Impact of Gender Discrimination on Work Engagement: Evidence From Indian It Sector

Dr. Sathyanarayana S[1], Miss. Aswathy Ravi Nair[2]

[1] *Professor,MPBIM,Bangalore*
[2]*student*

Corresponding Author:Dr. Sathyanarayana S

Abstract: *Indian economy is emerging as one of the fastest growing economies in the world and more women are entering the workforce, especially in the rapidly growing software services sector. Although the family structure and the role of women are subject to changes across countries, domestic and childcare responsibilities are still considered to be typically undertaken by women. The current empirical study attempts to explore the perception of gender discrimination by women and how it affects their work engagement. This study is based on an exploratory quantitative study in which the data is obtained from the opinions expressed by women employees working in the software sector in Bangalore, India. First, the practise of gender discrimination as perceived by women employees and the notion of gendered work engagement is examined. Further, the various factors that influence work engagement are also investigated. The determinants covered were supervisor support, environment, scope for development, workplace flexibility, communication, co-workers support, compensation management and feedback. A five point Likert's scale has been constructed and administered as the research instrument, which was pre tested before administering on the 183 women respondents. The validity of the questionnaire was adjudged, using Cronbach's coefficient (α) was calculated to test the reliability and internal consistency of the responses. Later a robust multiple regression has been run to identify the major drivers of work engagement of women employees in IT sector, the results of which have revealed that Supervisor Support (F1), Scope for Development (F3), Co-workers Support (F6) and Feedback (F8) are the major determinants. Lastly, the discussions, conclusions and implications of the study are offered.*

Keywords: *Commitment, gendered Work Engagement, Occupational Stress, Cronbach's Alpha, Disengaged employees*

Date of Submission: 02-02-2018   Date of acceptance: 19-02-2018

I. Introduction

India's contribution to the world economy has expanded since the liberalization and globalization of the Indian economy (Sia, Sahoo and Duari, (2015)). World Bank (2011) has reported that by the year 2025, developing economies like India, Brazil, Russia and China will be major contributors to the global growth. The business environment in India has become very competitive with organizations trying to achieve the highest levels of performance (Ibid). In the recent years, work engagement (hereafter: WoE) has emerged as a subject of focus in employee performance and organizational management (Simpson, (2009)). It is a matter of concern for top executives and leaders across the globe; they have identified engagement as the key driver of organisational design, effectiveness, innovation and competitiveness (Welch, (2011)). Engagement in domestic and global firms also correlates positively with building customer loyalty (Ketter (2008); Gonring (2008); Haid & Sims (2009)), enhancing organizational performance and stakeholder value (Garg, (2014): Rothbard (2001))). Globalisation has increased market volatility and competitive pressures due to which the work force is undergoing radical changes (Ehambaranathan et al. (2015)). It has negative impact on the workers and their working conditions, on the relationship between an organization and its workforce and on the corporate social responsibilities (Ibid). The human resource departments of various organisations need to retain and maximise the potential of their talent pool. To achieve high levels of productivity, organisations have always concentrated on human resource functional activities such as professional development by providing training opportunities, compensation, workplace safety, and employee rights (Appelbaum & Hare, (1996); Combs & Skill, (2003) cited in Dagher, Chapa and Junaid, (2015)). During the last decade, the term employee engagement (hereafter: EmE) has been used widely in literature (Ibid). EmE is used to represent the psychological and behavioural dimensions of workforce commitment required to achieve the task, mission and vision of the organization (Ehambaranathan, et al. (2015)). It has garnered a lot of attention from both practitioners and academic researchers. Most of the organizations have adopted EmE as one of the human

resource strategies to enhance workforce morale and productivity (Ibid). Albrecht et al. (2015) assert that EmE can also help organizations gain sustainable competitive advantage. According to Gallup Management Journal research conducted worldwide in 2013, only 13% of the employees worldwide are engaged (motivated at work), 63% are not engaged (just present at work and not doing anything productive), and 24% are actively disengaged (unhappy at work) (Gallup, Inc., (2013)). Due to the significance of EmE and the escalating figures of disengaged employees in the modern workplace, emphasis is on promoting employee engagement.

Economic liberations in the 1990s lead to an increase of net foreign capital, privatization and deregulation, all of which had a significant contribution the expansion of the IT sector in India. IT industry also has a phenomenal role to play in the creation of employment opportunities for a large scale of educated unemployed youth, including a meaningful career option for women (Bhattacharyya, (2012)), and rising the living standards of people (Dutta Gupta, Raychaudhuri and Haldar, (2015)). The employees in the software industry, particularly women find the nature of work to be taxing as they are often pushed to work longer hours (Perlow, (1998) cited in Scholarios and Marks, (2004)). A compelling reason for this is the time difference between India and the West, US and Europe, and completion of client deliverables without defects while complying with strict deadlines (Valk and Srinivasan, (2011)).

Today, women make up a significant proportion of the Indian workforce, especially in the software industry (Valk and Srinivasan, (2011)). A drastic increase has been reported in the participation of Indian women on various domains of employment (Desai et al., (2011). (McNay, Unni and Cassen, (2004) cited inValk and Srinivasan, (2011)). According to the NASSCOM report of 2008, IT-BPO has emerged as one of the preferred career choices among the qualified female workforce. In the Indian culture, a salient feature of women's essence is her commitment to family roles. The number of working women aged above 30 years is comparatively lesser, as most of the time women software employees are at a phase in their lives where they are entering into wedlock and motherhood, due to which they find it difficult to strike a balance between their job and household chores (Perrons, (2003); Rajalakshmi, (2003) cited in Valk and Srinivasan, (2011)). With more women opting out of IT, an alternative perspective on systems design, development and utilization of information systems in organizations is not available due to which only specific issues and needs of users are addressed by the IT solutions (Florida and Gates, (2002) cited in Adya, (2008)). Women's employment in IT enhances their economic and social status as software profession is deemed prestigious in the Indian society, because it conforms to the changing aspirations and responsibilities of women in Indian society (Shanker, (2008)). This dependence on career for personal identity influences their motivation at work and their identification with company goals (van Knippenberg, (2000)). This is consistent with the findings from Valk and Srinivasan (2011) study that identified the various parameters that affected an India woman's participation in the software profession. In a rapidly developing society like India, where a woman is usually presumed to be the homemakers and caretakers, attaining a balance between work and family is challenging. Work-life balance was a common challenge encountered by women employees in IT field restricting their persistence in pursuing their job (Adya, (2008)).

II. Literature Review

Kahn (1990) introduced the concept of engagement in organizational and business context and since then it has gained considerable interest from top executives and leaders likewise. He developed a conceptual framework to demonstrate how the psychological and emotional experiences part of the organisational life have direct implications on the presence or absence of the organisational members during task and role performances. Kahn (1990) defines WoE as the 'harnessing of organization members' selves to their work roles'. According to Simpson (2008), personal engagement refers to the complete utilization of one's physical, cognitive and emotional self during work role performances. When engaged, employees utilize their full personal energy for fulfilling work role performances (Rich, Lepine and Crawford, (2010)) by being physically involved, cognitively observant, and emotionally responsive. Engaged employees are characterized by being psychologically active, attentive, connected to work, open-minded and highly focussed in their task performances (Rich, Lepine and Crawford, (2010)). On the contrary, when people are disengaged, they physically, cognitively or emotionally detach themselves from work roles.   Roberts and Davenport (2002) define WoE as a 'person's enthusiasm and involvement in his or her job.' Organisational commitment is associated with the organization whereas engagement is more closely related to the work itself (Maslach, Schaufeli and Leiter, (2001)). Review of previous literature has provided various definitions and approaches to understanding WoE. It is multifaceted involving both attitudinal and behavioural characteristics that invoke positive emotions and experiences at the workplace (Banihani, Lewis and Syed, (2013): 404). Chalofsky (2003) argues that people's contribution to work depends on how well they are able to derive meaning out of their work. Maslow (1971) claims that employees who do not view their work as meaningful and purposeful will not be able to optimise their work capacity (Chalofsky, (2003)). Here, meaning is interpreted as a relationship, characterised by loyalty, dedication and commitment, which exists between person and their

workplace (ibid., p. 73), whereas purpose is rendered as the freedom to assert one's own personality in a dynamic manner (Ibid). The research by May, Gilson and Harter (2004): 15) also suggests that when work role is in sync with the individuals' self-concept, it enables them to derive meaning out of their work. According to Sathyanarayana et al. (2017) engaged employees are not only committed but they are also passionate and proud. They have their own expectations from their future in the organization as well as that of the organization's mission and goals.

The notion of gendered Work Engagement

Kahn (1990) claims that when people have a meaningful job, feel psychologically safe and have the necessary psychological resources to perform the job, they are more engaged in the workplace. Along similar lines, Banihani, Lewis and Syed (2013) argue that WoE is gendered where men engages more easily than women. Banihani, Lewis and Syed (2013) argue that the conceptualization of WoE as an organizational phenomenon is gendered where physical, cognitive and emotional engagement is exhibited more easily by men compared to women. Gender is a system derived from social practises that represents the social differences between men and women (Acker, (1992a) cited in Banihani, Lewis and Syed, (2013): 408). According to the gendered organization theory introduced by Acker (1990), men are usually accorded with the control of organizations because they generally hold primary positions and predominate in top leadership roles. The working environment in today's society focuses on engagement of men over engagement of women (Banihani and Syed, (2016)). Such gendered organizations have their structure, culture and ideologies designed in a manner that makes it harder for women to experience Kahn's three psychological conditions of WoE (Ibid). Organizations are in sought of the "ideal worker" who does not have responsibilities to family caregiving and is able to devote one's time and energy entirely to work (Acker, (1990)). According to the United Nations (2010), most of the family responsibilities are carried out by women and hence the image of an "ideal worker" is generally exhibited by men. Literature in organizational behaviour also argues that women, who performed tasks which are predominantly performed by men, are deemed more worthy of rewards and recognition (Taynor and Deaux, (1973); Bellizzi and Hite, (1989) cited in Kaushik, Sharma and Kumar Kaushik, (2014): 93). Flexibility in working hours can strike a balance between professional and personal life (Banihani, Lewis and Syed, (2013)), although a request for flexible working hours can be made only by the high level managers who are generally men (Jacobs and Gerson, (2004)). As a result, women are less available for work due to these limitations and also need to put in extra efforts to experience and demonstrate engagement at the workplace (Banihani, Lewis and Syed, (2013): 415).

Certain attributes of men such as critical thinking, coherence, aggressiveness and dedication to paid work are rewarded and valued more by organisations as essential for long term profitability and organizational success (Banihani, Lewis and Syed, (2013): 411). Unlike men, women employees cannot work for long hours due to their domestic responsibilities (Ibid); men are considered to be more committed and hence more suitable for promotion by the employers. Carli (2001) argue that women are less influential in their interactions than men; these views rest on people's assumption that men are more competent and knowledgeable than women; that women are usually associated with communal qualities such as being warm and compassionate, that men have the right to exercise power and control over women and that women are suited to fill lower status occupational roles. Lack of access to formal and informal interactions is one of the reasons for under-representation of women in high positions (Kanter, (1977) cited in Banihani, Lewis and Syed, (2013)). Therefore, women are less influential in their interactions and hold lower levels of status and power than men within the organisation, and hence have fewer opportunities than men to experience psychological meaningfulness (ibid., p. 415).

Gender discrimination and Work Engagement

Differentiation of gender roles are greatly influenced by culture, which has direct implications on the perceptions of work experiences, including WoE (Sia, Sahoo and Duari, (2015): 60). A survey on discrimination was conducted in 28 countries by The Kelly Services, a global staffing provider, in the year 2006 (Kaushik, Sharma and Kumar Kaushik, (2014): 91). The results of the survey showed that India ranked fifth among the twenty eight countries; in India, discriminatory attitude towards men and women were comparatively higher by global standards. In organizational context, discrimination refers to 'treating people differently because of characteristics that are not related to their merit or the requirement of the job' (ibid., p. 92). These characteristics may comprise of opinion, race, colour, and sex. It can also be defined as circumstances which might be unreasonably advantageous or disadvantageous to the members of one group over members of the other group (Cascio, 199 cited in Sia, Sahoo and Duari, (2015): 61). Gender discrimination results in uneven allocation of resources and opportunities (Schmitt, Ellemers & Branscombe, (2003) cited in Sia, Sahoo and Duari, (2015): 61). Sometimes, employees perceive that they receive differential treatment at the workplace due to their gender. Sex discrimination was perceived to be experienced more by women than men (Ensher, Grant-

Vallone and Donaldson, (2001): 56). Such a perception of gender discrimination has more negative implications on the work experience and attitudes of women than men (Sia, Sahoo and Duari, (2015): 61). Women encountered more work conflict, reduced self-esteem, increased levels of anxiety and depression, and perceived lower status of the job (Ensher, Grant-Vallone and Donaldson, (2001): 63). Women Employees who perceived their supervisors were fair in their treatment and allocation of resources were more engaged in their work (Leiter and Harvie, (1997) cited in Kim, (2014)). Studies have shown that support from supervisors (May, Gilson and Harter, 2004) and co-workers (Schaufeli and Bakker, (2004)) influenced WoE to a great extent. Pati and Kumar (2010) conducted a study pertaining to EmE in Indian professionals in which it was observed that organizational and supervisory support were most influential in increasing engagement. Employees felt that the performance appraisal was devoid of justice and autonomy when they did not get enough support from their supervisors. At the workplace, gender discrimination is typically displayed when the supervisors and co-workers make sexist decisions and statements (Sia, Sahoo and Duari, (2015): 62); leading to a lack of support from co-workers and superiors. Perception of discrimination also affects the psychological well-being of women employees who recognize they are at a disadvantage (Sia, Sahoo and Duari, (2015): 63). Gupta and Sharma (2002), in their study to determine the social and organizational environments in which the Indian women scientists work, showed that the women employees were influenced by the sociocultural norms prevalent in the Indian society. Various studies carried out on female employees in India such as bank employees, nurses, software professionals, etc. claims that majority of female employees undergo high levels of occupational stress (Rajeshwari, (1992); Bhatia, Kishore, Anand and Jiloha, 2010 cited in Sia, Sahoo and Duari, (2015): 63). Therefore, Sia, Sahoo and Duari (2015): 64) suggest that perceived gender discrimination greatly influences WoE of women employees. Extensive empirical studies have been found on the proposed topic of WoE. Review of past literature provided a meaningful insight into various aspects of gendered WoE and the factors contributing to software professional's engagement at work. Thus a deductive approach is followed in accordance with the factors identified from literature to determine the prevalence of gender discrimination and determinants of WoE of women employees.

In literature, engagement is established and explored through a gender neutral approach where in men and women have equal opportunities to exhibit their engagement at the workplace (Banihani, Lewis and Syed, (2013)). In most of the organisation research and theory, a male perspective is usually adopted (Ibid). Banihani, Lewis and Syed (2013) argue that the way WoE is dealt in the literature is complicated as there will always be gender discriminatory employment practises and structures in organisations making it harder for women to be engaged. There is insufficient research conducted on the engagement of women employees, most of which are researched in western countries (Albrechy, (2010) cited in Banihani and Syed, (2016)). Few researchers have addressed the relationship between gender and WoE. Previous work has only concentrated on the relationship between WoE and some form of discrimination; which has been mostly limited to developed countries. Very few studies have been carried out in developing nations like India (Sia, Sahoo and Duari, (2015):59). The researcher aims to understand the perception of women employees on gender discrimination and whether they experienced any form of discrimination at work with regards to supervisory support, co-workers, workplace flexibility, and environment, scope for development, compensation management, communication and feedback. Furthermore, the researcher evaluated which of these determinants had a significant impact on WoE. Gender inequality is very common in organizations across India and most of the workforce is dominated by male workers (Chaudhury and Panigrahi, (2013)). Gender Development Index of India is ranked 113 out of 157 countries by the World Economic Forum Report (Hausmann, Tyson & Zahidi, (2011) cited in Sia, Sahoo and Duari, (2015): 59). The undertaking of such an exploratory study will help to discover the areas to focus on to enhance the WoE of women employees.

The structure of the current empirical paper is as follows: chapter two offers a brief overview of WoE and gendered WoE. Chapter three deals with the methodology part meaning that it attempts to define the systematic plan carried out for conducting the study. However, Chapter four will discuss in detail the results and findings from the study and in the final Chapter a brief discussion based on the analysis have been done and a meaningful conclusion, implications and limitations of the study have been discussed.

III. Research Design
The theoretical framework on how to conduct a research to systematically solve a research problem is known as methodology (Saunders, Lewis and Thornhill, (2016)). It outlines the relevant methods adopted by the researcher to solve the research problem and the reason for choosing those particular methods. The various reasons for initiating this particular study, objectives of the study, formulation of hypothesis, collection of data, techniques adopted for collecting and analysing data, reasons for adopting those techniques and procedures (Kothari, (2004)).

Research Question And Objectives

The primary research question for this study is: "Do women IT professionals perceive gender discrimination?" The objectives developed to address this question are:
1. To assess the practice of gender discrimination as perceived by the women employees in IT sector;
2. Notion of gendered work engagement in IT sector;
3. To identify the major determinants (Supervisor Support, Environment, Scope for Development, Workplace Flexibility, Communication, Co-workers Support, Compensation Management and Feedback) of work engagement of women employees in IT sector;
4. To assess the impact of demographic variables on the major drivers of work engagement of women employees in IT sector and
5. To offer suggestions based on this study.

Hypothesis Of The Study

Hypothesis 1: There is no significant relationship between the demographic factors and the variables (Supervisor Support (F1), Environment (F2), Scope for Development (F3), Workplace Flexibility (F4), Communication (F5), Co-workers Support (F6), Compensation Management (F7) Feedback (F8) and Work engagement).

Hypothesis 2: There is no significant correlation among the variables chosen for the purpose of the study.

Hypothesis 3: There is no significant relationship between the drivers of work engagement (Supervisor Support (F1), Environment (F2), Scope for Development (F3), Workplace Flexibility (F4), Communication (F5), Co-workers Support (F6), Compensation Management (F7) and Feedback (F8) and work engagement.

IV. Research Methodology

Nature Of Study, Universe Of Study And Population

The study is exploratory in nature as it endeavors to uncover the latent behavioural aspects of women employees in the IT sector of Bangalore. The universe of the study was women professionals employed in IT sector in Bangalore. Due to its exploratory in nature, the current study is undertaken using attitude and opinion questionnaire (Saunders, Lewis and Thornhill, (2016)). Such a method of data collection enables the researcher to identify and explore the variability in different phenomena (Ibid). First-hand information was obtained from respondents through a structured questionnaire. An interview schedule was constructed to elicit information from the respondents. The researcher chose an interview schedule since the respondent has to be coaxed to answer the questions put forth in the questionnaire. Moreover the researcher had a stringent requirement for the data to be pure and in all senses comprehend the very spirit of the questionnaire and thus the research. The researcher could also clarify any doubts to the respondent and explain the objective of each question whenever the respondent raised doubts. The questionnaire used to collect data for this study uses the Likert-style rating. The respondents are given a statement or a series of statements and they are asked to respond how strongly they agree or disagree with them.

Sampling

The sample size taken for the purpose of the study was 250, however, out of 250 responses only183 responses were complete in all aspects hence, retained. Sampling technique used was convenience sampling. The population covers the women employees working in the IT sector of Bangalore city only. Primary data has been collected by using a structured undisguised questionnaire which was pre-tested and administered on the respondents. The questionnaire covered the various dimensions of the research question based on eight factors: Supervisor Support, Environment, Scope for Development, Workplace Flexibility, Communication, Co-workers Support, Compensation Management and Feedback. The questionnaire was prepared on the basis of a thorough review of literature. The research instrument had 34 statements related to the various chosen dimensions.

Reliability

Reliability, associated with replication and consistency, is an important feature of research quality (Saunders, Lewis and Thornhill, (2016)). A research is said to be reliable when the researcher achieves the same findings by replicating an already implemented research design (Ibid). For this purpose, Cronbach's Alpha (α) has been incorporated since it has the most utility for multi-item scales at the interval level of measurement. The results obtained by applying the Cronbach's coefficient Alpha technique are presented in Table 3.1 below.

Table 3.1: Table showing reliability statistics

Variable	Cronbach's Alpha	No of Items
Supervisor Support(F1)	.811	4
Working Environment(F2)	.762	4
Scope for Development(F3)	.725	4
Workplace Flexibility F4)	.763	3
Communication(F5)	.819	4
Co-workers Support(F6)	.741	4
Compensation Management(F7)	.891	4
Feedback(F8)	.901	3
Work Engagement(DV)	.887	4

Alpha based on standardized items were more than the threshold value of 0.7 Alpha coefficient of 0.7 and above implies that all the items in the scale are measuring the same thing (Saunders, Lewis and Thornhill, (2016)). It indicates that there is a high degree of internal consistency in the responses for the questionnaire.

Plan Of Analysis

The collected data has been collated using SPSS software and MS Excel. In the first phase frequency distribution was drawn to gain insight into women's perception about the gender discrimination to identify eight dimensions for the purpose of the study. In the second phase normality of the data and reliability statistics have been investigated and extrapolated by using inferential statistics. Based on this a brief summary of findings have been made and a meaningful conclusion have been drawn. Finally the results were compared with the possible evidence.

V. Data Analysis
Table 4.1: Demographic Factors Of The Respondents

Variable	Category	Frequency	Percentage
Age	Below 30	129	70.5
	31-40	38	20.8
	41-50	14	7.7
	51 and Above	2	1.1
Marital Status	Married	72	39.3
	Unmarried	107	58.5
	Separated	4	2.2
Annual Income	Below 5 lakh	105	57.4
	5 Lakh - 7.5 Lakh	33	18.0
	7.5 lakh - 10 Lakh	14	7.7
	Above 10 Lakh	31	16.9
No of Children	None	124	67.8
	One	29	15.8
	Two	29	15.8
	Three or More	1	.5
Qualification	Degree	102	55.7
	Masters	73	39.9
	Professional courses	3	1.6
	Diploma	5	2.7
Employment of Spouse	No	116	63.4
	Yes	67	36.6

Age:

The majority of the survey respondents (70.5%) were of age 30 and below. A total of 20.8% of the respondents were aged between 31 and 40 followed by 7.7% of them of age between 41 and 50. Participants of age 51 and above were under represented in the survey (1.1%). **Marital status:** Majority of the respondents (58.5%) were unmarried and 39.3% of them were married. A small number of the respondents (2.2%) were separated**. Annual income:** Majority of the respondents (57.4%) earned an annual income of 5 lakhs and below and 18% of the respondents were earning between 5 to 7.5 lakhs. A very small number of respondents

(7.7%) earned income between 7.5 to 10 lakhs. A comparatively larger number of respondents (16.9%) earned an annual income of 10 lakhs and above. **Number of children:** Majority of the respondents (67.8%) had no children and 15.8% of the respondents had either 1 or 2 children. A very small number of respondents in the survey (0.5%) had more than three children. **Qualification:** Most of the respondent had a degree qualification (55.7%). The others had either a master's qualification (39.9%) or a diploma (2.7%). An additional 1.6% had enrolled in a professional course. **Employment of husband:** Majority of the respondent's husbands were unemployed (63.4%). The remaining 36.6% of the respondent's husbands were employed.

TABLE No. 4.2: Test Of Significance

The intention of the researcher here is to understand the influence of various demographic factors collected from the respondents on the chosen variables. The research question for the researcher here is to understand whether the demographic factors share any relationship with variables. For this purpose the researchers constructed the following hypothesis and used a Pearson Chi-Square analysis to prove or disprove the hypothesis. Chi square test is used to determine the existence of a possible relationship between the variables chosen (Saunders, Lewis and Thornhill, (2016): 539).

H0: There is no significant influence of demographic factors of the respondents on thevariables taken up for the study purpose.

Variable 1	Variable 2	Chi Square Value	P value	Results
	F1	73.30	.005	Reject
	F2	49.33	.005	Reject
	F3	42.09	.032	Reject
	F4	39.12	.062	Accept
	F5	64.40	.006	Reject
	F6	45.63	.130	Accept
	F7	28.22	.559	Accept
	F8	22.07	.395	Accept
Age	DV	71.08	.000	Reject
	F1	49.869	.013	Reject
	F2	47.357	.000	Reject
	F3	43.750	.001	Reject
	F4	117.508	.000	Reject
	F5	42.581	.021	Reject
	F6	174.548	.000	Reject
	F7	27.483	.122	Accept
	F8	20.936	.103	Accept
Marital Status	DV	48.35	.000	Reject
	F1	107.190	.000	Reject
	F2	100.518	.000	Reject
	F3	45.706	.014	Reject
	F4	73.446	.000	Reject
	F5	63.173	.008	Reject
	F6	64.628	.002	Reject
	F7	66.593	.000	Reject
	F8	38.722	.011	Reject
Annual Income	DV	67.58	.000	Reject
	F1	238.328	.000	Reject
	F2	215.292	.000	Reject
	F3	72.766	.000	Reject
	F4	87.722	.000	Reject
	F5	221.094	.000	Reject
	F6	53.306	.032	Reject
	F7	41.646	.077	Accept
	F8	222.803	.000	Reject
Number of Children	DV	74.568	.000	Reject

	F1	186.606	.000	Reject
	F2	56.825	.001	Reject
	F3	95.133	.000	Reject
	F4	52.265	.002	Reject
	F5	147.723	.000	Reject
	F6	91.264	.000	Reject
	F7	50.267	.012	Reject
	F8	29.685	.098	Accept
Education Level	DV	89.561	.000	Reject

Age:
Factor 1 has a Pearson Chi square value of 73.303 and a p value of .05, factor 2 has a Chi square value of 49.33 and a p value of .05, factor 3 has a Chi square value of 42.09 and a p value of .032, and factor 5 has a Chi square value of 64.40 and a p value of .006. All these factors have a p value which is less than the set level of 0.05. Hence, the null hypothesis can be rejected. On the contrary, factor 4 has a Chi square value of 39.12 and a p value of .062, factor 6 has a Chi square value of 45.63 and a p value of .130, factor 7 has a Chi square value of 28.22 and a p value of .559, and factor 8 has a Chi square value of 22.07 and a p value of .395. For all these factors, the p value is greater than the set level of 0.05 due to which the null hypothesis cannot be rejected.

Marital Status:
Factor 1 has a Pearson Chi square value of 49.869 and a p value of .013, factor 2 has a Chi square value of 47.357 and a p value of .000, factor 3 has a Chi square value of 43.750 and a p value of .001, factor 4 has a Chi square value of 117.508 and a p value of .000, factor 5 has Chi square value of 42.581 and a p value of .021, and factor 6 has a Chi square value of 174.548 and a p value of .000. All these factors have a p value which is less than the set level of 0.05. Hence, the null hypothesis can be rejected. On the contrary, factor 7 has a Chi square value of 27.483 and a p value of .122, and factor 8 has a Chi square value of 20.936 and a p value of .103. For all these factors, the p value is greater than the set level of 0.05 due to which the null hypothesis cannot be rejected.

Annual Income:
Factor 1 has a Pearson Chi square value of 107.190 and a p value of .000, factor 2 has a Chi square value of 100.518 and a p value of .000, factor 3 has a Chi square value of 45.706 and a p value of .014, factor 4 has a Chi square value of 73.446 and a p value of .000, factor 5 has a Chi square value of 63.173 and a p value of .008, factor 6 has a Chi square value of 64.628 and a p value of .002, factor 7 has a Chi square value of 66.593 and a p value of .000, and factor 8 has a Chi square value of 38.722 and a p value of .011. For all these factors, the p value is greater than the set level of 0.05 due to which the null hypothesis can be rejected.

Number of Children:
Factor 1 has a Pearson Chi square value of 238.328 and a p value of .000, factor 2 has a Chi square value of 215.292 and a p value of .000, factor 3 has a Chi square value of 72.766 and a p value of .000, factor 4 has a Chi square value of 87.722 and a p value of .000, factor 5 has a Chi square value of 221.094 and a p value of .000, factor 6 has a Chi square value of 53.306 and a p value of .032, and factor 8 has a Chi square value of 222.803 and a p value of .000. All these factors have a p value which is less than the set level of 0.05. Hence, the null hypothesis can be rejected. Factor 7 has a Chi square value of 41.646 and a p value of .077, which is more than the set level. Therefore, the null hypothesis cannot be rejected.

Education Level:
Factor 1 has a Pearson Chi square value of 186.606 and a p value of .000, factor 2 has a Chi square value of 56.825 and a p value of .001, factor 3 has a Chi square value of 95.133 and a p value of .000, factor 4 has a Chi square value of 52.265 and a p value of .002, factor 5 has a Chi square value of 147.723 and a p value of .000, factor 6 has a Chi square value of 91.264 and a p value of .000, and factor 7 has a Chi square value of 50.267 and a p value of .012. All these factors have a p value which is less than the set level of 0.05. Hence, the null hypothesis can be rejected. On the other hand, factor 8 has a Chi square value of 29.685 and a p value of .098, which is greater than then set level. Hence, the null hypothesis cannot be rejected.

VI. Correlation Coefficient

Strength of the linear relationship between the variables can be quantified by using the correlation coefficient (Saunders, Lewis and Thornhill, (2016): 545). A correlation coefficient of +1 indicates that as the value of one variable increases, value of the other variable will increase (Ibid). By contrast, a correlation coefficient of -1 indicates that as the value of one variable increases, value of the other variable will decrease (Ibid). A correlation coefficient of 0 implies that the variables are not related (Ibid).

Pearson correlation coefficient for F1 with F2 was .607** with a p value of .000, F1 with F3 was .520** with a p value of .000, F1 with F4 was .352** with a p value of .000, F1 with F5 was .722** with a p value of .000, F1 with F6 was .688** with a p value of .000, F1 with F7 was .479** with a p value of .000, and F1 with F8 was .329** with a p value of .000, all of which was less than the set significance of 0.05. Therefore, the null hypothesis is rejected. Pearson correlation coefficient for F2 with F3 was .648** with a p value of .000, F2 with F4 was .393** with a p value of .000, F2 with F5 was .679** with a p value of .000, F2 with F6 was .504** with a p value of .000, F2 with F7 was .307** with a p value of .000, and F2 with F8 was .407** with a p value of .000. For all these factors, the p value was less than the set significance and hence the null hypothesis is rejected.

Pearson correlation coefficient for F3 with F4 was 389** with a p value of .000, F3 and F5 was .599** with a p value of .000, F3 with F6 was .264** with a p value of .000, F3 with F7 was .312** with a p value of .000, F3 with F8 was .240** with a p value of .001. For all these factors, the p value was less than the set significance and hence the null hypothesis is rejected.

Pearson correlation coefficient for F4 and F5 was .481** with a p value of .000, F4 with F6 was .456** with a p value of .000, F4 with F7 was .272** with a p value of .000, and F4 with F8 was .255** with a p value of .000, all of which was less than the set significance of 0.05. Therefore, the null hypothesis is rejected. Pearson correlation coefficient for F5 with F6 was .651** with a p value of .000, F5 with F7 was .398** with a p value of .000, and F5 with F8 was .360** with a p value of .000, all of which was less than the set significance of 0.05. Therefore, the null hypothesis is rejected. Pearson correlation coefficient for F6 and F7 was .422** with a p value of .000, and F6 with F8 was .214** with a p value of .004, all of which was less than the set significance of 0.05. Therefore, the null hypothesis is rejected.

Also, as the tabulated value of Pearson correlation coefficient for F7 with F8 was .245** with a p value of .001, which was less than the set significance, the null hypothesis is rejected.\

Exhibit 4.1: Showing Correlation Coefficient Among The Chosen Variables
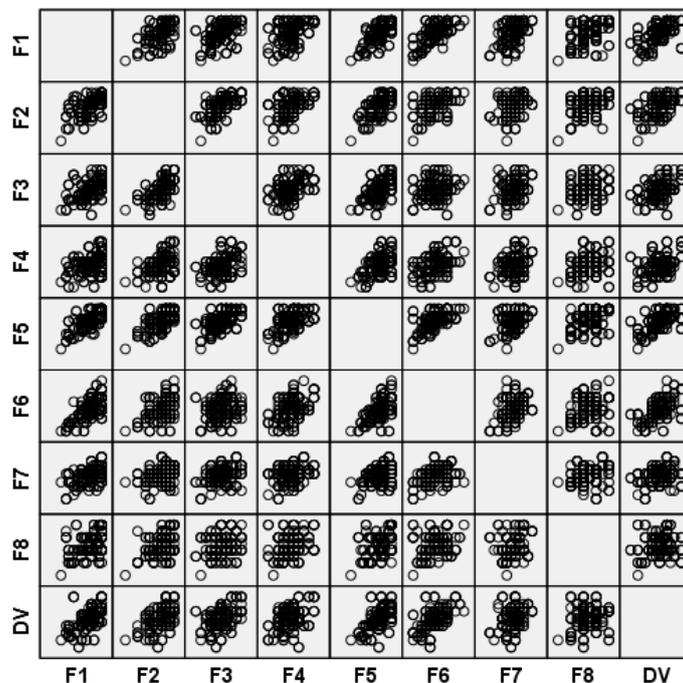
VII. Regression

A regression equation is used to estimate the values of a dependent variable based on the values of one or more independent variables (Saunders, Lewis and Thornhill, (2016): 548). For the current study purpose, a multiple regression model has been run to test the proposed hypothesis. The following multiple regression model has been used to test the theoretical relationship between work engagements as perceived by the respondents with various identified dimensions (Supervisor Support, Environment, Scope for Development, Workplace Flexibility, Communication, Co-workers Support, Compensation Management and Feedback).

Y (work engagement) = a + b₁ X₁ (Supervisor support) + b₂ X₂ (Environment) +b₃ X₃ (Scope for development) + b₄ X₄ (Workplace Flexibility) + b₅ X₅ (Communication) + b₆ X₆ (Co-workers support) + b₇ X₇ (Compensation management) + b₈ X₈ (Feedback) + Є …………… (1)

$$Y \text{ (work engagement)} = a + b_1 X_1 \text{(Supervisor support)} + b_2 X_2 \text{(Environment)} + b_3 X_3 \text{(Scope for development)} + b_4 X_4 \text{(Workplace Flexibility)} + b_5 X_5 \text{(Communication)} + b_6 X_6 \text{(Co-workers support)} + b_7 X_7 \text{(Compensation management)} + b_8 X_8 \text{(Feedback)} + Є \ldots\ldots\ldots (1)$$

Where,

Y = work engagement
X is the vector of explanatory variables in the estimation model
X_1 = Supervisor support
X_2 = Environment
X_3 = Scope for development
X_4 = Workplace Flexibility
X_5 = Communication
X_6 = Co-workers support
X_7 = Compensation management
X_8 = Feedback
a = constant intercept term of the model
b = coefficients of the estimated model
Є = error component

Table 4.3 Table Showing Regression Statistics

Regression statistics	
R	.974
R Square	.946
Adjusted R Square	.912
Std. Error of the Estimate	1.0034
F Stats	21.413
F Sig	.000
Durbin-Watson	1.955

Analysis:

R square represents the percentage movement of the dependent variable which is captured by the intercept and the independent variable(s). Above obtained results explain that 94.6% of the variation in Work Engagement is captured by independent variables *(Supervisor Support, Environment, Scope for Development, Workplace Flexibility, Communication, Co-workers Support, Compensation Management and Feedback).*From the above analysis one can infer that Work Engagement is moderately dependent on the predictors or explained by the independent variables (Supervisor Support, Environment, Scope for Development, Workplace Flexibility, Communication, Co-workers Support, Compensation Management and Feedback). This signifies that independent variables have an impact on the dependent variable (Work Engagement). F-statistic is 21.413 with a significance value of .0000. Therefore, we can reject the Null Hypothesis.

Table No. 4.4 Table Showing Regression Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Co linearity Statistics	
	B	S E	Beta			Tolerance	VIF
Constant	2.171	1.327		1.636	.104		
F1	.166	.067	.229	2.468	.015	.335	2.982

F2	.141	.109	.111	1.292	.198	.392	2.548
F3	.257	.123	.170	2.081	.039	.434	2.305
F4	.135	.099	.089	1.359	.176	.675	1.482
F5	.040	.080	.047	.493	.623	.315	3.177
F6	.372	.104	.317	3.575	.000	.369	2.712
F7	-.088	.098	-.056	-.895	.372	.730	1.371
F8	-0.303	0.11	-.113	-2.755	.006	.777	1.286

Intercept is α in the set equation. Standard error measures the variability in approximation of the coefficient and lower standard error means coefficient is closer to the true value of coefficient. Work life balance is a dependent variable and Supervisor Support (F1), Environment (F2), Scope for Development (F3), Workplace Flexibility (F4), Communication (F5), Co-workers Support (F6), Compensation Management (F7) and Feedback (F8) are the independent variables.

Results show that independent variables Compensation Management (F7) and Feedback (F8) have negative coefficients i.e. they share inverse relationship with Work Engagement. However, results show that independent variables Supervisor Support (F1), Environment (F2), Scope for Development (F3), Workplace Flexibility (F4), Communication (F5), and Co-workers Support (F6) have positive coefficients, that is, they have a direct relationship with work engagement.

Test of Hypothesis
In order to assess the relationship between the independent variables and the dependent variable, following hypothesis has been established which can be proved or disproved by multiple regression analysis.

Null Hypothesis (H_0):
There is no significant relationship between independent variables (Supervisor Support (F1), Environment (F2), Scope for Development (F3), Workplace Flexibility (F4), Communication (F5), Co-workers Support (F6), Compensation Management (F7) and Feedback (F8)) and the dependent variable (Work Engagement).

Results show that P-value is less than 0.05 at 5% level of significance for Supervisor Support (F1), Scope for Development (F3), Co-workers Support (F6) and Feedback (F8) so the null hypothesis is rejected. This indicates that work engagement has significant relationship with Supervisor Support (F1), Scope for Development (F3), Co-workers Support (F6) and Feedback (F8). However, for factors such as Environment (F2), Workplace Flexibility (F4), Communication (F5) and Compensation Management (F7) the p value is greater than 0.05, therefore we cannot reject the null hypothesis.

VIII. Discussion And Conclusion
The current study entitled "Impact of Gender Discrimination on Work Engagement: Evidence from India (IT Sector)" has been undertaken with an intention to explore the prevalence of gender discrimination in the IT sector and to determine the major drivers of work engagement of women employees. In order to realise the stated objectives, the researcher has collected primary data through a pre-tested structured questionnaire and administered on 183 female respondents. The validity of the questionnaire was adjudged, using Cronbach's coefficient (α) was calculated to test the reliability and internal consistency of the responses. The study reveals that there is no pervasive gender gap at the workplace. Women employees do not perceive any discrimination from their supervisors and co-workers. The organisations do not give preferential treatments to either gender. The study also highlights that support from supervisors and co-workers, scope for development and feedback were some of the major drivers of work engagement of women employees in the IT sector. The following are the major findings of the study: Item 5 (Women should have the same rights as men) ranked the highest with a mean score of 4.64 (and SD of .785) followed closely by item number 9 (Women are good at multi-tasking) and item 1 (Men and women are equal) with mean and SD of 4.43 and .980, and 4.11 and 1.126 respectively. This signifies that women perceives themselves to be equal to men and hence wants them to have the same rights as men on all issues. However, item 6 (Women are only good for cooking and cleaning) ranked the lowest with a mean score of 1.25 and SD of .734 followed by item 7 (Women are supposed to have clean jobs such as teachers, nurses, secretaries etc.) with mean and SD of 1.64 and 1.070 respectively. This signifies that women considers themselves to have the same skillsets as those of men and that they have the same expertise as men to perform all the jobs and not just limit themselves to clean jobs. A point to note from the statistics obtained was that item 3 (Men should earn more money than their partners) had a mean of 2.37 and highest SD of 1.352. From

this, it can be inferred that women does perceive their male counterparts to earn more than them. Furthermore, item 8 (Women are physically not capable of carrying heavy objects) had a mean of 2.42 and SD of 1.310, item 2 (Men are better leaders than women) had a mean of 2.40 and SD of 1.267 and item 4 (Men have more power over women) had a mean score of 2.33 and SD of 1.245. The higher SDs of the items signify that attitude of women towards their women counterparts itself is stereotyped and that they themselves are not clear about whether they perceive themselves to be superior or inferior to men.

Supervisor support:
For investigating the dimension, supervisor support, four items were administered. For the first item; "Your superior expresses his/her confidence with your ability to perform the job without any gender bias", the respondents rated it the highest with a mean of 3.92. However it had the least standard deviation of 1.030. This signifies that majority of women did not perceive any gender discrimination from their supervisors and that they supported their work irrespective of gender. For the second item; "Your supervisor listens to you and gives a fair hearing to all points of view when you tell him/her about things that are bothering you without any gender bias", the outcome had a mean of 3.89 and a slightly higher SD of 1.101. From this, it can be concluded that the supervisors are willing to listen to your problems irrespective of gender. Item 3; "Your superior has your best interests in mind when he/she talks to his/her boss without gender bias" had a comparatively lower mean of 3.70 and a high standard deviation of 1.082. It implies that very few women do feel that their supervisors give little higher to their male counterparts while giving their feedbacks to their boss. Item 4 "You are free to tell your superior that you disagree with him/her without hurting the relationship or without fear of retaliation on his/her part" had the least mean of 3.70 and higher standard deviation of 1.232. This signifies that women do not feel free to express their opinions to their supervisors out of fear of straining their relationships with them.

Environment:
For investigating the dimension, environment, 3 items were administered. For the first item; "I know what is expected of me at work and have the opportunity to do what I do best every day", the respondents rated it the highest with a mean of 4.14 and slightly lower standard deviation of .884. This signifies that the organisation environment was conducive and provided the same opportunities to men and women. For the second item; "I have the materials and equipment I need to do my work like men", the respondents rated it with a mean of 4.05 and the least SD of .869. It can be inferred that equal opportunities and skillsets were offered to men and women for their professional development. The respondents rated item 3 "In the last seven days, I have received recognition or praise for doing good work" with the least mean of 3.63 and the highest SD of 1.061. This signifies that the organisations have not given importance for performance appraisal and feedbacks for its employees. This is irrespective of gender.

Scope For Development:
The dimension, scope for development, was administered using 3 items. Item 2 (Women and men have equal access to critical information and training and development in this organisation) ranked the highest with mean of 3.99 (and SD of 1.064). It can be inferred that the information is shared by the organisations equally to men and women. Item 1 (I have been actively encouraged to apply for other positions in this organisation and have the same opportunities for promotion as anyone else of my ability and experience without gender discrimination) with mean of 3.69 and the least SD of 1.041. The respondents do not perceive any kind of discrimination during the promotions. Item 3 (In this organisation, for a woman to be promoted she probably has to be better than a man) was rated the lowest with mean of 3.45 highest SD of 1.147). Thus the organisation offers equal opportunities to men and women. However, women perceive that there is still scope for further development.

Communication:
For investigating the dimension, communication, 6 items were administered. Item 4 (People in this organization freely exchange information and opinions irrespective of gender) was rated the highest with a mean score of 3.34 and lowest SD of .912. This means that majority of respondents feel that they receive the same quality of information from their peers and top management. Item 5(Your organization succeeds in rewarding and praising good performance irrespective of gender) had a mean score of 3.25 and SD of 1.028. This signifies that the respondents feel that they receive enough recognition for their performance at work. However, a high SD means that the responses are varied in account of the differences in the organisation. Item 6 (People in the top management while communicating to both the genders say what they mean and mean what they say) reported a mean of 3.451 with SD of 1.136. It is evident that there exists no gender discrimination at the workplace and organisation policies are conducive. Small disparity is in account of organisational differences.

Workplace Flexibility:

The dimension, workplace flexibility, was administered using 3 items. Item 1(Women are actively encouraged to adopt flexible work arrangements in this organisation) scored the highest mean of 3.70 (and SD of 1.028). The organisation offers flexible work timings to women and takes into consideration their domestic responsibilities. Item number 3 (My commitment to this organisation would be questioned if I chose to use flexible work options) recorded the least mean score of 3.15 (with highest SD of 1.171). This signifies that women do feel that if they utilize the flexible timing options they commitment is questioned unlike men. Item 2 (Leave arrangements are sufficiently flexible to enable me to handle personal issues (example: child care, dependents care, and other personal issues) recorded a mean of 3.56 (with SD of .969).

Co-Worker Support:

The dimension, co-worker support, was administered using 4 items. Item 4 (It is easy for me to discuss my work and caring issues with my work colleagues irrespective of sex) stood the highest with mean score 3.69 (and SD of 1.142). Item 3 (I have support from co-workers so I can manage my work and domestic responsibilities) with a mean score of 3.68 and SD of 1.043. This signifies that respondents perceive that their co-workers in general understand their domestic responsibilities and is willing to co-operate. Item 2 (There is someone here that I can speak to confidentially about any gender equality issue that is of concern to me) reported a mean of 3.60 (and SD of 1.074). When the organisation is clear about its policies and the importance of gender equality at workplace, the culture will spread. However, item 1 (My co-workers have discriminated against me (that is, treated me less favourably) on the basis of my sex) was recorded the least with mean of 2.36 (and SD of 1.232).

Compensation Management

:The dimension, co-worker support, was administered using 3 items. Item 1(I believe women and men are paid the same rates for performing similar work within this organisation) scored the highest mean of 3.57 (and SD of 1.224). It is evident that the organisation compensates based on the work performed and not gender. Item 2 (I have been unfairly denied a salary increase in my organization because of gender) recorded the least mean score of 2.03 and least SD of 1.032. Item 3 (I have had an open discussion about my pay with my immediate supervisor in the past 12 months) had a mean of 3.13 and SD of 1.223. There is no discrimination observed in compensation also.

Feedback:

The dimension, feedback, was administered using 2 items. Item 2 (You believe your views have real influence in your organization compared to men) has a higher mean of 3.42 (and SD 0f .939) compared to item 1 (Your opinions make a difference in the day-to-day decisions that affect your job compared to men) which has a mean of 3.34 and higher SD 0f 1.051. This signifies that the respondents do feel their opinions and ideas are taken into account in the day to day organisational life.

Satisfaction Survey:

The overall satisfaction of the respondents was administered using 4 items. Item 4 (I would like to conclude that there is no gender discrimination in this organisation) stood the highest with mean of 3.88 (and SD of 1.180). Majority of the respondents perceive no gender discrimination in the organisation. Item 1; "I would recommend employment here" was rated with the least SD of 1.073 and mean of 3.81. This signifies that the respondents of the organisation were satisfied with the current organisation policies and environment. Item 3 (Have considered leaving during past 6 months) was rated the least with mean of 2.87 and highest SD of 1.360 followed by item 2 (I often leave work with feeling of satisfaction) with a mean of 3.51 (and SD of 1.279). This signifies that even though the respondents did not face any gender discrimination; they still considered other options in employment. This might be in account of the organisational differences.

From the analysis of the study, it can be inferred that women considers themselves to be on par with men and perceives them to be capable of performing the same set of duties irrespective of any bias from the organisation in allotting the tasks. However, a point to note is that some of the women still feel that men are better leaders and deserve to earn more money than their female counterparts.

Key Recommendations

With respect to supervisory support, an important observation made was that even though the respondents perceive that they received good support and prompt feedback from their supervisors, most of the respondents felt that they were still not completely at ease to express their ideas and opinions to their supervisors for fear of retaliation from them. This barrier can be communicated to all the employees, irrespective of position, in the organisations through organisational policies or through training and development

programmes. By doing this, an organisational culture can be developed in such a manner that all the employees are able to express their views, criticisms, and suggestions without any retaliatory actions from their immediate supervisors.

Environment also plays a significant role in influencing work engagement. However, the analysis shows that there is a deviation in the organisation culture where the employees are only offered monetary rewards which can buy only their time and physical presence. It is necessary to offer them timely recognition and praises for their performances to ensure that the employees are enthusiastic, skilled and motivated which can affect their cognitive engagement significantly.

Another point worth emphasising is the perception of women regarding the opportunities for growth and development in the organisation. Some of the women still feel that they need to work harder than men to be worthy of promotion. In order to eliminate this kind of perception, the promotional policies should be transparent and clearly stated. They should also be communicated effectively through appropriate channels of communication.

With regard to communication, it has been observed that majority of the respondents did not perceive any gender discrimination in their organisations. The slight volatility can be attributed to the differences in organisations which have not been dealt with in the current study. Thus, all organisations should take appropriate measures to communicate information efficiently to all the employees, irrespective of gender.

The stereotyping observed from the analysis of the dimension co-worker support cannot be controlled by the organisation as a whole. However, such an influence of informal groups can be controlled to a certain extent by developing an atmosphere where there is no bias in terms of religion, sex, creed and status.

Organisations hardly have any control over the attitudes of the informal groups formed within them. In our study, most of the respondents felt that they were given differential treatments due to their gender, which was beyond the control of organisational policies. The stereotyping attitude of the employees can be eliminated to a certain extent by developing an atmosphere where there is no scope for any discrimination with respect to gender, religion, creed, and language.

It is evident from the study that organisations are not consistent with their feedback mechanism when it is targeted towards the employees. The feedback mechanism should be able to communicate and address all the issues with brevity irrespective of gender.

The current study has provided some interesting insights. It can be observed that even though the respondents were satisfied with their current role in the organisation and perceived no gender discrimination, they still did not provide any assurance of staying in their current organisation. The respondents might have certain expectations out of their career and the organisations should address these expectations by conducting periodic job satisfaction survey and deal with them appropriately.

Limitations Of Study And Directions For Future Research

The current study was confined only to the geographical limits of Bangalore, located in the state of Karnataka, India and has been restricted to the IT sector only. An extended study of this kind encompassing more number of states and cities and other sectors such as KPO, BPO, manufacturing, automobile, healthcare, etc. over a longer period of time can be taken up to add to the richness of this topic. Another significant limitation of the current research is that it has taken into consideration only the perception of women on gender discrimination. The sample is supposed to represent the views of the entire population. Taking the stance of both men and women will make the study more significant. The study has covered only few of the determinants identified from literature. The influence of factors such as support by husband, immediate family members of the women, and domestic help, on the work engagement is not analysed in the current study. Therefore, future studies should cover these determinants. Also, the research does not seek to identify the firm specific differences in gender discrimination. Future studies covering firm level aspects should be undertaken.

References

[1]   Acker, J. (1990). Hierarchies, Jobs, Bodies: *Gender & Society*, 4(2), pp.139-158.
[2]   Adya, M. (2008). Women at work: Differences in IT career experiences and perceptions between South Asian and American women. *Human Resource Management*, 47(3), pp.601-635.
[3]   Albrecht, S., Bakker, A., Gruman, J., Macey, W. and Saks, A. (2015). Employee engagement, human resource management practices and competitive advantage. *Journal of Organizational Effectiveness: People and Performance*, 2(1), pp.7-35.
[4]   Banihani, M. and Syed, J. (2016). A Macro-National Level Analysis of Arab Women's Work Engagement. *European Management Review*.
[5]   Banihani, M., Lewis, P. and Syed, J. (2013). Is work engagement gendered? *Gender in Management: An International Journal*, 28(7), pp.400-423.
[6]   Bhattacharyya, A. and Ghosh, B.N., 2012. Women in Indian information technology (IT) sector: a sociological analysis.*IOSR Journal of Humanities and Social Science*,3(6), pp.45-52.
[7]   Carli, L.L., 2001. Gender and social influence.*Journal of Social Issues*,57(4), pp.725-741.
[8]   Chalofsky, N. (2003). An emerging construct for meaningful work. *Human Resource Development International*, 6(1), pp.69-83.
[9]   Chaudhuri, B., & Panigrahi, A.K. (2013). Gender bias in Indian industry. *The Journal of Industrial Statistics,* 2(1), pp.108–127.

[10]   Dagher, G., Chapa, O. and Junaid, N. (2015). The historical evolution of employee engagement and self-efficacy constructs. *Journal of Management History*, 21(2), pp.232-256.
[11]   Desai, M., Majumdar, B., Chakraborty, T. and Ghosh, K. (2011). The second shift: working women in India. *Gender in Management: An International Journal*, 26(6), pp.432-450.
[12]   Dutta Gupta, S., Raychaudhuri, A. and Haldar, S. (2015). Information technology sector in India and gender inclusivity. *Gender in Management: An International Journal*, 30(2), pp.94-108.
[13]   Ehambaranathan, E., Samie, A. and Murugasu, S. (2015). The Recent Challenges of Globalization and the Role of Employee Engagement – The Case of Vietnam. *International Journal of Human Resource Studies*, 5(1), p.69.
[14]   Ensher, E., Grant-Vallone, E. and Donaldson, S. (2001). Effects of perceived discrimination on job satisfaction, organizational commitment, organizational citizenship behavior, and grievances. *Human Resource Development Quarterly*, 12(1), pp.53-72.
[15]   Gallup, Inc. (2013). *State of the Global Workplace*. employee engagement worldwide. [online] Gallup, Inc., p.12. Available at: http://www.gallup.com/services/176735/state-global-workplace.aspx (Accessed 19 May 2017).
[16]   Garg, N. (2014). Employee Engagement and Individual Differences: A Study in Indian Context. *Management Studies and Economic Systems*, 1(1), pp.41-50.
[17]   Gonring, M.P. (2008). "Customer loyalty and employee engagement: an alignment for value". *The Journal of Business Strategy*, 29(4), 29–40.
[18]   Haid, M. & Sims, J. (2009). "Employee Engagement: Maximising Organisational Performance". *Right Management*. Retrieved 17 June 2017, from http://www.right.com/thoughtleadership/ research/Insync Surveys. White paper: The impact of employee engagement on performance. Australia.
[19]   Jacobs, J.A. and Gerson, K. (2004), The Time Divide: Work, Family, and Gender Inequality, Harvard University Press, Cambridge, MA.
[20]   Kahn, W. (1990). PSYCHOLOGICAL CONDITIONS OF PERSONAL ENGAGEMENT AND DISENGAGEMENT AT WORK. *Academy of Management Journal*, 33(4), pp.692-724.
[21]   Kaushik, N., Sharma, A. and Kumar Kaushik, V. (2014). Equality in the workplace: a study of gender issues in Indian organisations. *Journal of Management Development*, 33(2), pp.90-106.
[22]   Ketter, Paula (2008), "What's the big deal about employee engagement?" *T+D* 62, 1, 44- 49.
[23]   Kim, S. (2014). The effect of gender discrimination in organization. *International Review of Public Administration*, 20(1), pp.51-69.
[24]   Maslach, C., Schaufeli, W.B. and Leiter, M.P., 2001. Job burnout. *Annual review of psychology*, *52*(1), pp.397-422.
[25]   Maslow, A. H. (1971). The farther reaches of human nature. New York: Viking
[26]   May, D., Gilson, R. and Harter, L. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), pp.11-37.
[27]   Pati, S.P., & Kumar, P. (2010). Employee engagement: Role of self-efficacy, organizational support & supervisor support. *Indian Journal of Industrial Relations,* 46(1), pp.126–137.
[28]   Rich, B., Lepine, J. and Crawford, E. (2010). Job Engagement: Antecedents and Effects on Job Performance. *Academy of Management Journal*, 53(3), pp.617-635.
[29]   Roberts, D. and Davenport, T. (2002). Job engagement: Why it's important and how to improve It. *Employment Relations Today*, 29(3), pp.21-29.
[30]   Rothbard, P (2001). "Enriching or depleting? The dynamics of engagement in work and family roles", *Administrative Science Quarterly*, vol. 46 no. 4, pp. 655-684.
[31]   Sathyanarayana, S., Sudhindra Gargesa and Lakshmi Bellave.,(2017), "Determinants of employee engagement in Indian IT sector". *Singaporean Journal of Business Economics and Management Studies (SJBEM)*. Vol. 5, No. 6, pp. 8-28.
[32]   Saunders, M., Lewis, P. and Thornhill, A. (2016). *Research methods for business students*. 7th ed. New York: Pearson Education.
[33]   Schaufeli, W. and Bakker, A. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organizational Behavior*, 25(3), pp.293-315.
[34]   Scholarios, D. and Marks, A. (2004). Work-life balance and the software worker. *Human Resource Management Journal*, 14(2), pp.54-74.
[35]   Shamir, B. (1991). Meaning, Self and Motivation in Organizations. *Organization Studies*, 12(3), pp.405-424.
[36]   Shanker, D. (2008). Gender Relations in IT Companies: An Indian Experience. *Gender, Technology and Development*, 12(2), pp.185-207.
[37]   Sia, S., Sahoo, B. and Duari, P. (2015). Gender Discrimination and Work Engagement: Moderating Role of Future Time Perspective. *South Asian Journal of Human Resources Management*, 2(1), pp.58-84.
[38]   Simpson, M. (2009). Engagement at work: A review of the literature. *International Journal of Nursing Studies*, 46(7), pp.1012-1024.
[39]   United Nations (2010), The World's Women 2010 Trends and Statistics, United Nations, New York, NY.
[40]   Valk, R. and Srinivasan, V. (2011). Work–family balance of Indian women software professionals: A qualitative study. *IIMB Management Review*, 23(1), pp.39-50.
[41]   Welch, M. (2011). The evolution of the employee engagement concept: communication implications.*Corporate Communications: An International Journal*, 16(4), pp.328-346.
[42]   World Bank. (2011). Global development horizons, 2011: Multi-polarity in international finance. Washington, DC: USA.