

SUMMARY AND CONCLUSION

CHAPTER – V

SUMMARY AND CONCLUSION

India achieved unprecedented economic growth and made noteworthy advances in the fields of science, agriculture, medicine and information technology (CSNSI 2008; Pathak and Singh 2011). Despite such an unprecedented growth and development, women's position has worsened considerably in every sphere with the exception of some gains for middle class women in terms of education and employment. Gender disparities in women's economic participation have remained deep and persistent in India. There are gender differences in every sphere of society. In India, the situation is worst due to regional, religious and cultural differences and urban-rural disparities. Women working in the western liberal states have better access to the labor market and have a relatively low wage gap. Such measures have provided women with better social-economic status. But women in Asia have not experienced many of these opportunities. Most women are employed in low paid and low skilled jobs where sexual harassment is an everyday occurrence.

There is an alarming rise in gender discrimination at workplaces in recent years. The gender discrimination may exist in various dimensions which include hiring discrimination, differences in salary and wages, discrimination/differences in promotion and inequity related to different goods and facilities provided to different gender. Gender discrimination can take place in various forms in respect to unusual or unequal and harsh treatment to a person of one sex as compared to the person of the other sex. It is the practice of letting a person's sex unfairly become a factor when deciding who receives a job, promotion, or other employment benefit. Discrimination leads to psychological and emotional disturbance, resulting in demoralization and a decline in performance standards. It brings down the overall performance, and fuels more discrimination, which in turn increases the number of gaps in one's work further.

In ITES sector, the employees are literate and skilled; they have similar education, age, eligibility etc. Still discrimination occurs in this sector. In Indian software sector, in spite of continuously increasing number of female employees at entry level as per NASSCOM-PWC Report (2010), number of women at middle management and top management level is stagnant at 11 percent and 1.5 percent. At entry level female labor force is increasing steadily and their proportion has

reached now 45 percent. But this higher number at entry level doesn't ensure equal representation at higher level which is evidenced as 'leaky pipe line'. Moreover, it is believed that female employees in ITES at times face discrimination in compensation, recruitment, promotion, participation in decision making, leadership roles etc

The standard literature on gender discrimination characterizes the discrimination in many ways. It can be measured by gender wage gap and its variants such as sticky floor, glass ceiling, and also by occupational gender sorting. In India only few studies focused on gender discrimination at workplace. The main focus of these studies was on wage discrimination. Earlier studies like Gunderson (1979), Donald Cox (1989), Michael Schultz (1995), Altonji and Blank (1999), Martin Patrick (2000), Mariana Alfonso (2001), Hilary M. Lips (2003), Yusuf Ziya Ozcan (2003), Grisanaputi, Wipawee (2005), Shaik Haffis et.al (2011), Panchanan Das (2012), Nani Bendelani et.al (2014) Ashish Singh (2015) focused on wage / pay discrimination. And a few studies like Mia Hultin (1998), Grisanaputi, Wipawee (1999), Suriya, M. (2003), Samantha Velluti (2008), Michailidis. (2012), and Abhishek Mishra (2014) focused on other discriminations during recruitment, promotion, decision making etc. Few attempts have been made in Indian context to examine gender discrimination in agriculture, construction, banking sector etc., No attempt has been made to analyse perception of ITES employees on gender discrimination.

Hence, an attempt was made to analyse various aspects of ITES employees such as their socio-economic profile, employment and working conditions, promotions, problems at workplace, and their perception regarding gender discrimination. Such an attempt will pave way:

- To suggest suitable policy decisions for employers to encourage, provide better safety and ensure a beneficial climate for women employees.
- To enact suitable policy decisions to encourage and empower the women employees.
- Since not many researches are done on gender discrimination at workplace among ITES employees in India, the findings and suggestions that will emerge from the study will help to make required amendment in the labour law for discrimination among women employees.

OBJECTIVES

The specific objectives of the study are

1. To examine the socio-economic profile of the selected respondents.
2. To identify the gender differences in employment factors and working conditions.
3. To study perception of the employees' on equal opportunities at work, decision-making, emoluments, facilities, benefits and problems at work place.
4. To assess the interrelation between perceived gender discrimination at workplace and professional growth for female employees.
5. To study the gender differences on the perception of the employees on the determinants of job satisfaction.
6. To recommend policies to reduce gender discrimination.

Hypothesis

In the course of the study the following hypotheses was examined

1. The gender of the respondents is independent of the selected socio-demographic and economic factors.
2. The average monthly income of the respondents is independent of age of the respondents, education status, marital status and type of family.
3. The gender of the respondents is independent of the employment factors and working conditions.
4. Women employees were discriminated in terms of career progression, equal opportunities, leadership role and onsite job.
5. Perceived gender discrimination causes work place harassment and career growth hindrances, causing a decline in job satisfaction and indirectly affects professional growth.
6. Gender differences are not visible on the perception of the employees' on facilities, benefits and problems at work place.
7. Work conditions, fairness, promotion, and pay are the key factors affecting ITES employees' job satisfaction.

Methodology

The location of the study was confined to Coimbatore city. According to Software Technology Parks of India (http://www.chennai.stpi.in/data_coimbatore.html) there are about 128 ITES companies in Coimbatore spread all the five zones namely North (31 companies),

South (13 companies), Central (30 companies), East (25 companies) and West (29 companies). By adopting stratified proportional sampling technique the sample of 500 were distributed across the zones which include 121 from North, 51 from South, 98 from East, 113 from West and 117 from Central zone. An equal representation of 250 male and 250 female employees were selected. In each zones the samples were selected by adopting incidental purposive sampling technique.

The primary data was collected with the help of a questionnaire, which includes questions on demographics, employment details, working conditions, promotional details, relationships (including any form of harassment), discrimination, benefits, problems and job satisfaction which was collected from both male and female ITES employees. Data for the study were collected from the sample respondents by administering a pretested questionnaire during the period August 2012 - January 2013. The collected data were tabulated and analysed using statistical tools like Chi-square test, Multiple Regression Analysis, Logistic Regression, Garret Rating scale, Kruskal-wallis H test, Likert Summated Scaling technique, Cronbach's Alpha, Factor Analysis and Path analysis.

Major findings of the study Socio-Demographic profile of ITES employees

- 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 of (78 percent) females 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, followed by Christians (19 percent) and Muslims were negligible (3 percent).
- Community-wise analysis revealed that a majority of the employees belong to backward class, (69 percent) followed by general category (14 percent), most backward class (13 percent) and scheduled class (4.6 percent). Gender-wise also, backward caste was predominant in both the groups.
- Among the sample respondents, 69 percent of the respondents belong to the age category 20-25, followed by 23 percent in the age category 26-30 years, and negligible percentage (8 percent) were above 30 years of age. Gender-wise, 67 percent of male respondents and 70 percent of female respondents

belong to the age category 20-25 years. Thus a large proportion of the ITES employees in both groups were in their early twenties.

- 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.
- Out of the 500 respondents, 88 percent of the respondents belong to nuclear family and remaining 12 percent belong to joint family. Gender-wise, 85 percent of the male and 92 percent of the female employees belong to nuclear family. Thus the predominance of nuclear family was seen among the ITES employees.
- Around 92 percent of the employees belong to small family. Gender-wise also 94 percent of the male respondents and 89 percent of the female respondents belong to small family. Thus there was predominance of small family among ITES employees.
- 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 high among female respondents (30 percent) followed by male respondents (22 percent).
- It was inferred from the chi-square test 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.

Economic Environment

- 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.

- Out of 500 respondents, a maximum of 35 percent of the respondents were earning an income greater than ₹ 16000 in the ITES organization. Gender-wise, 40 percent of the male employees earn an income greater than ₹ 16000 and 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 greater 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.
- Out of 500 respondents, a maximum of 213(43 percent) respondents were spending ₹ 10000 to 15000 per month and eight (2 percent) respondents spend more than Rs.25000 per month. Gender-wise, 50 percent of the female employees and 36 percent of the male employees spend ₹ 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.
- A maximum of 57 percent of the respondents have the habit of saving. Gender-wise, a maximum of 53 percent of male and 62 percent of female respondents have the habit of saving. Thus the proportion of savers was more among female employees than male employees.
- About 73 percent of respondents do not have debts. Gender-wise, 72 percent of the males and 74 percent of the female respondents do not have debts.
- From the t test it was found that gender specific differences was observed between expenditure level, education status and income of the employees in ITES organization and that only in expenditure level female employees recorded a higher score (mean = 14167.60) than males (mean = 12075). For

the educational status and income, male employees recorded a higher value than female employees. The statistical analysis, thus, confirms that male employees received high income than female employees in ITES organization.

Empirical analysis on Income

- From multiple regression analysis it was inferred 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 it was sharing a positive relationship with monthly income. 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.
- 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 variations in monthly income. From the F value it was 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.

Employment factors

- A maximum of 125 respondents (25 percent) were working in the designation programmer, followed by 100 respondents (20 percent) 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 work as system analyst, android trainer and data analyst. About 16 percent of male employees work as system analyst and programmer. Thus job title showed significant gender differences with greater concentration of

female employees as programmer or as customer support staff while males were working in higher end jobs such as system analyst, trainer etc.

- 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 25 (5 percent) respondents alone entered at the age of 21. Gender-wise, 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.
- The analysis of total experience of the respondents in ITES organization reveals that 81 percent of the respondents had an experience of less than two years, which includes 76 percent male and 85 percent female employees. And 5 percent of employees had an experience of more than 5 years, of which nine percent were males and one percent females. Thus female employees were not continuing the job for long term in ITES organization.
- About 88 percent of the males and 87 percent of the females argued that the nature of work has not changed, while 12 percent of males and 13 percent of females believed that the nature of work has changed.
- 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 were interested in the job and 15 percent of males and 23 percent of 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 employee preferring a job change.
- 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 seven percent of the respondents have more than 5 years of experience, which includes nine percent male and five percent female employees. It has been found that 67 percent of the females were working in a team for 2 to 5 years. Though more number of females was 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.

- 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 opined that they faced team work pressure. Gender-wise, 88 percent of the males and 80 percent of the females do not have team work pressure and 12 percent of male and 20 percent of female have pressure while they work in a team. Marginally a higher proportion of female employees have reported team work pressure.
- Around 91 percent of the employees were 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 were comfortable with team leader of other gender.
- From the chi-square test 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.
- Out of 500 respondents, 462(92 percent) respondents stated that they were provided with training in ITES organisation and a minimum of 38 respondents (8 percent) 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 organisation.
- 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 only 15 percent of the males and 19 percent of the females opined that they were not given equal opportunity during training. Thus marginally higher percentage of women employees has stated lack of equal opportunities.

- Out of 500 respondents, 339 (68 percent) respondents pointed out that they were given equal opportunity for on-site job, while 61(32 percent) respondents argued that they were not provided with equal opportunity in getting on-site job. Gender-wise, 77 percent of the male and 58 percent of the females agreed that they were given equal opportunity in providing on-site job. But 23 percent of the males and 42 percent of the females said they were not provided with equal opportunity for on-site job. Thus majority of the females (around 42 percent) agreed that there was discrimination in providing on-site job.
- It was inferred from the chi-square test that the gender of the respondents were dependent on the variables namely, training given to respondents and in providing onsite job and independent of providing training. Thus female employees differed in their opinion on the provision of training and lack of opportunity for onsite jobs from male employees.
- A maximum of 258 (52 percent) respondents have not shifted the job even once, followed by 148 (30 percent) respondents who have shifted the job once and a minimum of 1 percent employees who have shifted the job 4 times. Gender-wise, 54 percent of the male and 49 percent of the female have not shifted the job since joining. And only a minimum of 11 percent of the males and two percent of the females were frequently changing the job and have shifted since joining the work. Thus the incidence of job shifting was more among male employees than female employees.
- Garret Ranking Analysis was used for finding the reasons for shifting the organization. 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. 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. 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. 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. It was found that 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.
- In ITES organization, for nearly 55 percent of the respondents the employee turnover had increased, while for 40 percent of the employees, turnover had remained unchanged and for the remaining 5 percent it had decreased. Gender-wise, males (66 percent) outnumbered females (44 percent) in stating increased employee turnover. A minimum of five 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 was analysed using factor analysis and it was inferred that
 - ✓ 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.

Working Conditions

- Around 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, 55 percent of the male respondents and 50 percent of the female respondents work for 9 hours a day and a minimum of three percent of the male and two percent of the female respondents work for 11 hours a day. Around 50 percent of the respondents in ITES organization work for 9 hrs per day, which exceeds the stipulated working hours of 8 hours per day.
- 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, a minimum of 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, 80 percent of the male and 74 percent of the female respondents agree that they have equal working hours.

- Among the respondents around 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, equal percentages (63 percent) of male and female respondents are not having the benefits of flexi hours. Flexi hours was not feature of ITES organization in Coimbatore city.
- Out of 500 respondents, only 184 (37 percent) of the employees 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) who received 3 - 5 days flexi hours per month. Gender-wise, while majority (59 percent) of female 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 a higher proportion of male employees availed benefits of flexi hours than female employees.
- About 53 percent of the respondents worked overtime and the remaining 47 percent did not work extra hours. Gender-wise, 46 percent of the male employees and 60 percent of the female employees did overtime while 54 percent of the male and 40 percent of the female employees were not working overtime. It is interesting to note that female respondents outnumbered their male counterpart in overtime work.
- 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.
- While overtime work is common in all ITES organizations not all employees like doing overtime work. Around 72 percent of the employees are 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 a

higher proportion of female employees have expressed their displeasure in doing overtime work.

- The reasons cited for doing overtime work 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.
- About 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 ITES organizations in Coimbatore are not providing compensation for working overtime.
- From the Chi-Square test it was 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. Thus, no gender differentials were seen with respect to distribution of workload, pay packages and promotions. But gender differences were seen in terms of working hours, overtime work and flexi hours.
- 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 extra workload. While 80 percent of the women complaint they were overburdened with the work of their colleagues, only 14 percent of the male employees complained about this issue. Thus female employees felt they were over burdened with the work of their colleagues.
- 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.
- One way ANOVA test was applied to test whether there was any gender specific differences in the perceived job insecurity scores. It 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.

- 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.
- Around 53 percent of the respondents stated that they did not receive any promotions since they joined the organization. And 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 a large proportion of female employees did not receive any promotions since they joined.
- 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 in ITES organization promotion was based on evaluation.
- 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 stating it was based on seniority. Only 5 percent alone have stated that it was based on influence. Thus a large proportion of employees opined that promotion was based on performance.
- It was inferred from the logistic regression analysis that the two factors closely interrelated to women employees were onsite jobs and equal leadership. Both the variables emerged as significant factors at 1 percent level based on Wald statistics. The estimated odds that women employee gets an onsite job was 0.866 lesser than if the employee was a male. However the estimated odds for equal leadership were 2.344 indicating that the probability of women getting equal leadership was 2.344 greater than for male employees.

Employees' perceptions on Equal opportunities

- Around 84 percent of the respondents agreed 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 analysis also reveals that there was equality in providing break

time for the respondents. Most of ITES organization practiced fairness in the allotment of break time.

- A maximum of 62 percent of the respondents have received one hour break time followed by 25 percent of the respondents who received break time of less than one hour. Gender-wise analysis also states that 64 percent of the male employees and 59 percent of the female employees received one hour break daily. Thus, in ITES organization they provide one hour break time for all employees.
- 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 the male and 74 percent of the female employees were provided with equal workload. In the distribution of workload too ITES firm practiced fairness.
- 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 analysis also reveals that Coimbatore ITES organization provides equal opportunities for the employees, with only 4 percent of the male and 6 percent of the female employees stating lack of equal opportunities.
- 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, 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.
- Around 78 percent of the respondents agreed that the views of 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

the male and 79 percent of the 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.

- 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 the male and 66 percent of the female employees have opined that they were receiving equal payment, while 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, 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.
- There was discrimination in providing payment to ITES employees. It is found that 75 percent of the male respondents and 92 percent of female respondents stressed that male employees were receiving more payment compared to female employees. And 25 percent of the male respondents and 8 percent of the female respondents stressed that females were receiving more payment. An analysis of the results revealed that women have the perception that their male counterparts 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.
- Around 62 percent of the respondents have agreed to the statement that women are not provided with higher level jobs, while 38 percent of the respondents disagree to the statement. Gender-wise, 72 percent of the male and 51 percent of the female employees have agreed that women are not given higher level jobs. Women managers, despite being highly educated often remain in lower management positions with little access to challenging assignments and power (Jain & Mukherji, 2010).

- Forty-nine percent of the respondents were of the view that only 10 to 25 percent of female employees were in higher authority, followed by 36 percent stating less than 10 percent, 16 percent stating 26-50 percent and 2 percent respondents stating 50 percent and above. Gender-wise, while 54 percent of the male employees opined 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 and Rowley (2005) that advancement of female in management was limited even though numbers of females entering workforce increased.
- It was inferred from the chi-square test that the gender of the respondents were dependent on equal opportunities, equal leadership, women given higher level jobs. Thus the perception of women employees differed from male employees with respect to equal opportunities, leadership and women been 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.
- About 58 percent of the employees are quite satisfied with leadership of their superiors, 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 that male employees (30) outnumbered female (7) in expressing lack of satisfaction with the leadership of their superiors.

Gender discrimination at workplace

- 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 was marginally higher for female employees (28.83) when compared to male employees (27.86). Thus women perceived a differential treatment at work place.

- The impact of gender discrimination on work place harassment, career growth hindrance and job satisfaction and in turn on professional growth has been assessed for female employees and results supported a path model in which perceived gender discrimination exerted a significant negative effect on job satisfaction which in turn negatively impacts career or professional growth. 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.

Facilities / Benefits/ Factors Enjoyable/ Problems at Work place

- Factor analysis was used to identify the facilities which were rated most essential at work place by employees. Irrespective of gender all employees have stressed on improving workplace amenities like relaxation centre, child care facilities, and separate lunch room facilities.
- Both male and female respondents indicated that next to workplace amenities, workplace facilities are also needed at the workplace, which included availability of clean drinking water, canteen and separate toilet for men and women.
- 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.
- 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.
- 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.

Job Satisfaction

- A majority of 240 respondents (48 percent) were happy and satisfied with the job they do and 224 respondents (45 percent) were quite satisfied with the job. About 36 respondents (7 percent) were dissatisfied in the work they do, but 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.
- The multiple regression analysis done to find the impact of behavioural factors, work environment and organizational factors on job satisfaction revealed that organisational factors ($\beta = 0.031$, $p = 0.043$) and working environment ($\beta = 0.048$, $p = 0.002$) had significant positive impact on job satisfaction for male employees, while for females all three variables were positively correlated with job satisfaction and organisational factors (5.7 percent) had a larger impact on job satisfaction and the least impact being shown by behavioural factors (3.1 percent).
- Based on the results for the standardized values, we are able to see that work conditions, fairness, promotion, and pay, are key factors affecting ITES employees' job satisfaction. The finding is consistent with previous studies which found salary and incentives to be an important positive determinant of job satisfaction (Seo *et al.*, 2004; Ellickson and Logsdon, 2001; Karatepe *et al.*, 2003; Ting, 1997).
- In the present study, recognition and equal opportunities play a significant role in determining the level of satisfaction of women employees in ITES. 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.
- The factor working environment was also proven to have significant influence on the employees of ITES companies. A good work environment and good work conditions can increase employees job satisfaction and the employees will try to give their best which can increase the employees 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.

Conclusions

The current research is an attempt to understand the perceptions that women employees in India have about the policies that their organizations have to address the issue of discrimination based on gender. The revelations of the study suggest that even the workplaces governed by new paradigms of production organisation and enabled by information technology are not essentially free from gender stereotypes and unequal gender relations. The findings also suggest that the mere participation in a modern sector occupation (such as ITES / IT) alone need not necessarily lead to empowerment or emancipation of women from the clutches of traditionally rooted social norms. On the contrary, even such occupations are built on the traditional structures of gendered divisions, reinforcing the marginalization of women in the labour market. A nation or society, without the participation of women cannot achieve development. If we eliminate gender discrimination, women will deliver all the potentials, skills, knowledge to develop the family, the nation and the whole world.

Recommendations

- ✓ Despite the presence of individual central legislations that cover specific aspects of equality or the lack of it, it cannot be denied that India nevertheless needs an all-encompassing anti-discrimination law that would extensively address the varied dimensions of inequality. Moreover, an important point to note is that several of these laws provide safeguards to employees in the public sector and not in private sector undertakings. On an international front, the UN Anti-Discrimination Committee has time and again reminded India to draw up a comprehensive code to tackle workplace related discrimination. Every effort to combat discrimination must be taken up by India as this form of social exclusion can aggravate other societal and economic problems
- ✓ In addition, along government efforts to provide incentives to spur private sector growth as engine of development there need to be accompanied with incentives and efforts to introduce measures that compel firms to make equal treatment to both males and females.
- ✓ Efforts must be made to integrate gender equality dimensions into national development planning and budgeting. Government must ensure effective

steps are in place to strengthen and monitor progress to eliminate gender bias at workplaces.

- ✓ Gender discrimination often results from a lack of diversity within an organization. A company with an unequal representation of the sexes could intentionally or unintentionally discriminate against the minority group. To reduce or eliminate gender discrimination, companies should create a well-defined diversity and inclusion program. These programs should promote gender diversity through recruitment and retention efforts, employee awareness and gender-specific accountability measures.
- ✓ Employers can approach gender discrimination by implementing gender-related education and training programs. These programs are designed to raise employee awareness of gender issues and how these issues impact inter-office relationships. Education and training initiatives help employees explore attitudes and belief systems about gender topics. They encourage dialogue between participants that focus on gender. The programs help to establish interpersonal relationships and discourage gender discrimination in the workplace.
- ✓ Employers may consider stipulating policies in terms of ensuring equal employment opportunities and to prohibit harassment and discrimination at the workplace. Care should be taken to ensure that there is adequate guidance available to the employees to enable them to resort to the internal grievance redressal procedures. The employer should also ensure that the complaint is investigated on an immediate basis and the entire proceeding is treated as confidential, as it would give more confidence to the employees to approach the management in related matters concerning discrimination and harassment.
- ✓ Employers can approach gender discrimination by performing a workplace audit to identify internal practices that lead to this practice. For example, an employer may discover that only men are promoted to management positions within the organization. An audit could jump-start initiatives to recruit and retain women for management positions. Specific service rules should be framed for entry-level qualifications and promotions to other high positions in the organizations. Employers also should conduct pay audits to uncover and address pay disparities lacking a reasonable explanation.

- ✓ The key to rooting out hidden bias is to raise manager's awareness of their unconscious gender biases; create a culture of inclusiveness; and audit relevant employment policies and procedures to ensure that they do not on their face or in application allow gender bias to creep into personnel decisions. Training is a valuable tool for raising awareness.
- ✓ Employers should evaluate the process and ensure the company is distributing work fairly and not based on things like personal relationships, or on illegal factors, such as gender bias.
- ✓ Education develops the skills, imparts knowledge, changes the attitude and improves the self confidence. It provides employment opportunity and increases income. Hence educating women is the prime factor to combat gender discriminate and for the up-liftment of women. Not only the female, the society must be educated to give equal right for female.
- ✓ The world community agrees that without equal participation of males and females in development activities, the millennium goal would never be achieved. We should, therefore, start outlining more issues, possible strategies, long-term and immediate targets for gender equality and to remove all types of biasness and discrimination in employment and ensure a healthy workplace environment for women.

Scope for future research

Although the results of the study may not be conclusive for all organizations in India, they are an indication of the situations which exist in different companies. In future this study could be extended to cover a wider cross section of women employees to cover the entire country. Simultaneously, a survey of HR managers in these organizations may also reveal the efforts that they are making to create equal opportunity at workplace. There is a tremendous scope for such a study in the Indian context in future.

The following areas can be suggested for further research

- ✓ The study can be further elaborated with bigger sample size in all metropolitan cities in India.
- ✓ Gender discrimination at workplace in other areas like banking, education etc., can be done.

- ✓ Gender discrimination at workplace and its impact on the health / stress of the employees.
- ✓ Gender discrimination at workplace with special reference to sexual harassment.