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Workers' views on HR policies and procedures in the IT industry with specific reference to key IT businesses in Hyderabad.

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ABSTRACT:

In the context of IT industry, employing more number of women and providing opportunities for their growth would be interesting to explore the status of Gender mainstreaming in Information Technology sector in India. This is an industry where women are supposed to stand shoulder to shoulder with the men. What is it that keeps women from making it to the top rung of authority in the country's IT sector? Is it the IT sector that has not recognized and rewarded women well enough for their efforts? In view of the above comments and observations, the present study addresses the dilemma of Gender mainstreaming in IT sector. The study utilized survey method of research. About 70 organizations took part in the study. 205 women and 98 men employees working with IT sector were contacted to collect the required information. Obtained data was analyzed by computing percentages, mean and standard deviations. Hypothesis testing was done employing chi-square. The research findings showed that Most of the respondents (more than 60%) opined that women are treated less favorably in the HR practices. Appraisals are an exception. About 55% of the respondent employees opined that appraisals are gender neutral favoring neither men nor women

Keywords: HR Practices, Gender Equality, Employee Perception, Information Technology.

1. INTRODUCTION

The IT Industry has been one of the most dynamic industries in India with more than 3.7 million with 34% of women workforce. India's first largest private sector employer in the organized sector. This is attributed to their highly skilled IT workforce, and their ability to speak English. The revenue of

Information Technology and Business Process Management (IT and BPM) industry in India is estimated to reach \$ 350 billion by 2025. Indian IT industry has more than 17,000 firms, of which over 1,000 are large firms with over 50 delivery locations in India. The country's cost competitiveness in providing IT services, which is approximately 3-4 times

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more cost-effective than the US, continues to be its unique selling proposition in the global sourcing market. As an industry, IT provides promising opportunities for the economic and personal advancement of everyone, including the women.

Thus, this study becomes important particularly in the current context when a large number of IT companies in India are experiencing change in the profile of their workforce. Of interest to the researchers has been the gender specificity and women in the field of IT.

2. LITERATURE REVIEW

According to **Women and IT Scorecard – India** report (2018), Indian IT sector is increasingly a woman centric. HR policies such as conveyance, flexi-work, work-from-home, parental leave, anti-harassment, healthcare, have led to the progressive trend. It is on the right path towards recruiting and retaining more women in leadership roles, forecasting that half of firms will have over 20% women in the C-suite level, which is set to increase to nearly 60% at the senior level.

Insights exhibited that on average women working in IT are more highly qualified than men, and that more companies reported a higher proportion of young women aged between 30-35 in C-Suite roles than men (4.5%) in the same age group. There are more young women in CXO and international roles and Progressive HR policies and shared parenting responsibilities remain priority than men (NasscomKavitaDoshi, 2018).

The Indian IT-BPO industry has emerged as the largest private sector employer in the country with direct employment of about 2.23 million professionals. The percentage of female employees, over the years, has steadily increased from 35% in 2006 to 36% in 2008 at the junior level (NASSCOM-Mencher, 2009).

Networking has always been recognized as a crucial element in career progression. Because of such poor representation, it becomes difficult for women to affect changes to the current status quo. As Hemingway (1995) and Meyerson and Fletcher(2000) noted, women actually encounter a “Glass Door” on entry to the international computing community rather than encountering the better known “Glass ceiling” as their careers progress.

Although there has been some improvement in women’s representation at the level of management in IT, women remain significantly underrepresented at this level (Panteli, et. al., 2001). As is the case in many other occupations, women tend to be concentrated in the lower echelons of IT. Panteli et.al (2001) hold that masculine organisational culture is a significant barrier to Gender mainstreaming in IT and that IT companies are particularly likely to be strongly masculine.

3. OBJECTIVES: The present study has the following objectives.

1. To understand the perceptions of employees in I.T. industries;
2. To study HR practices of select IT companies in Hyderabad.

3. To investigate the influence of demographics on employees perceptions.
4. To suggest best H.R. Practices in I.T. Industries.

4. Hypothesis

H1: The perceptions of respondents on gender mainstreaming issues of HR practices are independent of demographic variables like age and gender.

H2: The perceptions of respondents on gender mainstreaming issues of HR practices are independent of organizational variables like level of hierarchy and type of organization.

5. Research Methodology: The study utilized survey method of research. For primary data, a structured questionnaire is designed to collect employee perceptions in IT sector. Secondary data is collected from published literature –books, journals, magazines and websites. For the questions on perception a 5-point Likert scale is used for indicating agreement.

About 70 organizations took part in the study. The researcher has contacted IT companies located in Madhapur, Hyderabad city of Telangana during the first mid of 2019. Many companies had declined permission to conduct the study. In view of this rejection, the researcher has utilized her network of

From the above analysis, it can be said that though there is representation from different categories, the sample is dominated

friends to gain way in into the organizations. Questionnaires were distributed to about 700 employees both men and women at the rate of 10 per each organization. About 303 employees gave usable responses. The resultant sample comprised 205 women and 98 men representing a return of about 45% and 40 % of the fully completed questionnaires.

Data obtained from the collection of questionnaires was analyzed by computing percentages, mean and standard deviations. Hypothesis testing was done employing chi-square. The level of significance is 0.05, which is standard for social science research.

6.1 PROFILE OF RESPONDENTS

Table -1 shows the profile of respondents to the survey. The sample is dominated by females. They constituted 67.66 percent of the sample. When it comes to age, the respondents are found almost in equal proportions in two age categories. About 95% of the respondents are under 40 years. Of them, 49.5% are in the 31-40 years age group and the remaining 45.5% are in the below 30 years age category. Out of 303 respondents, 210 (69.31%) are married, 93(30.69) are unmarried. When the level of hierarchy is considered, it is observed that the sample represents all the categories: junior level employees are more in number being 48.5%, compared to 35.6% of middle and 15.8% of senior level employees.

by women, young, married, and junior employees.

Table -1 Profile of Respondents (N=303)

S.No.	Variable	Categories	Frequency	Percentage
1	Gender	Male	98	32.34
		Female	205	67.66
2	Age	Below 30	138	45.54
		31-40	150	49.50
		41-50	15	4.95
		Above 50	0	0.00
3	Marital status	Married	210	69.31
		Unmarried	93	30.69
4	Level of hierarchy	Junior	147	48.51
		Middle	108	35.64
		Senior	48	15.84

6.2 HUMAN RESOURCE PRACTICES

The views of respondents on human resource practices of their companies for their gender orientation are examined.

Recruitment preferences

With large number of women competing for employment with men, what is the orientation of corporate organisations? Table-2 shows the approaches of organisation in three aspects:

- (i) Women involvement in recruitment and selection- About 20% of the respondents said that women are involved in the process of selection in their organisation. Such a decision is under consideration in 54.5% of the organisations.

- (ii) Preference to women in appointments –The response to this question is similar to the above.
- (iii) Setting aside some jobs as gender specific- About 55% of the organisations are having gender specific identification of jobs.

From this it is obvious, that involvement of women in recruitment and selection process is less. Not giving preference may not be a negative factor for gender mainstreaming as gender mainstreaming conceptually argues for equal opportunities based on competence. However, the finding that there are gender specific jobs in organisations reveals that perceptions are sex biased. This is a negative indication in the context of gender movement.

Table -2 Recruitment preferences (N=303)

S.No.	Aspect	Yes	No	Under consideration	I don't know
1	Women are involved in the process of recruitment (interview panels, selection) in your organization	61 (20.13)	66 (21.78)	165 (54.46)	11 (3.63)
2	Organization give preference to women in appointments	62 (20.46)	61 (20.13)	175 (57.76)	5 (1.65)
3	There are some jobs in the organization that are specifically done by men or women	167 (55.12)	136 (44.88)	0	0

6.3 RECRUITMENT OUTCOMES

Whether the recruitment and selection polices could achieve a sort of gender parity in the organisation, as a mark of gender equalisation? Table 3 shows the data. The percentage of women employees is less than 40% but above 10% according to about 67 % of the respondents. As expected, only a meagre percent of women (below

10%) are decision makers in their organisations according to 87% of the respondents.

Based on the above findings, it can be said that women advancement to higher positions is not found in IT sector.

Table 3 Recruitment Outcomes (N=303)

S. No	Aspect	Frequency	Percentage
1	Of the total work force, women employees are		
	0 - less than 10%	61	20.13
	10 - less than 40%	203	67.00
	40 - less than 60%	37	12.21
	60 - 100%	2	0.66
2	Women decision makers in our organisation	266	87.79
	0 - less than 25%	24	7.92
	26 - less than 50%	13	4.29
	51 - less than 75%	0	0
	76 - 100%		

6.4 COMPENSATION BENEFITS

Disparity in pay and benefits are reported even in IT sector. Table -4 supports the view in circulation. About 51% of the

respondents have confirmed this by saying no to the statement 'Women and men receive the same salaries for the same jobs in your organisation'. About 19.8% of the respondents have a positive answer to this. In

case of allowances, a similar response is elicited.

From this, it is obvious that women get lower compensation than men in IT sector

Table 4 Compensation Benefits (N=303)

S.No	Aspect	Yes	No	Under consideration	I don't know
1	Women and men receive the same salaries for the same jobs in your organization	60 (19.80)	157 (51.82)	76 (25.08)	10 (3.30)
2	Women and men receive the same allowances like travel /tour	48 (15.84)	141 (46.53)	89 (29.37)	25 (8.25)

6.5 WOMEN ORIENTED BENEFITS

Different types of benefits to women to help her balance work-life are now said to be part of HR policies in many organisations. Table -5 show the benefits provided by organisations in IT sector. According to a good majority of respondents, flexi-time and maternity leave are available to women. About 71.6% of the respondents claimed that their organisations have flexi-time/part-time work /work-at-home arrangements for the convenience of women and 73.9% have stated that their organisations have maternity leave policy.

Protection of service and seniority and condoning breaks are available according to 34% of employees. The other benefits like paternity leave policy (20.8%), leave in emergency cases (20.8%), and accumulation of casual leave (19.1%) are not found many organisations. The concept of leave bank for husband and wife to draw leaves is less common as about 14% of the respondents ticked yes for that. From the above analysis, it is clear that organisations are going an extra mile for supporting women but the benefits, when compared to enlightened organisations in advanced nations are not uncommon.

Table-5 Women Oriented Benefits in the Organisation (N=303)

S. No	Benefit	Yes	No	I don't know
1	Allows Women employees are allowed to accumulate casual leave for a longer period.	58 (19.14)	164 (54.13)	81 (26.73)

2	Has leave bank” allowing husbands and wives to pool their leave; women being permitted to draw upon the leave of their husbands when their own leave has been exhausted	45 (14.85)	153 (50.50)	105 (34.65)
3	Provides protection of the service and seniority of women employees permitting them to work part time or flexi time when her children are young.	103 (33.99)	121 (39.93)	79 (26.07)
4	Condone break in service on account of marriage, transfer of wife and husband, children’s birth, family commitments.	105 (34.65)	136 (44.88)	62 (20.46)
5	Provides facilities to take care of the needs of mothers of new born (like break for breastfeeding, crèche/child care facility)	64 (21.12)	170 (56.11)	69 (22.77)
6	Have flexi-time/part-time work /work-at-home arrangements for the convenience of women.	217 (71.62)	52 (17.16)	34 (11.22)
7	Has maternity leave policy.	224 (73.93)	43 (14.19)	36 (11.88)
8	Has paternity leave policy.	63 (20.79)	132 (43.56)	108 (35.64)
9	Allows women to take extra leave with pay to attend emergency / important family/social commitments.	63 (20.79)	169 (55.78)	71 (23.43)

6.7 PERFORMANCE APPRAISAL

Is performance appraisal system advantageous to males or taking a gender view to give fair treatment to both the sexes? Table -6 shows that most of the organisations have structured performance appraisal systems. About 58.09% of respondents informed that their organization has structured performance appraisal system. According to another 33.9 % there is such a system to some extent. About 55% of the

respondents opined that ‘decision makers place higher value on the ways males tend to work’. In appraisal format, ‘gender sensitivity is taken as indicator of performance’ according to 55% of respondent employees.

From the above view points, it can be concluded that appraisals are structured and male biased. However, they are, becoming gender sensitive.

Table-6 Performance Appraisal (N=303)

S. No	Aspect	Yes	No	Some extent	I don't know
1	The organization has a structured performance appraisal system	176 (58.1)	20 (6.6)	103 (33.9)	4 (1.3)
2	Gender sensitivity taken as an indicator of performance	67 (22.1)	52 (17.2)	168 (55.5)	16 (5.3)
3	Decision makers placing a higher value on the ways males tend to work	45 (14.8)	78 (25.7)	167 (55.2)	13 (94.3)

6.8 TRAINING, ASSIGNMENTS AND CAREER DEVELOPMENT

Table-7 shows the responses of employees, it can be concluded that equality

in opportunities is found in a limited way, while assignments are mostly gender free. Male domination is found in meetings. Security factor is given some consideration in

conducting meetings, and giving work and travel assignments

Table -7 Training, Assignments and Career Development (N=303)

S. No	Aspect	Yes	No	To some extent	I don't know
1	Training opportunities equal for men and women in the organization	73 (24.09)	55 (18.15)	148 (48.84)	27 (8.91)
2	Career opportunities (i.e. advancement possibilities) equal for men and women in the organization	82 (27.06)	44 (14.52)	156 (51.49)	21 (6.93)
3	Work arrangements in the organization flexible enough to accommodate needs of women	71 (23.43)	50 (16.50)	161 (53.14)	21 (6.93)
4	Travel assignments given without gender consideration in the organization	79 (26.07)	39 (12.87)	163 (53.80)	22 (7.26)
5	Timings and venue of meetings fixed taking into account convenience of women	68 (22.44)	48 (15.84)	170 (56.11)	17 (5.61)
6	Meetings in the organization office tend to be dominated by male staff	76 (25.08)	51 (16.83)	154 (50.83)	22 (7.26)
7	The Organization mechanisms ensure women's safety while officially travelling etc	77 (25.41)	50 (16.50)	156 (51.49)	20 (6.60)
8	The Organization has special provision for women to work late hours in office	76 (25.08)	54 (17.82)	151 (49.83)	22 (7.26)
9	The organization provide for safe drop at your house when your work late hours in the night	76 (25.08)	50 (16.50)	149 (49.17)	28 (9.24)

6.9 GRIEVANCE REDRESSAL

According to 28.38% of the respondents, organizations reinforce gender sensitive behaviour and procedures to prevent and address sexual harassment. About 20.13 % respondents said that their organization has a

designated staff /committee to address gender related concerns/sexual harassments. To 'some extent' initiatives like procedures and organisational arrangements to address gender problems are found in the organisations of about 61-66 per cent of respondent employees (as shown in table 8) .

Table-8 Grievance Redressal (N=303)

Sno	Aspect	Yes	No	Some extent	I don't know
1	The organization reinforces gender sensitive behaviour and procedures to prevent and address sexual harassment?	86 (28.38)	10 (3.30)	201 (66.34)	6 (1.98)
2	The organization has a designated staff /committee to address gender related concerns/sexual harassments?	61 (20.13)	40 (13.20)	187 (61.72)	15 (4.95)

6.10 CAMPUS FACILITIES

Are women provided separate facilities? Table-9 shows separate toilets for men and women are provided by all the organisations. According to 59.7% of the employees have separate lunch room/lunch

table provided by organisations. About 25% of the employees have separate sports (25%) facility. Very less number of employees (2-6%) says that they have separate parking and catering facility.

It can be said that separate facilities are not provided to men and women in most of the cases in most of the organisations

Table -9 Campus Facilities (N=303)

S.No.	Aspect	Yes	No
1	Separate toilets for men and women	303 (100.0)	0
2	Separate lunch room/lunch table for staff	181 (59.74)	122 (40.26)
3	Separate sports facility for women staff	76 (25.08)	277 (74.92)
4	Separate catering facility for women staff	7 (2.31)	296 (97.69)
5	Separate parking facility for women staff	19 (6.27)	284 (93.73)

SUMMARY VIEW OF PRACTICES

Table -10 Overview of Practices (N=303)

S. No	Decision areas	Women treated less favourably	Men and Women treated equally	Men treated less favourably	I Don't Know
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A	Recruitment and Selection	193 (63.70)	99 (32.67)	5 (1.65)	6 (1.98)
B	Compensation and benefits	221 (72.94)	69 (22.77)	4 (1.32)	9 (2.97)
C	Appraisals	123 (40.59)	168 (55.45)	6 (1.98)	6 (1.98)
D	Training, Assignments and career development	227 (74.92)	65 (21.45)	5 (1.65)	7 (2.31)
E	Grievance redressal	218 (71.95)	51 (16.83)	6 (1.98)	28 (9.24)
F	Campus Facilities	251 (82.85)	38 (12.54)	9 (2.97)	5 (1.65)

So far the practices of human resource management in respect of six key elements (A to F in Table-10) are examined individually. An overall assessment of these six factors is made in Table -10 to identify whether they are favorable to men or women or to none.

6.11 INFLUENCE OF DEMOGRAPHICS ON PERCEPTION

Analysis across age in Table-11 shows no significant difference in the response patterns between men and women in respect of HR practices studied. The chi-square values are not significant at 0.05 level in respect of all the HR practices. Hence Hypothesis (H1) is rejected.

Table -11 Views on HR practices-Across Age

Decision area	Age categories	Women treated favorably	Men and Women treated equally	Men treated less favorably	I Don't Know	Chi square
Recruitment & Selection	Below 30(N=138)	82 (59.42)	50 (36.23)	2 (1.45)	4 (2.90)	2.9*
	Above 30(N=165)	111 (67.27)	49 (29.70)	3 (1.820)	2 (1.21)	
Compensation & benefits	Below 30(N=138)	97 (70.29)	34 (24.64)	2 (1.45)	5 (3.62)	1.0
	Above 30(N=165)	124 (75.15)	35 (21.21)	2 (1.21)	4 (2.42)	
Appraisals	Below 30(N=138)	60 (43.48)	72 (52.17)	3 (2.17)	3 (2.17)	1.1
	Above 30(N=165)	63 (38.18)	96 (58.18)	3 (1.82)	3 (1.82)	
Training, Assignments	Below 30(N=138)	102 (73.91)	30 (21.74)	2 (1.45)	4 (2.90)	1.2

and career development	Above 30(N=165)	125 (75.76)	35 (21.21)	3 (1.82)	2 (1.21)	
Grievance redressal	Below 30(N=138)	99 (71.74)	20 (14.49)	3 (2.17)	16 (11.59)	2.4
	Above 30(N=165)	119 (72.12)	31 (18.79)	3 (1.82)	12 (7.27)	
Campus Facilities	Below 30(N=138)	115 (83.33)	15 (10.87)	4 (2.90)	4 (2.90)	2.9*
	Above 30(N=165)	136 (82.42)	23 (13.94)	5 (3.03)	1 (0.61)	

* Significant at 0.05 level

Analysis across gender categories in Table -12 shows no significant difference in the response patterns between men and women in respect of HR practices studied. The chi-square values are not significant at 0.05 level in respect of all the HR practices. Hence Hypothesis (H1) is rejected

.Table -12 Perceptions about HR Practices –Across Gender

Decision area	Gender categories	Women treated less favorably	Both treated equally	Men treated less favorably	I Don't Know	Chi square
Recruitment & Selection	Female (N=205)	130 (63.41)	70 (34.15)	3 (1.46)	2 (0.98)	3.7
	Male (N=98)	63 (64.29)	29 (29.59)	2 (2.04)	4 (4.08)	
Compensation & benefits	Female (N=205)	152 (74.15)	45 (21.95)	3 (1.46)	5 (2.44)	1.0
	Male (N=98)	69 (70.41)	24 (24.49)	1 (1.02)	4 (4.08)	
Appraisals	Female (N=205)	91 (44.39)	107 (52.20)	4 (1.95)	3 (1.46)	4.3
	Male (N=98)	32 (32.65)	61 (62.24)	2 (2.04)	3 (3.06)	
Training, Assignments and career development	Female (N=205)	161 (78.54)	40 (19.51)	3 (1.46)	1 (0.49)	9.5*
	Male (N=98)	66 (67.35)	25 (25.51)	2 (2.04)	5 (5.10)	
Grievance redressal	Female (N=205)	153 (74.63)	30 (14.63)	2 (0.98)	20 (99.76)	5.8
	Male (N=98)	65 (66.33)	21 (21.43)	4 (4.08)	8 (8.16)	
Campus Facilities	Female (N=205)	172 (83.90)	25 (12.20)	6 (2.93)	2 (0.98)	1.9

	Male (N=98)	79 (80.61)	13 (13.27)	3 (3.06)	3 (3.06)	
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* Significant at 0.05 level .

6.12

INFLUENCE OF ORGANISATIONAL VARIABLES ON PERCEPTIONS

Analysis across organizational hierarchy presented in Table -13 establishes that there is no significant difference in the response patterns between men and women in respect of HR practices studied. The chi-square values are not significant at 0.05 levels in respect of all the HR practices. Hence Hypothesis (H2)is rejected.

Table -13 Views on HR practices –Across Level of hierarchy

Decision areas	Hierarchy categories	Women treated less favorably	Both treated equally	Men treated less favorably	I Don't Know	Chi square
Recruitment & Selection	Senior (N=48)	29 (60.42)	18 (37.50)	1 (2.08)	0 0.00	7.7
	Middle (N=108)	70 (64.81)	37 (34.26)	1 (0.93)	0 0.00	
	Junior (N=147)	94 (63.95)	44 (29.93)	3 (2.04)	6 (4.08)	
Compensation & benefits	Senior (N=48)	34 (70.83)	14 (29.17)	0 0.00	0 0.00	11.7
	Middle (N=108)	81 (75.00)	25 (23.15)	2 (1.85)	0 0.00	
	Junior (N=147)	106 (72.11)	30 (20.41)	2 (1.36)	9 (6.12)	
Appraisals	Senior (N=48)	8 (16.67)	38 (79.17)	1 (2.08)	1 (2.08)	19.0**
	Middle (N=108)	45 (41.67)	61 (56.48)	2 (1.85)	0 0.00	
	Junior (N=147)	70 (47.62)	69 (46.94)	3 (2.04)	5 (3.40)	
Training, Assignments and career development	Senior (N=48)	34 (70.83)	12 (25.00)	1 (2.08)	1 (2.08)	4.7
	Middle (N=108)	81 (75.00)	25 (23.15)	2 (1.85)	0 0.00	
	Junior (N=147)	112 (76.19)	28 (19.05)	2 (1.36)	5 (3.40)	
Grievance redressal	Senior (N=48)	29 (60.42)	15 (31.25)	2 (4.17)	2 (4.17)	21.1*
	Middle (N=108)	86 (79.63)	17 (15.74)	1 (0.93)	4 (3.70)	
	Junior (N=147)	103 (70.07)	19 (12.93)	3 (2.04)	22 (14.97)	
Campus Facilities	Senior (N=48)	38 (79.17)	8 (16.67)	1 (2.08)	1 (2.08)	7.3
	Middle (N=108)	89 (82.41)	17 (15.74)	2 (1.85)	0 (0.00)	
	Junior	124	13	6	4	

	(N=147)	(84.35)	(8.84)	(4.08)	(2.72)	
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*Significant at 0.05 level .

Differences in perceptions of respondent employees belonging to Indian companies and MNCs presented in Table -14 shows no significant difference in the response patterns in respect of HR practices .The chi-square values are not significant at 0.05 levels in respect of all the HR practices.

Table -14 Views on Practices-Across Type of organization

Decision areas	Organi- zation type	Women treated less favorably	Both treated equally	Men treated less favorably	I Don't Know	Chi square
Recruitment & Selection	Indian (N=140)	92 (65.71)	41 (29.29)	3 (2.14)	4 (2.86)	2.5
	MNC (N=163)	101 (61.96)	58 (35.58)	2 (1.23)	2 (1.23)	
Compensation & benefits	Indian (N=140)	105 (75.00)	28 (20.00)	2 (1.43)	5 (3.57)	1.4
	MNC (N=163)	116 (71.17)	41 (25.15)	2 (1.23)	4 (2.45)	
Appraisals	Indian (N=140)	60 (42.86)	73 (52.14)	3 (2.14)	4 (2.86)	1.9
	MNC (N=163)	63 (38.65)	95 (58.28)	3 (1.84)	2 (1.23)	
Training, Assignments and career development	Indian (N=140)	104 (74.29)	30 (21.43)	2 (1.43)	4 (2.86)	1.1
	MNC (N=163)	123 (75.46)	35 (21.47)	3 (1.84)	2 (1.23)	
Grievance redressal	Indian (N=140)	102 (72.86)	22 (15.71)	3 (2.14)	13 (9.29)	0.3
	MNC (N=163)	116 (71.17)	29 (17.79)	3 (1.84)	15 (9.20)	
Campus facilities	Indian (N=140)	117 (83.57)	19 (13.57)	2 (1.43)	2 (1.43)	2.4
	MNC (N=163)	134 (82.21)	19 (11.66)	7 (4.29)	5 (1.65)	

*Significant at .05 level .

7. SUMMARY OF FINDINGS & DISCUSSION

In the IT sector the same discussion is carried on in the context of glass ceiling under different labels as given under. Mention is made how they relate to the above models.

Table-15 Approaches to Glass ceiling and research works

Theory	Basic theme and researchers	Research works in IT context
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Psychological (similar to individual deficit model)	There are inherent differences in men and women's aptitudes and motivations. Eysenk (1957), Garai and Scheinfeld (1968) and Mc Coby (1966), Horner, (1968), O'Leary (1974), White, DeSanctis, Crino, (1980) Nieva (1976) and Gutek (1987).	Trauth, Quesenberry, & Morgan(2004), Adam, Howcroft and Richardson (2004)
Sociological (Combination of structural –institutional, sex role and intergroup models).	Masculinity and femininity, their associated stereotypes and roles are socially constructed. It is all in perceptions of people. Alport, (1954), Bartol,(1978), Eagly, (1983), Hartmann(1981) Kanter 1977, Yoder, (1983), Ashmore and Del Boca, (1986), Khandelwal, 2003 Brovdermen, Vogel, Broverman Clarkson and Rosencranitz, 1972 Spencer 1973).	Nielson, Von Hellens, Beekhuyzen, and Trauth (2003) Khanna, Girija and Varghese(1978)
Human capital	An individual's earnings will correlate to the value of their human capital; for e.g ,their education and training. Less number of women prefers engineering and management and subsequently corporate training opportunities. It explains why there is glass ceiling. Gelernter(1999)	Baroudi and Igbaria (1995) Keller(1977) Hall and Sandler (1982), and Gornick,1983) Hopkins(1995)
Endogenous individual differences theory (close to Systems model)	Besides some individual differences there are differences in the external environment that together make women's progress and career advancement difficult. Miller (1990).	Trauth et.al.(2004) and Trauth, Quesenberry ,and Yeo(2005)

Comparison with present findings

The present findings are compared along with those of the present ones. They are very much similar to the earlier findings, though the severity of some of the problems is being reduced by the measures taken by some of the progressive organizations.

9. CONCLUSIONS

Most of the respondents (more than 60%) opined that women are treated less favorably in the HR practices. Appraisals are an exception. About 55% of the respondent

employees opined that appraisals are gender neutral favoring neither men nor women. Based on the above inputs and the overall market indicators, IT-BPO companies must further refine their policies and processes to strongly influence the participation of women in key projects. The organizations have to approach the problem of gender mainstreaming from different perspectives mentioned above. From psychological perspective they have to bring about altitudinal change in women. From sociological point of view, measures to create women friendly culture and promote gender sensitive perceptions are to be taken. Based

on Human capital theory, training and education are to be provided to women employees. Finally, from endogenous individual differences theory, the external factors like HRM practices are to be made gender sensitive.

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