

A COMPARATIVE STUDY ON ACCEPTANCE OF CULTURAL DIVERSITY AND GENDER DIVERSITY AMONG EMPLOYEES IN IT INDUSTRY, BANGALORE

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Abstract:

IT industry is a fast growing industry in India with the capability to transform a developing country into a modernized global economy through the institutions, technology and infrastructure that it supports. Indian IT industry presents the case of an internationally competitive high technology industry with diversified workforce. The emergence of India as a leading information technology destination has created tremendous job opportunities for the Indian population. As Bangalore is one of the important IT hubs, the study is conducted in IT industry, Bangalore. The present study is to investigate the acceptance of workforce diversity with respect to two important dimensions, cultural diversity and gender diversity. Cultural diversity inclusion and gender diversity inclusion are prominently adopted in IT organizations. As India is one of the countries, which constitutes culturally rich and heterogeneous workforce, with the employees of different nations, languages, religions and different provincial states, working together to fulfill organizational goals. There are around 30% in total workforce of the female employees of IT industry in India. This has created cultural diversity and gender diversity organizational climate in workplaces. Numerous diversity management practices have been adopted to manage diversity in organizations. The objective of the study is to investigate whether there is significant difference in acceptance of cultural and gender diversity among employees of the industry.

Key words: Cultural diversity, gender diversity, IT industry.

Introduction

Workforce diversity is a key word in today's organizations, as it is very important for the organizations to be competitive in this era of international business. Because of the impact of globalization, liberalization and privatization policies, the world has become a global village now. Embracing diversity is one of the key challenges faced by both small and large organizations. Diversity exists in organizations when its members differ from one another in one or more dimensions (Thomas and Ely, 1996). Changing demographics in the workforce, increasing level of education among women, entry of young technical graduates, electronic revolution in communications, globalization movement, strategic alliances of the companies, and increasing demand for new

skill sets are responsible factors for the changing landscape of workforce in organizations. This has resulted in diverse organizational environment, which necessitates management to focus on managing diversity to achieve the organizational goals. Managing organization culture in a diversified environment is not easy. It is not only important for an organization to create inclusive environment but to make the employees more productive and embrace the diversity. In order to respond effectively to employees and customers, many organizations are seeking to embrace diversity at the core of their business practices resulting in changes in attitude, behavior and outlook both within and outside the organization. As such, in a global market, organizations are

seeking employees from diverse backgrounds who have cultural, linguistic and social knowledge to adapt products and practices to fit the expectations of customers (Vielba and Edelshain, 1997). The basic concept of managing diversity accepts that the workforce consists of a diverse population of people. Harnessing these differences will create a productive environment in which everyone feels valued, where their talents are being fully utilized. Regardless of how different people appear to be, almost all employees share some fundamental similarities and these should be harnessed by the employers (Millikan, and Martins, 1996).

Need and Significance of the study

The Information Technology industry has become one of the most significant growth catalysts for the Indian economy. In addition to contributing towards economic development, this industry is also positively influencing the lives of its people directly and indirectly through contributing to the various socio-economic parameters such as employment, standard of living and diversity among others. The industry has played a significant role in transforming India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. Information Technology industry in India constitutes two major components: IT services and ITES-BPO services. The industry has increased its contribution to India's GDP from 1.2% in FY¹1998 to 7.5% in FY2012. According to NASSCOM, the sector aggregated revenues of US\$100 billion in FY2012, where export and domestic revenue stood at US\$69.1 billion and US\$31.7 billion respectively, showing around 9% growth. Bangalore, Chennai, Hyderabad, Delhi, Mumbai, and Kolkata are the major cities that account for nearly 90% of the exports. Among them, Bangalore has been considered as the Silicon Valley of India, because it is the leading IT exporter.²

¹ FY indicates Financial Year

² Wikipedia.com, "Information Technology In India, retrieved on November 30th, 2013.

According to Garener³, Tata consultancy services, Infosys, Cognizant, Wipro and HCL Technologies are the top IT companies, providing services in India. This industry is expected to add 230,000 jobs in FY2012, providing direct employment to about 2.8 million, and indirectly employing 8.9 million people (NASSCOM Reports, 2012). IT industry has been witnessing tremendous change in their working style, employee resources and managing style. In keeping view of national and international view of raising importance on the area of workforce diversity management, the present research has been taken in the emerging IT field.

Literature Review

Cox (1993), a remarkable scientist, specialized in diversity theory, focuses on visible aspects of workforce diversity, more precisely on not changeable attributes such as age, gender and race. He defines diversity as the representation, in one social system, of people with distinctly different group affiliations of cultural significance. Cox acknowledges that there are several kinds of identity groups which correspond with the above listed dimensions including job-function, religion, age and physical ability, but he includes racio-ethnicity, gender and nationality in his discussions on diversity as these factors are not really changeable. He furthermore distinguishes between phenotype and culture identity groups. He explains age, ethnicity, gender, physical ability, sexual orientation and race as primary dimensions of diversity and geographic location, income, marital status, military experience, parental status, religious beliefs, work experience, class, and hierarchy as secondary dimensions. Later, he enlarges this definition and states that diversity is the variation of social and cultural identities among the people existing together in a defined employment or market setting (Cox, 2001), whereas he includes people of different gender, race, origin, religion, age or work specialization. Richard (2000), Ely and Thomas (2001) center their work on racial

³ Gartner, Inc., is an American IT Research and advisory firm headquartered in Stamford, Connecticut, USA

diversity or “racio- ethnicity”. This is justified by a study, undertaken by Cox and Smolinski, (1994), which shows that visible dimensions of diversity like race and gender affects work experiences the most. Further, they detected that organizational level or departmental differences as well as gender affect the working atmosphere for employees

The research study by Kossek and Zonia, (1993), in the area of assessing diversity climate, examines the relationships among group characteristics (racio-ethnicity, gender and level), contextual organizational unit characteristics (gender and racio-ethnic heterogeneity and resource support for women) and perceptions of diversity by employees. This study reveals that women placed greater value on employer efforts to promote diversity when compared with men and held more favorable attitudes about the qualifications of women. Results of this research indicate that gender heterogeneity was significantly related to accepting diversity. The greater the ratio of women in a unit, the more favorable diversity activities was viewed, regardless of the respondents’ gender and race or ethnicity. The study points out the need of better understanding of the issues of backlash and perceptions, regarding employer activities to promote a diverse workforce.

The research work by Riordhan and Shore (1997), examines demographic diversity and employee attitudes. The results show that demographic variables (gender and tenure) have no significant impact on attitudes towards diversity. The research work by Soni (2000), discusses the influence of employee race and gender diversity, associated stereotyping and prejudice, and the nature of interpersonal relations in public sector units in USA. The study discusses race and gender diversity and how employees receive and support diversity and diversity management initiatives. The paper explains a new model of organizational management which is intended as an intervention and a proactive approach to utilize, integrate, and to reward workers of different backgrounds. This model advocates that organizations actively recognize, accept,

and value diversity in workplaces because it has become a highly salient issue and also advances the philosophy that diversity is a desirable goal in itself. The findings of the study indicate statistically significant differences in employee groups about acceptance of race and gender diversity and diversity management initiatives of the agency. In this research, the findings show that women consistently show greater support for diversity compared to their male counterparts. Results suggest that organizational members accept and support diversity to a much lesser extent than the ideal portrayed in the normative literature.

Choi and Rainey (2010), address the effects of diversity and diversity management on employee perceptions of organizational performance in U.S. federal agencies by developing measures of three variables: diversity, diversity management, and perceived organizational performance. Levels of diversity of 67 federal agencies were measured and analyzed to how diversity management affects the relationship between levels of diversity and perceptions of organizational performance. Drawing from the Central Personnel Data file and the 2004 Federal Human Capital Survey, the results found that higher levels of gender diversity tend to increase organizational performance when the employees worked together longer. Gender and age diversity and their interactions with contextual variables produce mixed results, suggesting that gender and age diversity reflect more complicated relationships. Overall, the findings show that the effects of diversity may vary according to the types of diversity.

A research work was conducted by Gaze (2010) to determine the extent to which employee receptivity of diversity and diversity management strategies varied by gender, and ethnicity in a sample of government and military employees from an overseas U.S. Navy Medical Treatment Facility (MTF). The study reveals that there was no significant difference between female and male employees towards receptivity to culture diversity. Thus findings of this research show

there is no significant difference to acceptance of culture diversity among male and female employees in organization.

Bagati & Carter, (2010), explains the leadership gender gap in India .The literature highlights the proper utilization of talent pool. According to the World Economic Forum (2009) integration of women into the country's economy needs to improve if India has to build on its long term competitiveness in terms of human capital. Women talent pool of India continues to be underutilized even with a projected talent gap of more than 5 million by 2012 to sustain the current 7 per cent growth in its gross domestic product.

Sucharita Eashwar, Senior Director, NASSCOM, in the article "Gender Debate", (2009)⁴ expresses her feeling of more sincere efforts should be initiated in IT sector of India. Women accounted for more than 30 per cent of entry-level workforce of the industry and that overall, there were six lakh women working in the IT-BPO industry in India today. She expresses her deep concern as where do the women disappear. And it is the responsibility to explore this. She states that diversity was more than just about increasing women workforce and about having certain percentage of women in the company.(Dataquest, August 24,2009)

In the research paper "Work-life balance of IT Women professions belonging to the age group 20-35 in India" by Divya, et al, (2010), authors note that women are found to work alongside of men in IT industry, with equal vigor far into the night and they are equal contender at all spheres right from the recruitment. Down the line, they quit the job; absenteeism and divorce are the two issues the organizations and the individuals need to consciously work against. If proper practices are not initiated in the organization, it will be difficult to balance work and life. Work –life problem is a form of inner role conflict in which the role pressures from the work and

other life domains, such as family is incompatible in some respect, where participants in one role is made more difficult by the virtue of participation in the other. In IT industry author observes work life conflicts arise at the time of bringing up children, other kinship responsibilities or stressful events In India several researches show that there are significant differences in perceptions of employees towards diversity addressed in organizations (Kundu, 2003, Patrick and Kumar, 2012). Both these researches reveal that acceptance of diversity differs and there are significant differences in perceptions of diversity among organizational members.

Operational definitions of the terms used in the study

Workforce diversity: This refers to differences among people based on culture, gender, race, ethnicity, age, religion, educational background, physical and mental disability, and other socio-economic class. For the present study, workforce diversity operationally is limited to cultural diversity and gender diversity.

The word acceptance means the action of consenting to receive something offered or the process of receiving something as adequate, valid and salient (Oxford dictionary). For the present study, acceptance of cultural diversity and acceptance of gender diversity indicate that how employees of IT industry are receiving with consent to the cultural differences and gender differences, existing in the industry context.

Acceptance of Cultural Diversity

This refers to the perception of employees towards understanding, valuing and accepting the cultural differences and the similarities present at workforce. This explains the employee perception about the importance of cultural diversity. Acceptance of cultural diversity explains employees' positive attitude towards receptivity to the differences and similarities in culturally diverse organizational environment. For the purpose of study, accepting the similarities and differences with respect to different cultural aspects like language, region, nationality, and religion

⁴ Published in Dataquest on 24 August, 2009, retrieved from www.dqindia.com

which can be observed at IT Industry, have been considered.

Acceptance of Gender Diversity

This variable refers to the perception of employees towards understanding, valuing and accepting gender differences and similarities present at workforce. This explains the employee perception 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 that can be observed at IT Industry, located in Bangalore region have been considered.

Objectives of the study

Based on the premises of the study, the objectives have been stated:

1. To examine the acceptance of cultural diversity among employees
2. To examine the acceptance of gender diversity among employees
3. To examine the gap between cultural diversity acceptance and gender diversity acceptance among employees.

Research design

The research adopts both exploratory and descriptive design for structuring the further process. Experts' opinion survey and focus group interview was conducted to get insight into the area of research. HR managers of various IT companies were approached to get opinion about diversity management practices and obstacles present in industry. Focus group interviews among several IT professionals provided valuable feedback of diversity inclusion in IT companies and employee perceptions towards the diversity issues. Based on this exploration study, the questionnaire was designed. As used in attitudinal research, a five-point Likert rating scale⁵ was used to record survey responses and these questionnaires were administered among respondents to collect data for the research. In addition, several internal documents were reviewed and numbers of interactions were

⁵ Likert scale is a scale commonly involved in research that employs questionnaire and is the most widely used approach to scaling responses in survey researches, named after its inventor, psychologist Rensis Likert.

conducted with HR managers of several IT companies, to supplement information from the survey.

Sampling population

A sample of 600 respondents was included in the current study. After examining, 100 responses were eliminated because of the missing data. Finally, 300 responses from employees of 15 IT services companies and 300 responses from employees of 15 ITES-BPO services companies have been taken for the study

Data Collection

The Primary data has been collected from 30 IT companies situated at Bangalore. Responses were collected for the present study by personal contact and through e-mails.

Secondary data has been collected by company websites, journals related to Information Technology Industry, websites related to IT companies, and published interviews with top leaders of the industry.

The Tool

A detailed questionnaire is designed keeping in view the objectives and hypotheses of the study and administered among sample respondents.

The questionnaire has two sections, with five point Likert rating scale, ranging, 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree.

Section 1: Personal information of respondents was sought. It constitutes type of sector, age group, experience, gender of the respondents;

Section 2: This section is regarding acceptance of diversity and is divided into A and B subsections.

Subsection A is about acceptance of cultural diversity of employees.

Subsection B is about acceptance of gender diversity of employees.

In subsection A, 10 items were listed, that explain perceptions of employees towards acceptance of cultural diversity. These items were framed with the help of HR managers of various IT companies, and reference has been taken from the Miville-Guzman Universality-

Diversity Scale.⁶ The respondents were requested to tick the appropriate box according to their perception.

The subsection B is about acceptance of gender diversity and 9 items were listed, that explain perceptions of employees towards acceptance of gender diversity. These items were framed on the basis of the discussion with HR managers of IT companies and are developed by the researcher by referring SHRM survey reports⁷. The respondents are requested to tick the appropriate box according to their perception.

A Pilot study was conducted on 100 employees to test the reliability of the variables and the results indicated that, the questionnaire is reliable. The inter item consistent reliability (Chronbach’s alpha reliability coefficient) of the variables were obtained and they are above 0.79. The results obtained for reliability test for pilot study and total sample has been displayed in table1.1

Table 1.1: Cronbach alpha values for testing reliability of the questionnaire

S l o o .	Construct measure	N o. of i t e m s	Pilot study (Chron bach’s alpha)	Total sample Chron bach’s alpha
	Acceptance of cultural diversity	1	0.790	0.810
	Acceptance of gender diversity	9	0.810	0.820

Alpha coefficients ranging from 0.79 to 0.82 were obtained for all items, indicating a moderate to high level of internal consistency.

⁶ Mivelle-Guzman, Universality Diversity Scale-(M-GUDS-S), (2010), Developed by Wabash National Study of liberal arts foundation.,.

⁷ Society for Human Resource Development., 2005, Workplace Diversity Practices Survey Report.

Data analysis

The data collected from extensive survey has been analyzed using statistical software SPSS, and interpreted. To test whether the difference is significant between acceptance of cultural diversity and gender diversity, hypothesis has been framed and tested using Paired samples t-test.

Hypotheses formation:

H1: There is significant difference in acceptance of cultural diversity and acceptance of gender diversity among employees.

Data Analysis and Interpretation

General sample profile

The general information of the sample 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. The frequencies for the number of employees categorized as type of company [Table 1.2], age group of the employees [Table 1.3], and gender [Table 1.4].

Type of company: For the research study, the data has been collected from 300 employees from IT services companies and 300 employees from ITES-BPO companies.

Table 1.2: Frequency and percentage of employees with respect to type of company

Type of the company	Frequency	Percent	Valid Percent	Cumulative Percent
IT-Services	300	50.0	50.0	50.0
ITES-BPO-Services	300	50.0	50.0	100.0
Total	600	100.0	100.0	

Age:

Table 1.3: Age group of employees.

Age of employees	Frequency	Percent	Valid Percent	Cumulative Percent
Below 25	106	17.7	17.7	17.7
25-29	195	32.5	32.5	50.2

30-35	163	27.2	27.2	77.3
36 and above	136	22.7	22.7	100.0
Total	600	100.0	100.0	

Gender:

Table 1.4: Frequency and percentage of employees with respect to gender

Gender of employees	Frequency	Percent	Valid Percent	Cumulative Percent
Male	337	56.2	56.2	56.2
Female	263	43.8	43.8	100.0
Total	600	100.0	100.0	

Table 1.4 represents the frequency and percentage of sample with respect to gender. The sample consists of 56.2% of male and 43.8% of female respondents

Descriptive statistics for acceptance of cultural diversity

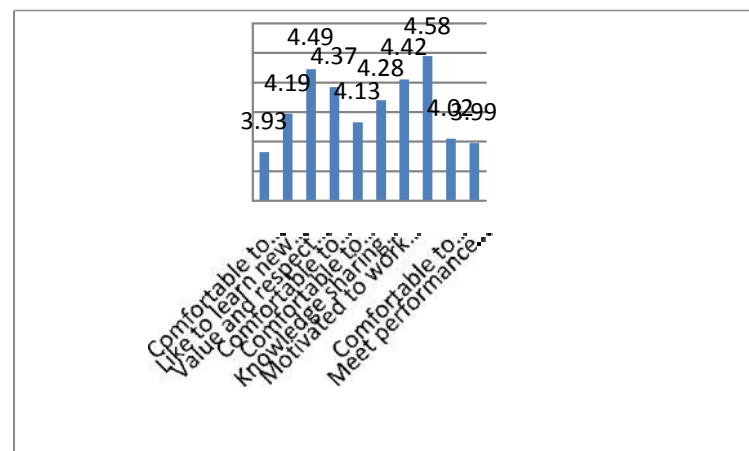
The dependent variable acceptance of cultural diversity has been explained by 10 items. Mean and standard deviation for each item has been listed in table 1.5, and represented through the graph 1.1. This table explains the response of sample respondents with respect to each item, which explain the acceptance of cultural diversity.

Table 1.5: Descriptive statistics for acceptance of cultural diversity

Items	N	Mean	Standard Deviation
Comfortable to accept overseas assignment, whenever given opportunity	600	3.93	0.74
Like to learn new languages	600	4.19	0.52
Value and respect fundamental differences in culture	600	4.49	0.55
Comfortable to work with people of other regional states	600	4.37	0.96
Comfortable to work with people of other countries	600	4.13	0.99
Knowledge sharing by people of different cultures	600	4.28	0.61
Motivated to work in group of people	600	4.42	0.60

of other culture			
Communicate effectively by listening with attention and ask questions which I don't understand	600	4.58	0.49
Comfortable to work with people of other religion, caste	600	4.02	0.76
Meet performance requirement of job regardless of cultural differences	600	3.99	0.76
Valid N (listwise)	600		

Graph 1.1: Acceptance of cultural diversity among employees.



Interpretation: Table 1.5 and graph 1.1 display the descriptive statistics for the variable acceptance of cultural diversity among employees. Acceptance of cultural diversity among employees has been explained by 10 items, which represent the response of employees in 5 point scale. The mean value with standard deviation is calculated for ten items, which describe the perceptions of employees towards cultural diversity acceptance in organizations. Results show that respondents nearly agree to accept overseas assignment (mean = 3.93), and have high positive response to learn new languages (mean = 4.19). Their perception towards valuing and respecting fundamental differences is very high (mean = 4.49), while they are highly positive towards being comfortable to work with the people of different regional states at workplace (mean = 4.37). They have positive response to work with people of different countries (mean = 4.13). They have positive response to work with people of different cultures (mean = 4.28). They have positive response to work in group of people (mean = 4.42). They have positive response to work with people of other religion, caste (mean = 4.02).

4.13). The response reveals that employees highly positive in agreeing that there is knowledge sharing by working with people of different culture (mean = 4.28), while they are highly positive to the practice that they are motivated to work in a group with people from different culture (mean = 4.58). Employees’ response to work with people of other religion, caste is also 4.02, indicating their positive response. Employees agree that they meet performance irrespective of cultural differences in workplace (mean = 3.99). Standard deviation for all the items is low, indicating that, all responses are consistent and close to the mean. Thus, from the above results, it can be interpreted that respondents have very high positive response in accepting cultural diversity in organizations, as the overall mean for all ten items is 4.24. This shows employees are positive to cultural diversity in organizations and their acceptance towards cultural diversity is high

Descriptive statistics for acceptance of gender diversity

The dependent variable acceptance of gender diversity has been explained by 9 items. Mean and standard deviation for each item has been listed in table 1.6, and represented through the graph 1.2. This table explains the response of sample respondents with respect to each item, which indicate the acceptance of cultural diversity.

Table 1.6: 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	600	4.38	0.62
Value others regardless of their gender, dress and mannerisms	600	4.2	0.51
Communicate effectively regardless of gender differences	600	4.18	0.50
Can learn new skills, values by working with the people of other gender.	600	4.23	0.66
Gender quota policy is necessary from recruitment to retainment	600	3.35	1.17

Value and respect fundamental differences with respect to gender	600	4.24	0.59
Comfortable to work with boss regardless of gender consideration	600	4.12	0.47
Gender diversity is very important to organization	600	3.21	1.33
No difference in work performance in workplace by both genders	600	3.97	0.99
Valid N (listwise)	600		

Graph 1.2: Acceptance of gender diversity.

Interpretation: The Table 1.6 and graph 1.2 explain item wise responses for employees towards acceptance of gender diversity in organizations. The mean and standard deviation for the responses for every item is calculated. Results indicate that respondents are very much comfortable to work in a group having both male and females (mean = 4.38), and their perception towards valuing the colleagues irrespective of their gender is also very much positive (mean = 4.2). Respondents agree to the practice that they communicate effectively regardless of gender differences (mean = 4.18), they are positive to the statement that they will learn new skills by working with other gender (mean = 4.2). Respondents agree that they value fundamental differences, regardless of differences in gender (mean = 4.2), and their response in being comfortable to work under boss regardless of gender is also positive (4.1). Respondents also agree that there will be no difference in work performance regardless of gender differences (mean = 3.97). Comparative to the responses to all the statements, surprisingly the respondents’ acceptability to the two items is very low, *ie*, gender diversity is very important to the organization is (mean = 3.20), and gender quota policy is necessary in organization (mean = 3.3). The results indicate that respondents are almost neutral to the statement which states that gender diversity is very important to the organization (mean = 3.20, and standard deviation = 1.33), and gender quota policy is necessary from recruitment to retainment in organization (mean = 3.35, standard deviation = 1.17), indicating the

responses for these statements are slightly deviating from the mean and are not consistent. From the above results, it can be interpreted that, though respondents are accepting the gender diversity, they are not agreeing that gender diversity is very important to the organization. The respondents are not positively agreeing that the gender quota policy is necessary in organizations. The overall mean for all the items of acceptance of gender diversity is 3.99, which is slightly lower than the acceptance to cultural diversity.

Hypothesis testing

H₀: There is no significant difference in acceptance of cultural diversity and gender diversity among employees.

H_A: There is significant difference in acceptance of cultural diversity and gender diversity among employees.

Objective: The objective of this hypothesis is to test whether there is significant difference among employees in accepting two different dimensions of workforce diversity (cultural diversity and gender diversity).

Since, there are two variables to be tested to compare the mean, and both are measured on an interval scale, Paired t – test is appropriate scientific technique to test this hypothesis. The results have been displayed at table 1.7. Table 1.8 displays the descriptive statistics for acceptance of cultural diversity and acceptance of gender diversity among respondents. Graph 1.3 depicts the difference of acceptance of cultural diversity and acceptance of gender diversity among respondents.

Table 1.7: Descriptive statistics for acceptance of cultural diversity and acceptance of gender diversity

Pair		Mean	N	Std. Deviation	Std. Error Mean
1	Acceptance of Cultural Diversity	4.24	600	0.30	0.01
	Acceptance of Gender Diversity	3.97	600	.0.38	0.02

Graph 1.3 Graphical presentation of difference in acceptance of cultural diversity and acceptance of gender diversity

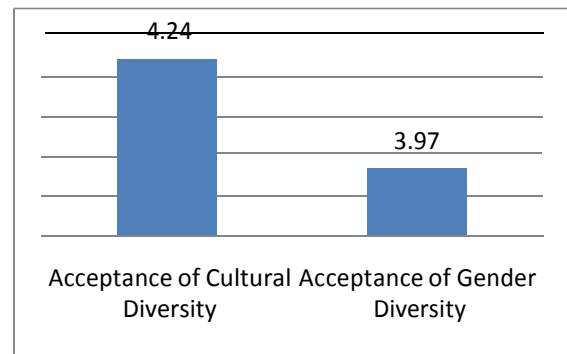


Table 1.8: Paired samples t-test for acceptance of cultural diversity and acceptance of gender diversity

		Paired Differences					t	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference			
					Lower	Upper		
P	Acceptance of Cultural Diversity	0.28	0.52	0.02	0.23	0.32	13.06	0.000
a	Acceptance of Gender Diversity							
i								
r								
l								

Interpretation: The results reveal, $t = 13.06$ and $p = 0.00$, at 95% confidence level. ($p = 0.00$; and $p < 0.05$, $t > \pm 1.96$). Hence, null hypothesis is rejected and alternate hypothesis is accepted. This implies that there is significant difference in acceptance of cultural diversity and acceptance of gender diversity among employees.

Thus, the test substantiates alternate hypothesis, and, it can be stated that, **there is significant difference in acceptance of cultural diversity and acceptance of gender diversity among employees.**

Discussion: To find out the existence of gap in acceptance of cultural and gender diversity among IT professionals, hypothesis was framed and tested. The results showed that there is significant difference in acceptance of cultural diversity and gender diversity among

the total employees. The test proved that acceptance of cultural diversity is more among the IT workforce than acceptance of gender diversity. The summary of the findings are:

- The acceptance of cultural diversity is high among employees. The employees agree that cultural diversity is important to the organization and they value the cultural differences in organizations (mean = 4.24)
- Employees' perception to acceptance of gender diversity is also positive. But, when compared with the acceptance of cultural diversity, this is low (mean = 3.97). The mean value to the statement "gender diversity is important to the organization" is comparatively low (mean= 3.21), showing employees receptivity to gender diversity is not highly accepted.
- The hypothesis testing shows that there is significant difference between acceptance of cultural diversity and acceptance of gender diversity. The significant gap between acceptance of these two dimensions indicates the need for proper and effective diversity management practices

Conclusion: Workforce diversity is very important to the organizations with respect to talent acquisition and competitiveness. The most significant outcome of diversity movement in India is its emerging importance and symbolic role. As India is one of the countries which have been beneficiary of the globalization process, there is higher degree of integration of Indian economy in the global village. Since more and more multinational companies have started their operation in India and they are big recruiters of Indian workforce. Following the western organizations, Indian organizations are framing diversity management programs and they need to know the differences in perceptions and attitudes of Indian workforce towards diversity inclusion and initiation of diversity management programs.. The diversity movement has brought the issue of equitable treatment of women and minorities in the country. The results prove that there is

necessity of implementing more effective diversity management strategies focusing on increasing acceptance of gender diversity among employees. India as a country, always welcomes different cultures and traditions from centuries. The IT industry professions also show higher level of acceptance of cultural diversity, which indicates employees agree to accept cultural diversity. But, results show a little lower acceptance towards gender diversity among employees and test proves the difference is significant. The descriptive analysis also shows employees not agreeing that gender diversity is very important to the organization (Mean=3.21). It is a major concern for the organizations, and gender sensitivity trainings should be designed such that employees perceive gender diversity as a salient issue for the organizations. Several studies of NASSCOM⁸ also indicate that there are strong barriers to gender diversity and traditional male dominated corporate structure is a important obstacle in gender diversity management issues in corporate world in India. The perceptions of society should be changed and the perceptions of employees should be tackled towards successful implementation of gender diversity in organizations.

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