

Research Article

Exploring the Impact of Gender, Proportional Numerical Strength at Workplace and Gender Typing of Jobs on the Perceived Diversity Climate

Shivani Datta^{†*}

[†]Dept. of Psychology, KNC, University of Delhi

Accepted 07 Feb 2015, Available online 10 Feb 2015, Vol.5, No.1 (Feb 2015)

Abstract

The present research work intended to study the effect of Gender, Occupational gender typing and proportional numerical strength on the perceived diversity climate. Most previous studies have studied diversity issues narrowly in terms of proportional numerical strength at workplace. The present study extends the framework of prior research work by examining perceived diversity climate as a function of Gender, Occupational Gender Typing (Gender Atypical/Gender Neutral or Non Atypical) and Proportional (Male-Female) Numerical Strength at workplace (Tokens/Non Tokens), with an examination of different groups of Males and Females in Gender Atypical and Gender Neutral/Non Atypical occupations as numerical Tokens and Non Tokens respectively. Total sample size was 250. Results depict that the complex interaction of Gender, Gender typing of Occupation and Male Female proportional numerical strength impact perceived climate diversity at organizational level.

Keywords: Gender, Diversity, Gender Typing, Organizational Climate

Introduction

Diversity and its perception

Presence of differences is inevitable, whether it's the difference at individual level such as personality, aptitude or at the group level like gender, race, religion and caste. No two people are the same! What matters is the way these differences are addressed and responded to. The perception of the differences and the consequent response can depict whether we are indulging into discrimination or diversity management. When we celebrate differences rather than lamenting about them or constantly drawing comparisons, it enhances inclusion. On the other hand passing judgments and generalizing the characteristics of a person with all others similar to that person in some respect such as gender, race, caste etc. lead to stereotyping and finally discrimination.

Diversity has been a much debated topic in management theory and practice in recent years, it were initially legal aspects, notably the avoidance of law suits, as well as changes in the labour market demographics (e.g. increased participation of women and minorities) that made it a subject of paramount importance for corporations.

The current form of the discursive theme of diversity increasingly emphasizes voluntary efforts (on the part of the organization) for enhancing inclusion as the ideal response to employee difference. Because it celebrates the economic potential of the difference, this theme seems to argue that smart and visionary companies will almost automatically make serious efforts to include a wide range of difference in their workforces and that those companies that fail to do so will be disciplined by the market because their performance will inevitably suffer.

However diversity promotion is not a simple task. Bond and Pyle (1998) cited various problems responsible for the lack of progress in the development of organizational diversity. They state that false assumptions about equality and difference lead to the development of diversity initiatives that generate unintended consequences, such as reverse discrimination lawsuits. They also state that diversity policies are not effective unless backed up by organizational change (Avery and McKay, 2006).

Organizational climate towards Gender diversity

The workplace of future is projected to be the one that will celebrate the balance of "yin" and "yang", masculine and feminine energies, right and left brain thinking. It will go beyond stereotypes and gender based or cultural "prescriptions", thriving in diversity and using it to build competitive advantage"

*Corresponding author Shivani Datta is working as Assailant Professor

India is also inching forward to realize this long cherished dream of gender integration at workplace. The history and professional landscape of India has changed drastically with more women obtaining higher qualifications than ever before. The advent of more and more women into workforce has encouraged introduction of more diverse HR practices across organizations with a focus on gender mainstreaming. This thrust on promoting gender diversity and increasing female representation is reflected in several legislative moves taken by the government in the past few years. Be it the women reservation bill or the The Constitution (108th Amendment) Bill, which is a pending bill in India which proposes to amend the Constitution of India to reserve 33 per cent of all seats in the Lower house of Parliament of India, the Lok Sabha, and in all state legislative assemblies for women or the New Indian Companies Act, 2013 according to which Every Listed Company /Public Company with paid up capital of Rs 100 Crores or more / Public Company with turnover of Rs 300 Crores or more shall have at least one Woman Director, all such initiatives by the government are aimed at bringing about a much needed gender integration. Such empowerment initiatives by the government are aimed at giving women a stronger say in running companies and giving them more decision making authority in a country that has failed to ensure their rights or safety, reflecting the mindset of a society obsessed with male progeny. The objective is to increase women representation in every sphere of life, to change their Token status into active participants who are instrumental in shaping the future of this country. These initiatives with their exclusive focus on restoring numerical balance, draw heavily on the classic work of Rosabeth Moss Kanter (1977) and Drude Dahlerup(1988).However it's important to point out that Kanter's and Dahlerup's exclusive focus on numbers in terms of the 'critical mass' needed to turn the tables of male hegemony is missing the very essence of gender mainstreaming. Hannan (2001) stated that the two important and pervasive misconceptions of gender mainstreaming need to be dealt with here.

Firstly, gender mainstreaming is not about gender balance within organizations, although this is an important element of overall efforts to promote gender equality.

Secondly, Gender mainstreaming is not simply about integrating or including women in development agendas already decided upon by others. Rather gender mainstreaming involves a transformative process. It can reveal a need for changes in goals, strategies and actions to ensure that both women and men can influence, participate in and benefit from development processes. This can require changes in organizations – structures, procedures and cultures –to create organizational environments, which are conducive to the promotion of gender equality.

Rao and Kelleher (2002) suggested three dimensions in which changes are needed in gender

infrastructure, within organizations and in institutions. Gender infrastructure involves putting in place gender units, gender policies, increased female staff and managers and additional resources for women's program along the lines of the work by Kanter(1977) who stated that the workplace experiences of females is not because of their femaleness but because of certain structural aspects of workplace.

Institutional changes refer to broader societal shifts needed to change embedded power relationship and gender roles and relationships throughout the social structure in families, communities, markets and the state.

Organizational changes similar to the 'internal' formulation pertain to "deep structure" such as improving the work family balance and equalize power relations within organizations.

Further, Organizational culture plays an important role in an employee's level of diversity openness as it both shapes the meanings and actions of its members(Ashkanasy, Wilderom & Peterson,2000) as well as being shaped by its members, through their interpersonal relationships at work (Ancona, Kochan, Scully, Van Maanen & Westney, 1999). The learned common assumptions underlying an organisation's culture are 'the ultimate casual determinant feelings, attitudes, espoused values and overt behaviour' (Schein, 1990). Thus, culture impacts on perception (Fisher & Hartel,2004) and the nature of prejudice differs across cultures(Fujimoto & Hartel,2004).Consequently, a culture where employees' human needs for affiliation and identity are met, and it provides a sense of psychological safety, will encourage a positive, healthy organization where the organization and it's members flourish and thrive(Pizer and Hartel,2004).Despite this importance of organizational culture, Schein(1996) noted that previous research has acknowledged the existence of group norms but overlooked the influence of norms across the wider social units such as the organization.

Organizations differ in their culture including how they view dissimilarity within the organization. When an organisation's culture is perceived as diversity open, it is expected to influence the behavior, emotions and cognitions of organizational members at the individual and group levels. High openness to perceived dissimilarity is associated with the use of the broad range of perspectives and ideas available in an organization, which in turn, leads to higher quality decision making processes and innovative outcomes (as in Ely & Thomas, 2001) integration and learning diversity perspective. Fujimoto, Hartel and Panipucci(2004) found that organizations with diversity oriented HR policies and procedures showed lower levels of prejudice. In contrast, low openness to perceived dissimilarity is expected to lead to the discouragement of minorities to exercise their actual abilities.

Gender related diversity experience is an issue that cannot be addressed in a socio cultural vacuum

without considering the way females situate themselves vis a vis males at workplace and vice versa. Gender relations provide the psychosocial arenas in which these processes unfold. Gender relations have a profound effect on both men's and women's capacity to access and control resources and any information that sheds light on the causes, characteristics and consequences of unequal gender relations. The research in the present text attempts to amalgamate micro level structural concerns with macro context of gendered power play, cultural stereotypes with their inherent descriptive and prescriptive yardsticks in gaining a complete understanding workplace experience of diversity.

The Present Study

The purpose of the present study is to provide an insight into the impact of Gender, Proportional Numerical Strength at workplace and Occupational Gender Typing (in terms of Gender Typicality/Atypicality) on the perception of diversity climate of their organizations.

Objectives

The objective of the study is to compare different groups created on the basis of Gender, Occupational Gender Type and Proportional Numerical Strength at workplace on the perception of diversity climate of their organizations and its dimensions (i.e. Organisational Inclusiveness, Organisational Fairness and Personal Diversity Value).

Hypothesis

On the basis of the review of literature and in the light of theoretical background, for attaining the objectives of research following hypothesis were formulated:

- *Hypothesis 1:* There would be a significant difference between the eight groups based on Gender, Occupational Gender Type (Gender Atypical/ Gender Non Atypical) and Proportional Numerical Strength (Numerical Token/Non Token status) in the perception of diversity climate of their organizations.
- *Hypothesis 1(a):* There would be a significant difference between the eight groups based on Gender, Occupational Gender Type (Gender Atypical/ Gender Non Atypical) and Proportional Numerical Strength (Numerical Token/Non Token status) in relation to perception of the extent of fairness in their organisation.
- *Hypothesis 1(b):* There would be a significant difference between the eight groups based on Gender, Occupational Gender Type (Gender Atypical/ Gender Non Atypical) and Proportional Numerical Strength (Numerical Token/Non Token status) in relation to perception of the extent of inclusiveness in their organisation.

- *Hypothesis 1(c):* There would be a significant difference between the eight groups based on Gender, Occupational Gender Type (Gender Atypical/ Gender Non Atypical) and Proportional Numerical Strength (Numerical Token/Non Token status) in their personal diversity values.

Method

Sample

The sample comprised of both Male and Female employees working as numerical Tokens and Non Tokens in Gender atypical and Non atypical occupations. The total sample comprised of 250 participants.

The total sample can be divided into eight groups, namely Occupationally Gender Atypical Token Male (OATM), Occupationally Gender Atypical Token Female (OATF), Occupationally Gender Atypical Non Male(OANTM), Occupationally Gender Atypical Non Token Female(OANTF), Occupationally Gender Non Atypical Token Male (ONATM), Occupationally Gender Non Atypical Token Female (ONATF), Occupationally Gender Non Atypical Non Token Male (ONANTM), Occupationally Gender Non Atypical Non Token Female (ONANTF). The Sample design is illustrated in Figure 1.

The sample was selected for the eight categories on the basis of the statistics on Education and Vocational Training in India (2009-10) depicting specific vocations with their male-female proportional numerical strength of potential workforce. (Ministry of Statistics and Programme Implementation, 2013)

- **Males:** Gender atypical: less than 40% ; Gender Non atypical: 40-60%
Numerical Tokens: less than 20%; Numerical Non Tokens: more than 40%
- **Females:** Gender atypical: less than 30% ; Gender Non atypical: 30-50%
Numerical Tokens: less than 15%; Numerical Non Tokens: more than 30%

Criterion for Inclusion

- Criteria 1:** Number of years in the current job: 2-5
- Criteria 2:** Total work experience: <=5 years
- Criteria 3:** Education: Above Senior Secondary
- Criteria 4:** Work Sector: Organized
- Criteria 5:** Organization Size: Small (< 50 employees)

For all analyses, education and Total work experience as well as professional tenure in the current organization were controlled because workers with more experience and education may be rewarded with more challenging work, greater autonomy, and higher levels of compensation making them more satisfied with their overall work experience work and more strongly attached to the organization than are the inexperienced and less well educated.

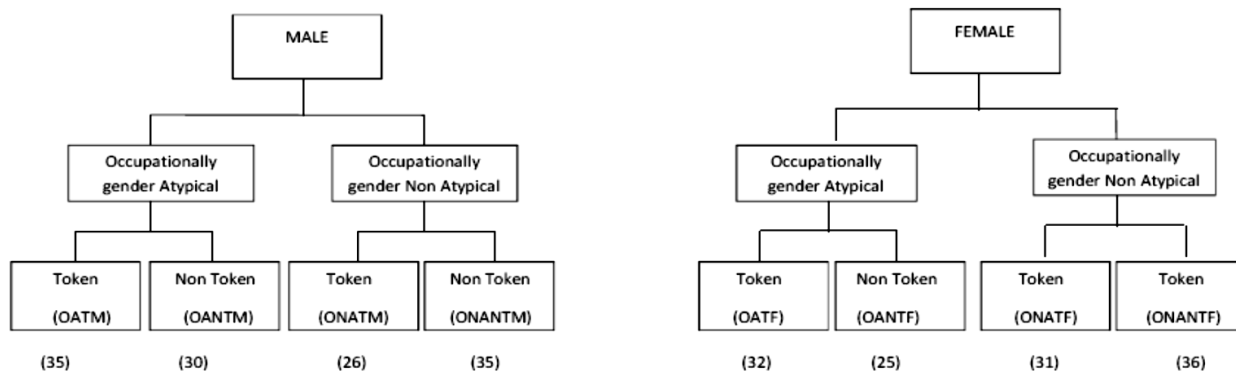


Figure 1: Sample Design

Research Tools

Perceived diversity climate scale developed by Dr. Surendra Kumar Sia (2008) was employed. It is an adaptation of the Diversity perception scale developed by Barak, Cherin & Berkman, 1998.

The questionnaire indicates the nature of diversity management in the organization; in other words, the employees’ perception towards diversity handling of their respective organizations. More the scores, better is the diversity management scenario in the organization.

The questionnaire comprises of three dimensions: Organizational fairness that depicts the extent to which employee perceives the plans, policies and programs of the organization to be fair towards him/her.

Organizational inclusiveness that taps the feelings or perceptions of the individual about the initiative taken or interests shown by the organization towards integration or accommodation of employees like him/her with the other employees belonging to various groups.

Personal diversity value that implies how the respondent values diversity in the organizational context.

The questionnaire has a Split Half Reliability and Cronbach Alpha of 0.75 and 0.71 respectively.

Quantitative Analysis

Statistics used for analysing the quantitative data included simple descriptive statistics of mean and standard deviation.

Later for computing the differential perception of diversity climate of organisation for the 8 groups under study 2*2*2 analysis of variance was employed. The 3 factors being Gender (Male/Female), Occupational Gender Type (Occupational Gender Atypicality/Non Atypicality) and Proportional (Male-Female) Numerical Strength (Token/Non Token status)

All analysis was conducted using SPSS, version 19.

Results

Table 1 Means and Standard Deviations for the Total Perception of Diversity Climate and its various dimensions for all the eight categories based on Gender, Occupational Gender Type and Proportional Numerical Strength at workplace

Categories	Total perception of diversity climate		Organizational inclusiveness		Organizational fairness		Personal diversity value	
	Mean	S.D.	Mean	S.D	Mean	S.D.	Mean	S.D.
ONANTF	29.94	3.2	12.89	1.23	13.43	3.07	11.63	0.87
ONATF	27.97	2.7	11.93	1.02	12.53	2.59	11.5	1.01
OANTF	26.46	2.7	11.96	0.87	12	2.23	10.5	0.58
OATF	25.23	4.05	11.46	0.81	11.17	3.88	10.6	0.74
ONANTM	36.78	3.87	14.84	1.05	17.69	3.89	12.25	0.72
ONATM	34.6	3.87	13.88	0.97	17	3.87	11.72	0.79
OANTM	34.47	3.95	14.17	1.01	15.87	3.71	11.83	0.79
OATM	28.76	2.33	12.3	0.88	12.76	2.14	11.7	0.85

Table 2 Summary result of Anova on the measure of Perceived Diversity Climate

Source	Type III Sum of Squares	Df	Mean Square	F	Sig.
Gender (A)	2286.65	1	2286.65	108.208**	0
Occutype (B)	693.25	1	693.25	54.833**	0
Numstatus (C)	470.92	1	470.92	32.031**	0
Gender * Occutype (A*B)	14.42	1	14.42	1.251	0.264
Gender * Numstatus (A*C)	82.13	1	82.13	7.3**	0.007
Occutype * Numstatus (B*C)	25.78	1	25.78	2.584	0.109
Gender * Occutype * Numstatus (A*B*C)	30.041	1	30.041	6.077**	0.014
Total	110612	250	* F Significant at 0.05 Level ** F Significant at 0.01Level		

Occutype- Occupational Gender Type, Numstatus- Proportional Numerical Strength

Table 3 Summary result of Anova on all the dimensions of perceived Diversity Climate (depicting F values)

Source	Df	Organizational inclusiveness	Organizational fairness	Personal diversity value
Gender (A)	1	223.383**	63.343**	73.324**
Occutype (B)	1	36.698**	35.759**	28.601*
Numstatus (C)	1	93.704**	2.801	11.12**
Gender * Occutype (A*B)	1	0.264	14.995**	3.909**
Gender * Numstatus (A*C)	1	15.307**	2.356	1.569
Occutype * Numstatus (B*C)	1	4.384*	2.325	2.024
Gender * Occutype * Numstatus (A*B*C)	1	14.957**	0.172	2.26
			* F Significant at 0.05 Level	**F Significant at 0.01Level

Table 1 show that the mean value for Total perception of Diversity Climate is highest for Occupationally Gender Non Atypical Non Token males , followed by Occupationally Non Atypical Token males , then Occupationally Gender Atypical Non Token males followed by Occupationally Gender Non Atypical Non Token females then Occupationally Gender Atypical Token males followed by Occupationally Gender Non Atypical Token females followed by their female Token and Non Token counterparts in Gender Atypical Occupations.

Table 2 shows that there exists a highly significant difference between the eight groups formulated on the basis of Gender, Occupational Gender Type and Proportional Numerical composition at workplace in their perception of diversity climate as reflected in their significant interactional effects.

Discussion

The present study attempts to fill in the gaps of the previous researches done in this area by providing an integrated approach to gain an insight into the probable intervening variables of Gender, Proportional (Male-Female) numerical strength at Workplace (Tokens/Non Tokens) and Occupational gender type (in terms of Gender Atypical/ Non Atypical or Neutral) on the perception of diversity climate. As can be seen in Table 1, the mean value for Total perception of Diversity Climate is highest for Occupationally Gender

Non Atypical Non Token males(ONANTM) , followed by Occupationally Non Atypical Token males(ONATM) , then Occupationally Gender Atypical Non Token males(OANTM) followed by Occupationally Gender Non Atypical Non Token females(ONANTF) then Occupationally Gender Atypical Token males(OATM) followed by Occupationally Gender Non Atypical Token females(ONATF) followed by their female Token and Non Token counterparts in Gender Atypical Occupations(OATF)(OANTF).

The pattern of result hints at the need to understand the experiences of men and women at workplace beyond demographical structures of diversity. There is a strong need to explore if the curse of a *disadvantaged gender status* that patriarchy has bestowed on women is the underlying current for all their workplace experiences. Interestingly the comparative analysis with respect to *relative numerical status* shows a considerable consistency in terms of perceived diversity climate means being more for numerical Tokens in comparison to Non Tokens clearly indicating the impact relative numerical strength has on the perception of diversity climate. Further the impact of *gender typing of occupations* can be witnessed in the consistent pattern of results in which the perceived diversity climate means were less for gender atypical jobs in comparison to non atypical ones.

Further Table 2 shows that there exists a highly significant difference between the eight groups

formulated on the basis of Gender, Occupational Gender Type and Proportional Numerical composition at workplace in their experience of diversity climate at workplace as reflected in their significant interactional effects thus confirming Hypothesis 1.

Now we analyze the relative standing of the groups, under various dimensions of perceived diversity climate to get a deeper insight: **organizational inclusiveness**- The first dimension, namely, organizational inclusiveness taps the feelings or perceptions of the individual about the initiative taken or interests shown by the organization towards integration or accommodation of employees like him/her with the other employees belonging to various groups. The mean values depict the lowest score for OATF, followed by ONATF, OANTF, OATM, ONANTF, ONATM, OANTM and ONANTM. The relatively low mean values for both males and females working in gender atypical occupation hints at the effect working in a gender atypical occupation has on the extent employees feel integrated and included with the other employees at workplace. The constant reminders about the atypicality of the choice of occupation both from the "insiders" working within the organisation and the "outsiders" who are part of the larger social network of which the organisation is a part, accentuates the sense of disconnect experienced by both males and females working in atypical jobs. Also all the male and female tokens have reported lower scores for the experience of organizational inclusiveness in comparison to their non token counterparts as these numerically few employees further feel lost in relation to their numerically major counterparts. They perhaps feel aloof in the organization as they are not able to mingle with others due to various reasons. The boundaries erected by dominants with respect to the numerical tokens as per the theory of Tokenism (Kanter,1977) can be considered as one of the reasons. According to the theory, in uniform groups, members and observers may never become self conscious about the common culture and type, which remain taken for granted and implicit. But the pressure of a person or two bearing a different set of social characteristics increases the self consciousness of the numerically dominant population and the consciousness of observers about what makes the dominants a class. They become more aware both of their commonalities and differences from the tokens, and to preserve their commonality, they try to keep the tokens slightly outside, to offer a boundary for the dominants because tokens are by definition too few in numbers to defeat any attempts at generalization. The next dimension of perceived diversity climate is **organizational fairness** which is defined as the extent to which employee perceives the plans, policies and programs of the organization to be fair towards him/her. The mean values depict the lowest score for OATF, followed by ONATF, OANTF, ONANTF, OATM, OANTM, ONANTM, and ONATM. Interestingly the result shows how females irrespective of the

Proportional Numerical Strength in gender typical/atypical jobs have reported the lowest mean values for perceived organizational fairness at workplace. Female employees whether in gender typical or gender atypical jobs find themselves encapsulated in the traditional roles ascribed to their gender, irrespective of what the job demands so much so that they often feel they are at the receiving end of the self proclaimed bias free company policies. However the situation is worst for females in gender atypical jobs in which they are often damned as 'gender deviates' if they adhere to the prevalent 'masculine' job descriptions to get into the fold and are damned again if they adhere to their own feminine gender descriptions by getting labeled as misfit in the organizational functioning. Such gender atypical employees often experience a sense of alienation with respect to the plans and policies of the organization that inevitably tip towards the majority stakeholders that are often males. The third and the last dimension is **perceived diversity value** which implies how the respondent values diversity in the organizational context. The relatively low mean scores for OATF followed by OANTF, ONATF, OATM, OANTM, ONANTF, ONATM and finally ONANTM indicate how females irrespective of their numerical strength and job type have somehow lowered the value ascribed to diversity promotion at workplace. This downplaying of importance of diversity by them, where on one hand indicates a real attitude towards the issue of diversity where they feel any kind of diversity promotion leads to dilution of individual group identities, on the other hand such a reaction coming from a group that has a low perceived diversity climate can also hint at their attempts to resolve cognitive dissonance (Festinger, 1957) experienced by them. The low perceived diversity value scores can be attributed to the strategy of reducing cognitive dissonance by change of attitudes towards the importance of diversity on the part of female employees. This trend, perhaps will be most severe for female tokens in gender atypical jobs where they are treated as 'encroachers' by the dominant males. The low scores are alarming as they also in a way signal a sense of resignation and disillusionment experienced by females in gender atypical jobs by virtue of the discrimination and biased treatment metted out to them not only by the 'insiders' but 'outsiders' as well due to their unconventional occupational choice. However interestingly even in neutral jobs females didn't fare any better when they are numerically few in number as reflected in the low mean score of ONATF in comparison to males(as depicted in Table 1).

The findings are in line with Theory of Gendered Organizations (Acker, 1990) which argues that Males benefit from being male in a working world designed to reward stereotypically masculine attributes. As per Williams (1995) the cultural beliefs about masculinity and femininity are an integral part of the structure of the work world and serve to limit women's and

enhance men's opportunities. According to the Williams/Acker theory, women do not face difficult times at workplace simply because they lack work experience, seniority, or other forms of human capital. Instead, or in addition, women are disadvantaged because the typical woman does not belong to the disembodied category of the ideal worker: one free from non-work (e.g., family) obligations and distractions. This further leads dominant males on job to create a contrast between themselves and female employees to prevent any kind of status dilution as reflected in the overall lower scores on perceived diversity climate reported by females in comparison to their male counterparts. Also certain insights are provided by the theory of workplace Tokenism proposed by Kanter(1977) in terms of the processes resulting whenever a group is skewed such that a clearly definable subgroup. Kanter (1977) reported three interactional perceptual tendencies leading to negative token dynamics: **Visibility** that reflects the heightened attention directed toward Tokens, who always stand out in their work groups and thus suffer **exacerbated pressures to perform**, **Contrast** that refers to the exaggeration of differences between Tokens and the numeric majority, dominants, which may result in the **Social Isolation** of Tokens and finally, **Assimilation** that refers to the stereotyped perception of Tokens that may lead to **Role Encapsulation** at workplace in terms of the tasks and projects expected out of Tokens. As depicted in the results (Table 1), perceived diversity climate by token males and females are relatively low in comparison to their non token counterparts clearly hinting at the possible impact the negative dynamics of heightened visibility, contrast and assimilation has on the workplace experience of employees with respect to organizational diversity.

Further the hypothesis pertaining to statistical significance of the difference amongst the eight groups on the various dimensions of experienced workplace Tokenism have also been accepted completely or partially at .05 and .01 levels of significance as depicted in Table 3.

Based on the above discussion, the quantitative data quite clearly reveals that the eight groups based on Gender, Occupational Gender Type(Gender Atypical, Gender Non Atypical) and Proportional Numerical Strength(Token, Non Token) differ with respect to perceived diversity climate. The pattern clearly reveals that experience related to diversity is much more than the negative experiences stemming from the compositional demography of the organization in terms of the proportional numerical strength of the two sexes. Instead the present study has revealed that it is embedded in the macro context created by socio cultural factors involving complex mosaic of status and power play between the genders and further the arena for this power play is set in the form of interactional contexts that constantly churn out these workplace experiences. Thus it is important for us to acknowledge

that the way males and females are situated with respect to each other has important bearing on our attempts to achieve gender integration at the organizational level in the truest sense.

Implications

The empowerment initiatives taken up by our government are aimed to increase women representation in every sphere of life, to change their Token status into active participants who are instrumental in shaping the future of this country. These initiatives with their exclusive focus on restoring numerical balance, draw heavily on the classic work of Rosabeth Moss Kanter (1977) and Drude Dahlerup(1988). However it's important to point out that Kanter's and Dahlerup's exclusive focus on numbers in terms of the 'critical mass' needed to turn the tables of male hegemony is just one part of the story. It's important to situate the stakeholders in the larger canvas and have a macro approach towards the issue of diversity.

Limitations

- The present study consisted of roughly a sample size of 30 participants in each group. This sample size does not provide a safe basis for generalization of the findings of the study.
- Generalizations are constrained since the sample was taken from few places in Delhi and NCR region only. As random sampling methods were not utilized, participants of this study are not representative.
- Data was collected from different work organizations with different size, structure and work culture.

Conclusion

The result depicts how the female participants irrespective of their numerical strength and occupation type have reported lower perceived diversity climate scores in comparison to males hinting at the overall state of women who are working. This is alarming as it is hinting at the failure of the number based intervention programs that are being employed at every possible sphere be it business, politics, education etc. Interestingly males of all categories have reported higher scores. Moreover even when they cross 'gendered borders', the high premium that patriarchy has attached to males, helps them compensate for their numerical minority in female typical occupations leading to a favorable experience of diversity at workplace. The study offers an insight about how males and females are situated differently in our society and since workplaces are part of the larger societal structure only, there is a need to adopt a socio-organizational perspective to understand workplace dynamics in order to promote organizational diversity in a fruitful manner.

References

- Avery, D. R., & Mc Kay, P. F. (2006). Target practice: An organizational impression management approach to attracting minority and female job applicants. *Personnel Psychology, 59*, 157-187
- Ashkanasy, N. M., Wilderom, C.P.M., & Peterson, M. F.(2000). *Handbook of Organisational Culture & Climate*. Sage, Thousand Oaks, CA.
- Ancona, D.G., Kochan, T., Scully, M., Van Maanen, J., & Westney, E.D.(1999). *Managing for the future: Organizational Behavior & Processes*. South-Western, Cincinnati: OH.
- Bond, M. A., & Pyle, T. L.(1998). *Diversity dilemmas at work*. *Journal of Management Inquiry, 7*, 252-269
- Fischer, G.B., & Hartel, C.E.J.(2004). Evidence for crossvergence in the perception of task and contextual performance: A study of western expatriates working in Thailand. *Cross-Cultural Management: An International Journal, 11*(2),2-17
- Fujimoto, Y., & Hartel, C.E.J.(2004). Culturally specific prejudices: Interpersonal prejudices of individualists and intergroup prejudices of collectivists. *An International Journal, 11*(3), 54-69.
- Schein, E.H.(1996). Culture: The missing concept in organisational studies. *Administrative Science Quarterly, 41*, 229-241.
- Schein, E.H.(1990). *Organizational Culture*. *American Psychologist, 45*, 109-119.
- Fujimoto, Y., Hartel, C.E.J., & Panipucci, D.(2004). Emotional experience of individualist-collectivist workgroups: Findings from a study of 14 multinationals located in Australia. In C.E.J Hartel, W.J. Zerbe, & N.M. Ashkanasy (eds), *Emotions in Organisational Behavior*(pp 125-160). Lawrence Erlbaum Associates, Inc., Mahwah, NJ.
- Pizer, M., & Hartel, C.E.J.(2004). For better or worse: Organisational Culture and emotions. In eds. C.E.J. Hartel, W.J. Zerbe & N. M. Ashkanasy ,Mahwah, NJ, *Emotions in Organisational behaviour* Lawrence Erlbaum Associates, Inc. pp. 478-510.
- Ministry of Statistics and Programme Implementation (2013). *Status of Education and vocational training in India, NSS 66th Round*. Retrieved from http://mospi.nic.in/Mospi_New/upload/nss_report_551.pdf
- Williams, C. L. (1995). *Still a man's world: Men who do women's work*. Berkeley, CA: University of California Press.
- Acker, J. (1990). Hierarchies, Occupations, Bodies: A Theory of Gendered Organizations. *Gender and Society, 4*, 139-158.
- Kanter, R.M. (1977). *Men and Women of the Corporation*. Basic Books, New York, NY.
- Dahlerup, D. (1988) From a Small to a Large Minority: Women in Scandinavian Politics. *Scandinavian Political Studies, 11* (4), 275-97.
- Hannan, C. (2001, December). Overview on Gender Mainstreaming . Regional Symposium on Gender Mainstreaming in the Asia-Pacific Region, ESCAP, Bangkok.
- Rao, A., & Kelleher, D. (2002).Unravelling Institutionalized Gender Inequality. *AWID Occasional Paper Series No. 8*.Toronto: AWID.
- Festinger, L. (1957). *A Theory of Cognitive Dissonance*, Stanford, Stanford, CA.