



Volume 10, Issue 1, January 2022
**International Journal of
Advance Research in
Computer Science and
Management Studies**
Research Article / Survey Paper / Case Study
Available online at: www.ijarcsms.com



Special Issue: National Conference on "Self Reliant India (Atmanirbhar Bharat) Opportunities & Challenges"
Organised by: Department of Commerce in association with IQAC of Sheth T.J. Education Society's, Sheth N.K.T.T. College of Commerce and Sheth J.T.T. College of Arts, (Reaccredited by NAAC B+ (2.62), 3rd Cycle, ISO Certified: 9001:2015).
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Workforce diversity and Management: A study on relationship between diversity management practices and acceptance of gender diversity among employees in IT industry; Pune.

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Abstract: *As the Information Technology (IT) industry needs talent around the world, it has embraced diversity and has successfully benefited from diversity in the workforce. In FY 2017–2018, the IT and ITES sector employs 34 percent of women according to the Ministry of Electronics & Information Technology. The study was conducted to assess the acceptance of gender diversity among employees and to determine how the impact of diversity management systems and processes has been perceived by various IT companies, and to assess the impact of existing barriers in the IT industry. The study therefore answers the question 'Has the diversity of the workplace contributed to the success of the organization. Because diversity includes different personalities and personality traits. To gather the necessary data for this study, the researcher made extensive use of current materials containing Human Resource Management courses. High-quality and quantitative research methods have been used to collect and analyze company data. To answer the research question and to obtain useful and valuable information for each company by looking at the responses of 100 employees. Research is limited to the necessary tools for managing workplace diversity, the advantages and disadvantages of managing different employees. The advanced tool was found to be reliable by finding Cronbach's alpha values for the fixed variables in the questionnaire.*

Keyword: *gender diversity, diversity management programs and practices, obstacles, IT industry.*

I. INTRODUCTION

Staff diversity is a complex issue that needs to be addressed in an organization. In the years to come, organizations that understand how to effectively manage diversity in the workplace will have a different advantage when it comes to hiring and hiring talent. For an organization that seeks to develop a diverse and inclusive workplace, it is important to understand what diversity of the workplace means. Workplace diversity refers to the variety of differences between individuals in an organization. Diversity in the workplace includes race, gender, ethnicity, age, religion, sexual orientation, citizenship, military service and mental and physical health, as well as other distinct differences between individuals. One of the key pillars of any diversity and project engagement for women. Gender diversity (e.g. increasing the representation of women in industrial workers) is now a strategic topic in the houses of both Indian international firms.

The gender diversity study examined 60 companies from India's business environment environment, including Global Capability Centers (GCCs), technology service providers, startups, and companies in India, to understand the current state of diversity, with the aim of key queues for development. diversity. It also analyzed statistics on gender diversity and organizational policies and various policies that provide a holistic view of women in companies. Women accounted for 21 percent of total IT workforce in 2001 (NASSCOM 2001), up from 30 percent in 2012 (NASSCOM 2013, quoted in Gupta 2015); 28% according to Sudha 2012). Currently, in FY 2017–2018, the IT and ITES sector employs 34% of women according to the Department of Electricity and Information Technology.⁶ This is more than the 20.5 percent rate for women's participation in the formal economy in 2011. In order to better understand the profile of women in India's IT-BPM industry, NASSCOM has partnered with Open University (UK) to come out with a "Women and IT Scorecard - India" that brings together, a complete set of evidence and understand the differences in standards co-operation between women and men in IT-BPM staff in India. It also measures this within the international context.

II. NEED AND SIGNIFICANCE OF THE STUDY

The information technology industry is playing an important role in putting India on the global map. The need of the talent mix forcing the employers of IT companies to attract and to retain diverse workforce. Gender diversity refers to the awareness of employees towards understanding, valuing and accepting gender differences and similarities present at workplace. This explains the employee awareness of the importance of diversity and their attitudes towards gender diversity. For the purpose of study, accepting the similarities and differences with respect to male and female employees in IT Industry, located in Pune region have been considered.

III. LITERATURE REVIEW

This study seeks to assess the impact of labor diversity on productivity. Over the years, many researchers have studied the various aspects of the diversity of the workforce in various organizations and in various other places not only at the Indian level but also at the international level. Various findings from previous studies have been of great help to the researcher in preparing the various materials to be used in the study.

(Joyendu Bhadurya. E. Joy Mightyb, Hario Damarb, 1 June 1999). In this paper the researcher points out that there are various political, social and economic factors that contribute to increasing employee diversity so the author has suggested some ways to increase efficiency such as making people from different backgrounds work in the same systems to facilitate understanding and communication between them. The expert also presented one model that assumes that the population is divided into 'families' where individuals in the family are 'similar' in terms of the diversity situation used but are very different from other people in other families. This enables researchers to solve their problem as a network flow problem.

(Jeffery Sanchez-Burks; He also highlighted that understanding and managing these differences requires understanding the nature of employee diversity and how it affects communication and communication methods.

(Asmita Jha, 2009) In this paper the author suspects that the most important asset of any organization is the diverse staff because different employees are good at solving problems as they provide unique and creative ideas and provide competitive advantage to the organization. In addition the author focuses on making employees happy with a clear understanding of each person's expectations and needs.

(Marie-Élène Roberge, Rolf van Dick, 2010). In this paper the authors argue that on the one hand the diversity among employees has positive effects such as creativity, problem solving, innovation but on the other hand diversity may result in certain negative factors such as growing conflicts, reduced team performance and reduced team cohesion. In addition, the

authors presented a multidisciplinary model of improving team performance by considering individual approaches- (i.e., empathy and self-disclosure), and group level (i.e., communication, team involvement and team trust) that form the basis of the process of learning individual identity in the group.

IV. OBJECTIVES OF THE STUDY

The objective of the study is to find out relationship between diversity management practices and acceptance of gender diversity among employees. The study attentions on several diversity programs and practices, which are commonly adopted in IT industry and examines the influence of these initiatives on the acceptance of gender diversity in industry.

V. HYPOTHESIS

H0: There is no significant relationship between the gender diversity management programs and practices and acceptance of gender diversity.

VI. DATA COLLECTION

Primary data are collected by conducting interviews with the employees in the selected companies by using structured interview schedule. Collect data from IT companies situated at different locations of Pune. Sample size for the study is 200.

The secondary data are collected from the secondary sources, these sources which record an event or happening that was never actually witnessed by the researcher. In other words, secondary sources are steps away from the real fact, replete with interpretations. The secondary data are available from the Records on historical rather chronological developments of the organization or event, Orally transmitted materials, Printed material like books, periodicals, papers and literature, Audio-visual records, As in confirmation with the above, the first part of Secondary data has been gathered by the researcher from the-Reference books, Journals, Relative Thesis, Computer (Internet) etc., Reports, Magazines, newspaper, and reference books.

Data Analysis Technique and Presentation:

For the study, data collected were duly edited, classified and analyzed using Bivariate (Pearson) Correlations statistical techniques. The data were presented through simple classification and graphical representation. The data were analyzed and hypothesized were tested at 1% level of significance. The description of statistical techniques with formulae is given below:

1. **Percentage Analysis:** Percentage analysis is used to find out the percentage value of all the entire different questions used in finding comparison between two or more series of data.

$$\text{Percentage analysis} = (\text{Number of Respondents} \div \text{Total No. of Respondents}) \times 100$$

2. **Standard Deviation:**

$$\sigma = \sqrt{E[(X - \mu)^2]} = \sqrt{E[X^2] - (E[X])^2}.$$

3. **Bar Charts:** A bar chart or bar graph is a chart with rectangular bars with lengths proportional to the values that they represent. The bars can be plotted vertically or horizontally. Bar charts are used for marking clear data which has discrete values.
4. **Pearson's Correlation Coefficient (r)** — The Square root of r^2 . It is a measure of association between two interval-ratio variables.

$$r_{x,y} = \frac{\text{Cov}(x,y)}{\sigma_x \cdot \sigma_y}$$

Here, cov (x, y) means "covariance of x and y" i.e. how x and y vary together, and σ_x and σ_y are standard deviations of x and y respectively. Formulas for obtaining these are as bellow,

$$\text{Cov}(x,y) = \frac{1}{n} \sum (x - \bar{x})(y - \bar{y})$$

$$\sigma_x = \sqrt{\frac{1}{n} \sum (x - \bar{x})^2}$$

$$\sigma_y = \sqrt{\frac{1}{n} \sum (y - \bar{y})^2}$$

Putting these in the original formula and simplifying, we will have,

$$r = \frac{\sum (x - \bar{x})(y - \bar{y})}{\sqrt{\sum (x - \bar{x})^2 \sum (y - \bar{y})^2}}$$

VII. GENERAL SAMPLE PROFILE

The general information of the sample that has been taken for the present study is described in detail. Frequency distributions and percentage of the sample profile is explained through descriptive statistics.

Descriptive statistics: Frequency distribution

Frequency distributions were obtained for all the personal data of the sample profile variables.

Experience of the respondents:

Table 1.1: Experience of employees in company

Experience of employee	Frequency	Percent	Valid Percent	C.F. (%)
1-7yrs	120	60	60	60
8-14yrs	40	20	20	80
15-22yrs	25	12.5	12.5	92.5
23yrs and above	15	7.5	7.5	100.0
Total	200	100.0	100.0	

Age:

Table 1.2: Age group of employees

Age of employees	Frequency	Percent	Valid Percent	C.F. (%)
Below 25	20	10	10	10
25-35	83	41.5	41.5	51.5
35-45	64	32	32	83.5
45 yrs and above	33	16.5	16.5	100.0
Total	200	100.0	100.0	

Gender:

Table 1.3: Gender of employees

Gender of Employee	Frequency	Percent	Valid Percent	C.F. (%)
Male	112	56	56	56
Female	88	44	44	100.0
Total	200	100.0	100.0	

Marital Status:**Table 1.4:** Marital status of employees

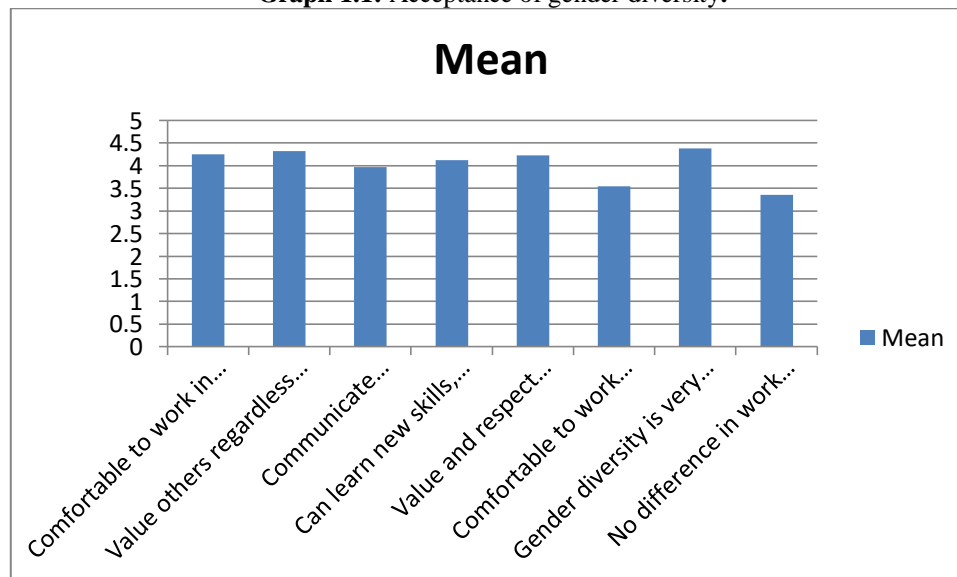
	Frequency	Percent	Valid Percent	C.F. (%)
Single	45	22.5	22.5	22.5
Married	145	72.5	72.5	95
Others (divorced, widow, widower etc.)	10	5	5	100.0
Total	200	100.0	100.0	

Descriptive statistics for acceptance of gender diversity

The dependent variable acceptance of gender diversity has been explained by 8 items. Mean and standard deviation for each item has been listed in table 1.6, and represented through the graph 1.1. This table explains the response of sample respondents with respect to each item, which indicate the acceptance of gender diversity.

Table 1.5: Descriptive statistics for variable acceptance of gender diversity

Items	N	Mean	Standard Deviation
Comfortable to work in a group where there are both male and females	200	4.25	0.68
Value others regardless of their gender, dress and mannerisms	200	4.32	0.59
Communicate effectively regardless of gender differences	200	3.97	0.99
Can learn new skills, values by working with the people of other gender	200	4.12	0.50
Value and respect fundamental differences with respect to gender	200	4.23	0.66
Comfortable to work with boss regardless of gender consideration	200	3.54	1.20
Gender diversity is very important to organization	200	3.35	1.17
No difference in work performance in workplace by both gender	200	4.18	0.52
Valid N (listwise)	200		

Graph 1.1: Acceptance of gender diversity.**Interpretation:**

The Table 1.5 and graph 1.1 explain the responses of employees towards the acceptance of gender diversity in organization. Result states that respondents are very much comfortable to work in a group where there are both male and females, their opinion towards valuing the others irrespective of their gender, they value fundamental differences regardless of differences in gender and no difference in work performance in work place by both gender.. But their reply in being

comfortable to work under boss regardless of gender (mean=3.97), they communicate effectively regardless of gender differences and Gender diversity is very important to organization is not positive.

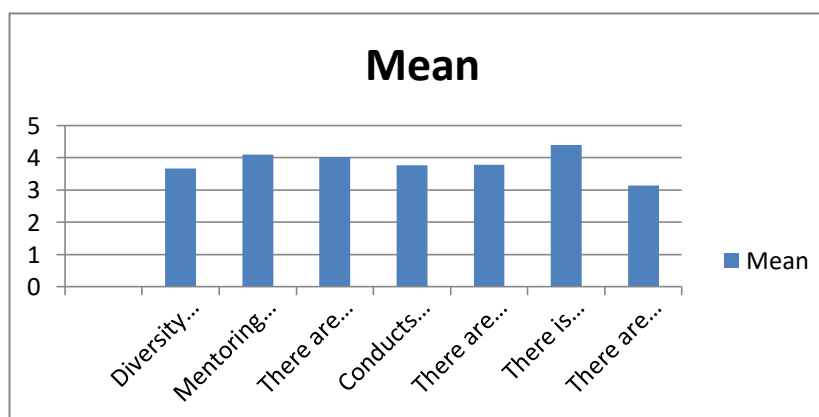
Descriptive statistics for gender diversity management programs and practices

The mean and standard deviation represent the overall response of sample respondents towards how highly gender diversity management programs and practices are adopted in IT companies.

Table 1.6: Descriptive statistics for gender diversity management programs and practices

Items	N	Mean	Standard. Deviation
Diversity training sessions are conducted to enhance awareness about gender equality and to remove gender bias issues	200	3.55	0.65
Mentoring coaching and counseling sessions are there for career development and in taking responsibility to female employees	200	4.20	0.78
There are options for flexible working hours (e.g. work from home, part time work, flexible timings)	200	4.01	1.10
Conducts diversity workshops and seminars	200	3.77	0.70
There are policies about smooth transition before, during and after parental leave at the time of childbirth and childcare	200	3.80	0.74
There is protection against mobbing and sexual harassment	200	4.50	0.58
There are policies which favor gender quota in hiring, promoting, retaining and development	200	3.14	0.83

Graph 1.2: Gender diversity management programs and practice



The table 1.6 and graph 1.2 indicate the response of respondents about how strongly gender diversity management programs and practices have been introduced in organizations. It has been found that employees highly agree that the practice of mentoring and coaching and counseling (mean = 4.10), option for flexible working hours (mean = 4.01) and policies for protection against mobbing and sexual harassment (mean = 4.4) have been very well introduced by companies to manage gender diversity. Respondents agree that there is enough funding and commitment by top leaders towards gender diversity programs and practices (mean = 4.2). Respondents almost agree that there is practice of conducting diversity workshops and seminars (mean = 3.77) and there is policy for parental leave at the time of childbirth and childcare (mean = 3.78). But, respondents are almost neutral about certain practices like gender quota in hiring, promoting, retaining and development (mean = 3.14), and protection against gender discrimination (mean = 3.24).

**Table 1.7: Correlation coefficients for variables:
Correlations**

		Acceptance of gender diversity	Gender diversity management programs and practices
Acceptance of gender diversity	Pearson Correlation	1	0.726**
	Sig. (2-tailed)		0.000
	N	200	200
Gender diversity management programs and practices	Pearson Correlation	0.726**	1
	Sig. (2-tailed)	0.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Discussion: The Pearson correlation matrix obtained for the two variables is shown in output table 1.7. From the results, we realize that the acceptance to gender diversity is positively and significantly correlated to gender diversity management programs and practices. This indicates that higher diversity programs will result with higher acceptance.

VIII. CONCLUSION

As total of 15 variables regarding acceptance of diversity and diversity management practices, it is concerned with attracting the widest possible range of employees, treating all members of the workforce as an asset, and making best use of their potential in order to maximize the volume of the organization and, simultaneously, the more acceptance of diversity among the employees. The analysis to find out the relationship between diversity management practices and acceptance showed that there is significant relationship between the two and diversity management efforts have positive impact on acceptance of diversity.

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