accounted for 62 percent of the variations.

TABLE 4.9.3

FACTOR LOADINGS FOR THE BENEFITS AT WORK PLACE

Gender / Factors	MALE		FEMALE		ALL	
	Component		Component		Component	
	F1	F2	F1	F2	F1	F2
Pay package						
Medical allowance	.794					
Insurance			.852			
Food allowance	.774					.759
Bonus / Incentives	.807			.826		.831
Housing loans		.880	.922		.909	
Loans for consumer Durables		.930	.883		.904	
Leave facilities (CL, EL,ML)						
Maternity / Paternity leave						
Eigen values	3.580	2.788	3.912	2.348	3.400	2.781
Percentage of variance	35.804	27.883	39.117	23.482	34.002	27.806
Cumulative percentage of variance	35.804	63.688	39.117	62.599	34.002	61.808

Source: Estimation based on Field survey, 2012-13.

For male respondents, factor 1 has significant loadings for three dimensions namely, medical allowance, food allowance and bonus/incentives together constituting monetary rewards. Factor 1 was more powerful because it explains nearly 36 percent of the variance. Factor 2 has significant loading for two dimensions namely housing loans and loans for consumer durables constituting perquisites and explains 28 percent of the variance.

For female respondents factor 1 has significant loadings on three dimensions namely insurance, housing loans and loans for consumer durables,

constituting perquisites. Factor 1 was more powerful because it explains nearly 39 percent of the variance. Factor 2 has significant loading for one dimension namely bonus/incentives constituting monetary rewards and it explains around 23 percent of variance.

For all respondents, factor 1 has significant loadings on two dimensions namely housing loans and loans for consumer durables together labeled as perquisites. It was more powerful because it explains 34 percent of the variance. Factor 2 has significant loading on two dimensions namely food allowance labeled perquisites and bonus/incentives labeled monetary rewards and explains 28 percent of the variance.

The overall inferences drawn from the above analysis are

- ✓ For Male respondents the major factor attracting them to ITES was monetary rewards followed by perquisites.
- ✓ Female employees gave more weightage to perquisites followed by monetary rewards.
- ✓ Employees taken together it was perquisites followed by monetary rewards.

4.10 Factors More Enjoyable at Work Place

Workplace is a place where a company of ideas and actions, resources and initiatives are all designed to strengthen the workforce. Work place is the yardstick by which all workforce development efforts across the country will be measured. The workplace should be more enjoyable to increase the productivity. The factors which make workplace more enjoyable are interesting work, unhurried pace of work, independence of work, appreciation of work, good working hours. Factor analysis was used to identify the underlying dimensions among the factors which make workplace enjoyable. To determine the reliability of applying factor analysis the Cronbach's alpha test was applied and presented in table 4.10.1

TABLE 4.10.1

CRONBACH'S RELIABILITY TEST

S.NO	Groups	Cronbach's Alpha
1	Males	0.889
2	Females	0.859
3	All	0.875

Source: Estimation based on Field survey, 2012-13.

The Cronbach's alpha value for male, female and all employees were 0.889, 0.859 and 0.875 respectively, which was greater than 0.7 indicating the reliability of the constructs. To determine the appropriateness of applying factor analysis the KMO and Bartlett's test measures were computed and the results are presented in table 4.10.2.

TABLE 4.10.2

KMO AND BARTLETT'S TEST MEASURES

Gender / Measure	Male	Female	ALL
Kaiser-Meyer-Olkin Measure	.854	.781	.875
Bartlett's Test of Sphericity (i) Approx. Chi-Square	1413.824	1505.287	2486.733
(ii) Degrees of freedom	78	78	78
(iii) Significance	.000	.000	.000

Source: Estimation based on Field survey, 2012-13.

The KMO statistics for male, female and all respondents were 0.854, 0.781, and 0.875 signifying higher than acceptable adequacy of sampling. The Bartlett's test of sphericity was also found to be significant at 1 percent level providing evidence of the presence of relationship between the variables to apply factor analysis.

The table 4.10.3 enlists the eigen values their relative explanatory powers and the factor loadings for 13 components identified within the data set. The eigen values greater than one alone was considered for inclusion in the analysis. The above results indicates the first three factors alone was greater than one for male and female

employees, while for all employees taken together first two factors alone was greater than one, indicating that these factors alone were appropriate for inclusion in the analysis. For male and female respondents the three factors together accounted for 62 percent of the variations, while for all respondents the two factors together accounted for 52 percent of the variations.

.

TABLE 4.10.3

FACTOR LOADINGS FOR THE FACTORS MORE ENJOYABLE AT WORK PLAC

Gender & factors / Label	MALE			FEMALE		
	Component			Component		
	F1	F2	F3	F1	F2	F3
Interesting work						
Unhurried pace of work		.763		.765		
Independence of work		.685		.855		
Appreciation of work						
Good Working hours			.637			.921
Safe Journey to and from work			.833			
Good Relations with superiors		.730		.836		
Good Relations with co-workers						
Learning of new things					.726	
Career advancement / promotion opportunities	.796				.855	
Good Working conditions	.716					
Opportunities for influencing the work	.723					
Challenging nature of work						
Eigen values	3.428	2.806	1.867	3.713	2.927	1.418
Percentage of variance	26.373	21.587	14.364	28.558	22.518	10.907
Cumulative percentage of variance	26.373	47.959	62.323	28.558	51.076	61.982

Source: Estimation based on Field survey, 2012-13.

For male respondents, factor 1 has significant loadings for three dimensions namely, career advancement / promotion opportunities, good working conditions and opportunities for influencing the work constituting rewards and recognition. Factor 1 was more powerful because it explains nearly 26 percent of the variance. Factor 2 has significant loading for three dimensions namely unhurried pace of work, independence of work and good relations with superiors constituting employee engagement and it explains 22 percent of the variance. Factor 3 has significant loading for two dimensions namely good working hours and safe journey to and from work constituting employee engagement and explains only 14 percent of the variance.

For female respondents factor 1 has significant loadings on three dimensions namely unhurried pace of work, independence of work and good relations with superiors constituting employee engagement. Factor 1 was more powerful because it explains nearly 29 percent of the variance. Factor 2 has significant loading for two dimensions namely learning new things, good working conditions and opportunities for influencing the work constituting rewards and recognition. And it explains around 23 percent of variance. Factor 3 has significant loading for one dimension namely good working hours constituting employee engagement and it explains around 11 percent of variance.

For all respondents, factor 1 has significant loadings on four dimensions namely interesting work, unhurried pace of work, independence of work constituting employee engagement and good relations with superiors constituting interpersonal relationship. It was more powerful because it explains 26 percent of the variance. Factor 2 has significant loading on three dimensions namely learning new things, career advancement / promotion opportunities, opportunities for influencing the work constituting rewards and recognition. It explains 26 percent of the variance.

The overall inferences drawn from the above analysis are

- ✓ For male employees factors which made workplace environment more enjoyable was ‘rewards and recognition’ followed by ‘employee engagement’, while for female employee it was employee engagement, followed by rewards and recognition.

- ✓ For the entire sample respondents the factors which made work more enjoyable was employee engagement, followed by interpersonal relation and rewards and recognition.

4.11 Problems at Workplace

Problem at workplace is a very common feature in all the organizations. The problem may be disciplined-based, performance-based or both. All employees face problems but the problems faced by male and female employees differs. Though women have made their entry into the labour market they still face some obstacles at their workplace which are related to the hazards or risks which are common to all workers. Factor analysis was used to identify the factors responsible for the problems at workplace in ITES organisation. To determine the reliability of applying factor analysis the Cronbach's alpha test was applied and presented in table 4.11.1

TABLE 4.11.1

CRONBACH'S RELIABILITY TEST

S.NO	Groups	Cronbach's Alpha
1	Males	.905
2	Females	.868
3	All	.888

Source: Estimation based on field survey, 2012-13.

The cronbach's alpha value for male, female and all respondents were, 0.905, 0.868 and 0.888 respectively, which was greater than .7 indicating the reliability of the constructs.

To determine the appropriateness of applying factor analysis the KMO and Bartlett's test measures were computed and the results are presented in table 4.11.2.

The KMO statistics for male, female and all respondents were 0.855, 0.797, and 0.859 signifying higher than acceptable adequacy of sampling. The Bartlett's test of sphericity was also found to be significant at 1 percent level providing evidence of the presence of relationship between the variables to apply factor analysis.

TABLE 4.11.2

KMO AND BARTLETT'S TEST MEASURES

Gender / Measure	Male	Female	ALL
Kaiser-Meyer-Olkin Measure	.855	.797	.859
Bartlett's Test of Sphericity (i) Approx. Chi-Square	2026.047	2028.995	3503.687
(ii) Degrees of freedom	105	105	105
(iii) Significance	.000	.000	.000

Source: Estimation based on Field survey, 2012-13.

The table 4.11.3 enlists the eigen values their relative explanatory powers and the factor loadings for 15 components identified within the data set. The eigen values greater than one alone was considered for inclusion in the analysis. Results indicate the first three factors alone was greater than one for male respondents. For female and all respondents first four factors was greater than one, indicating that these factors alone were appropriated for inclusion in the analysis. For male respondents the three factors together accounted for 63 percent of the variations, while for female and all respondents the four factors together accounted for 69 percent and 67 percent of the variations, respectively.

For male respondents, factor 1 had significant loadings for three dimensions namely delay in payment, long working hours and over stress / tension together constituting workplace hassles. Factor 1 was more powerful because it explains nearly 24 percent of the variance. Factor 2 had significant loading for only one dimension namely harassment by colleagues/ supervisors, constituting workplace harassment and it explains 23 percent of the variance. Factor 3 had significant loading for two dimensions namely monotony of work and lack of appreciation together constituting workplace harassment and it explains around 16 percent of variance.

TABLE 4.11.3

FACTOR LOADINGS FOR THE PROBLEMS FACED AT WORKPLACE

Factors / Label	Male			Female					
	F1	F2	F3	F1	F2	F3	F4	F1	F
Monotony of work			.831				.689		
Lack of appreciation			.849						
Supervisor / Team Leader shout at workers							.637		
Transport to and from work							.718		
Harassment by Colleagues/ Supervisors		.753			.886				.7
Sexual harassment at work					.893				.8
Delay in payment	.722								
Long working hours	.870					.902			
Over stress / Tension	.728								
Leads to health problem									
Poor Working conditions									
Low payment				.776					
Uncertainty about continuity of the work									
Lack of Vertical Growth				.798				.825	
Lack of skill development				.834				.798	
Eigen values	3.58	3.43	2.41	3.04	2.80	2.44	2.03	2.83	2
Percentage of variance	23.87	22.88	16.04	20.25	18.65	16.29	13.53	18.87	1
Cumulative percentage of variance	23.87	46.74	62.78	20.25	38.90	55.18	68.71	18.87	3

Source: Estimation based on Field survey, 2012-13.

For female respondents factor 1 had significant loadings on three dimensions namely low payment, lack of vertical growth and lack of skill development together constituting career hindrance. Factor 1 was more powerful because it explains nearly 20 percent of the variance. Factor 2 had significant loading for two dimensions namely harassment by colleagues/ supervisors and sexual harassment at work together constituting workplace harassment and it explains around 19 percent of variance. Factor 3 had significant loading for one dimension namely long working hours constituting workplace harassment and it explains around 16 percent of variance. Factor 4 had significant loading for three dimensions namely monotony of work, supervisor / team leader shout at workers and transport to and from work together constituting workplace harassment and explains around 14 percent of variance.

For all respondents factor 1 had significant loadings on two dimensions namely lack of vertical growth and lack of skill development together constituting career hindrance. Factor 1 was more powerful because it explains nearly 19percent of the variance. Factor 2 had significant loading for two dimensions namely harassment by colleagues/ supervisors and sexual harassment at work together constituting workplace harassment and it explains around 17 percent of variance. Factor 3 had significant loading for two dimensions namely long working hours and over stress / tension together constituting workplace hassles and it explains around 16 percent of variance. Factor 4 had significant loading for 2 dimensions namely monotony of work and lack of appreciation together constituting workplace harassment and it explains around 14 percent of variance.

The overall inferences drawn from the above analysis are

- ✓ For male employees the major problem at workplace was workplace hassles and workplace harassment.
- ✓ For female employees the major issues were career hindrances and workplace harassment.
- ✓ For all employees it was career hindrances, workplace harassment and workplace hassles.

4.12 JOB SATISFACTION

Job satisfaction is the sense of accomplishment the employee gets from doing it. It is the feeling of contentment that an individual experiences with the fulfillment of one's wants or aspirations. In employment such contentment is derived by achieving the desired goal of fulfilling the financial, social or personal needs. Job satisfaction is an attitude, which results from a balancing and summation of many specific likes and dislikes experienced in connection with the job. The distribution of respondents based on satisfaction in the job has been depicted in table 4.12.1

TABLE 4.12.1

DISTRIBUTION OF RESPONDENTS BASED ON SATISFACTION IN THE JOB

(in numbers)

Gender / Satisfaction	Male	Female	All
Satisfied	114(46)	126(51)	240(48)
Quite Satisfied	116(46)	108(43)	224(45)
Dissatisfied	20(8)	16(6)	36(7)
Total	250	250	500

Source: Based on field survey, 2012-13.

A majority of 240 respondents (48 percent) are happy and satisfied with the job they do and 224 respondents (45 percent) were quite satisfied with the job. About 36 respondents (7 percent) are dissatisfied in the job they work and still continue in the same organization. Gender-wise, while 51 percent of female employees were satisfied with the job, only 46 percent of the males have expressed satisfaction with the job.

Determinants of Job Satisfaction

A large number of studies have been conducted to determine the factors that play a crucial role in employee's job satisfaction. Job satisfaction is associated with an employee's perception and assessment of his/her work, which in turn is affected by behavoiural factors, work environment and organisational factors. Behavioural factors include pay, compensation, fairness in treatment and relationship with co-workers and supervisors. Salary was found to be the prime factor for the motivation and job satisfaction. Compensation is very valuable tool for retention and turnover. It is also a motivator for an employee in commitment with the organization which in

result enhances attraction and retention (Zobal, 1998). It also works as communicator when it is given to employee against his services which shows how much an employee is valuable for its organization (Zobal, 1998).

Organisational factors include promotion opportunities, professional development, recognition and responsibility. According to Schneider *et al*. (1992), employees who perceive few opportunities for advancement have negative attitudes toward their work and their organisations. Although several studies have identified a positive association between promotional opportunities and job satisfaction, this relationship, according to Kreitner and Kinicki (2006), is dependent on employees' perception of fairness and equity. Thus, if employees are receiving unfair and unequal promotional opportunities in comparison with other workers in the workplace who have similar qualifications and years of experience, then this leads to a prediction of job dissatisfaction. Therefore, it is important for the organisation to take into account cases where promotion policies are designed to enhance employee satisfaction. Mitchell (2000) maintains that the lack of proper recognition for a job well done by an employee seems to be a major problem for many organisations. For example, employees who experience little recognition are more likely to experience dissatisfaction and frustration.

In addition to above factors, much attention has been given to factors arising from the work environment in motivating employees to work with high levels of job satisfaction. According to many researchers, such as Herzberg (1968), Emmert and Taher (1992) and Spector (2008), the work environment have a positive effect on the satisfaction of an employee. Therefore, research has identified a number of important environmental factors that are thought to influence job satisfaction such as autonomy in work, nature of work, working hours and the resources as a part of working condition itself. The perceptions that employees have about different aspects of their work environment were found to explain variations in job satisfaction (Lambert *et al*., 2001).

The above variables were measured by using five-point Likert Scale with end point 1= strongly disagree to 5 = strongly agree. The reliability of the constructs was checked by computing Cronbach's alpha coefficient. Cronbach's

Alpha reliability statistics helps to evaluate whether the number of individual items contains the same characteristics to explain the characteristics of constructs. The results are shown in the table 4.12.2.

TABLE 4.12.2

CRONBACH'S ALPHA FOR VARIOUS CONSTRUCTS

S.No.	Variables	Number of items	Male	Female	All
1	Behavioural factors	7	0.754	0.721	0.719
2	Organisational factors	5	0.701	0.715	0.723
3	Working Environment	6	0.751	0.772	0.752

Source: Estimation based on field survey, 2012-13.

For higher reliability, 0.7 or higher is required for using the data for further analysis. The alpha coefficients for factors determining job satisfaction for male, female and all employees ranged from 0.701 to 0.772. These findings indicate that each factor score had adequate internal consistency reliability with factors, above the conventional standard of greater than or equal to 0.70.

Having established the internal consistency of the factors, multiple regression analysis was done to find the impact of the above variables on the level of job satisfaction. The estimated results are shown in table 4.12.3.

TABLE 4.12.3

DETERMINANTS OF JOB SATISFACTION

Employees	Constant	Behavioural factors	Organisational factors	Working Environment	R^2	F Value
Male	3.461* (13.952)	0.014 (1.121)	0.031** (2.033)	0.048* (3.181)	0.539	19.566*
Female	4.112* (14.583)	0.031** (2.310)	0.057* (2.775)	0.040** (2.543)	0.681	24.713*
All	3.631* (20.410)	0.025* (2.90)	0.036 * (3.589)	0.037* (3.295)	0.551	42.263*

Source: Estimation based on field survey, 2012-13.
Note: * and ** - Significant at one and five percent level respectively.

The output of the regression model for males exhibited R^2 value of 0.539 indicating 54 percent of the variations in job satisfaction were explained by behavioural factors, organisational factors and working environment. However the relationship between job satisfaction and above independent factors were

substantiated only for organisational factors (β = 0.031, p = 0.043) and working environment (β = 0.048, p = 0.002). Both these factors had positive impact on job satisfaction with predictor working environment having a larger impact (4.8 %) on job satisfaction than organisational factors (3.1%).

For females, the regression model showed R^2 value of 0.681 indicating 68 percent of the variations in job satisfaction were explained by behavioural factors, organisational factors and working environment. The relationship between job satisfaction and independent variables were substantiated for all three variables namely, behavioral factors (β = 0.031, p = 0.014), organisational factors (β = 0.057, p = 0.006) and working environment (β = 0.040, p = 0.012). All three variables were positively correlated with job satisfaction with organisational factors (5.7%) have a larger impact on job satisfaction and least impact being shown by behavioural factors (3.1%).

Taking all the employees together, the regression model showed R^2 value of 0.551 indicating 55 percent of the variations in job satisfaction were explained by behavioural factors, organisational factors and working environment. The relationship of overall job satisfaction pertaining to behavioral factors (β = 0.025, p = 0.004), organisational factors (β = 0.036, p = 0.001) and working environment (β = 0.037, p = 0.001) was substantiated by the model. The variables were positive and significant predictor (1% level) of job satisfaction. A unit increase in behavioural factors, organisational factors and working environment could cause job satisfaction to increase by 0.025 units, 0.036 units and 0.037 units respectively.

Based on the results for the standardized values, we are able to see that working conditions, fairness, promotion, and pay, are key factors affecting ITES employees' job satisfaction. Money was a good motivator; actually all employees' work for money. A good salary and good compensations are key factors in satisfying the employee specially women employees. The finding is consistent with previous studies which found salary and incentives to be an important positive determinant of job satisfaction (for example, Seo *et al*., 2004; Ellickson and Logsdon, 2001; Karatepe *et al*., 2003; Ting, 1997). That is, if the decision-makers in an organisation know the needs of the employees, they can motivate them through suitable compensation packages, proper job design, and appropriate management policy.

Organisations sometimes utilise a combination of monetary and non-monetary benefits in order to recognise and reward individuals' contributions. For

example, recognition and rewards for a job well done by individuals are often among the top motivators of employees. Researchers like Persson *et al*. (1993) and Koch (1990) consider recognition to be one of the key factors affecting the level of job satisfaction, regardless of occupational level. Furthermore, issues related to fairness and equity within the organisation was found to be important. In the present study, recognition and equal opportunities play a significant role in determining the level of satisfaction of women employees in ITES.

The factor working conditions was also proven to have significant influence over the ITES companies. A good work environment can increase employee job satisfaction and the employees will try to give their best which can increase the employee's work performance. Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. According to Friedlander and Margulies (1969), management and friendly staff relationships contribute to the level of job satisfaction. Thus, by creating a favorable work condition and guiding the employee to communicate effectively, builds a good interpersonal environment within the company, in order to create good working conditions.