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COMPARATIVE STUDY ON GENDER DISCRIMINATION IN TALENT RETENTION PRACTICE AMONG IT/ITES EMPLOYEES IN COIMBATORE

Dr. Sundarapandiyan Natarajan, Mr. Raghuvaran A P, Mr. R. Lakshmikanth, Dr. D. Visagamoorthi, Mrs. S. Krishnaveni

Professor and Head, Department of Management Studies, Adithya Institute of Technology, Coimbatore, nt_sundar@yahoo.com, Orcid id: 0000-0002-1303-2947.
Research Scholar, CMS Institute of Management Studies, Coimbatore.
Asst. Professor, Adithya Institute of Technology, Coimbatore.
Professor, Adithya Institute of Technology, Coimbatore.
Asst. Professor, Adithya Institute of Technology, Coimbatore.

ABSTRACT

Gender discrimination remains a persistent issue in various workplaces, including the IT/ITES sector. Several studies have sought to understand the disparities in talent retention and succession planning practices from a gender perspective. To the reality of disparity study has taken following factors talent sourcing, work-life balance, talent maintenance, learning and development, recognition and rewards, that impacts the talent retention of both male and female employees working in IT/ITES sector in Coimbatore.

Keywords: Gender discrimination, Gender Bias, Talent Retention and Succession Planning

INTRODUCTION

Coimbatore is becoming a thriving center for innovation and economic development in the Information Technology (IT) and Information Technology Enabled Services (ITES) sectors. As these industries continue to have a significant impact on defining the global digital environment, the internal workings of the workplace become more important. Talent retention, a crucial element of achieving organisational success, faces several problems, with gender discrimination being a prominent and widespread issue.

The IT and ITES industries have historically been leaders in technical innovation, emphasizing meritocracy and diversity. Nevertheless, underlying differences continue, namely in talent retention strategies that affect the professional paths of male and female workers in distinct ways. This research aims to investigate the complex network of gender discrimination in talent retention methods, with a special emphasis on the Coimbatore area.

Coimbatore, being a prosperous hub of technology, has a varied workforce in the IT/ITES industries, consisting of highly qualified people from different fields. The city's development as a center for information technology presents distinct difficulties and possibilities. It is crucial to comprehend the intricacies of gender relations in order to promote

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a work environment that is both technologically sophisticated and fair, ensuring equal chances and inclusivity.

The basis of this study is the acknowledgment of the significant influence that talent retention has on the long-term performance of IT and ITES firms. Excessive personnel turnover may have negative consequences on production, creativity, and the general stability of an organisation. The research intends to investigate and compare the experiences of male and female workers in order to uncover and analyse discrepancies that might hinder an organization's capacity to maintain and develop its most important resource—its human capital.

Gender discrimination, an enduring cultural problem, often infiltrates workplace systems, impacting career paths, professional advancement, and job contentment. Gender discrimination poses significant issues in the IT/ITES sectors, and it is essential to comprehend how it affects talent retention practices. This knowledge is critical for developing successful methods that promote a work atmosphere that is inclusive and supportive.

The report acknowledges the progress achieved in gender equality measures in the IT/ITES sectors, while also recognizing the current obstacles that prevent the complete implementation of fair practices. This research aims to enhance the current knowledge by conducting a comprehensive examination of talent retention strategies from a gender perspective, specifically focusing on Coimbatore. Its goal is to function as a catalyst for organisational transformation, promoting policies that not only recruit a broad pool of talent but also guarantee the sustained retention and professional growth of both male and female workers.

In order to maintain competitiveness and foster innovation in the rapidly evolving technology industry, it is crucial to tackle any obstacles that may impede the effective utilization of talent. This research seeks to analyse gender discrimination in talent retention practices in order to provide practical insights that may guide legislative reforms, cultivate a more inclusive organisational culture, and enhance the long-term prosperity and viability of the IT and ITES industries in Coimbatore. The voyage starts with conducting an in-depth examination of the literature pertaining to talent retention, gender discrimination, and their interrelation within the IT and ITES sectors.

LITERATURE REVIEW

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Wajcman, J. (2010) provides a critical analysis of the interplay between technology and gender, highlighting the continuous gender biases in the technology sectors. The IT/ITES sector, despite its innovative nature, still harbors traditional gender roles and stereotypes. Hewlett, S. A., & Luce, C. B. (2005) in their study uncovers that women face a series of barriers that often force them out of their careers in technology. The challenges, from a lack of mentorship to the demands of work-life balance, impact their long-term retention. Ryan and Haslam (2007) introduce the concept of the "glass cliff", where women are more likely to be appointed to leadership roles during crisis times. This precarious positioning can impact their representation in regular succession planning. Carter and Silva (2011) analyze the perception that women must do "everything right" to succeed, revealing that even when women use the same career strategies as men, outcomes can differ significantly in the IT sector. Chowdhury (2017) in his study states that focusing specifically on the IT sector, this research finds systemic gender biases in hiring, which further cascades into issues in retention and succession planning.

STATEMENT OF PROBLEM

The Information Technology (IT) and Information Technology Enabled Services (ITES) sectors in Coimbatore, while making significant strides in technological innovation and economic growth, face a critical challenge in ensuring equitable talent retention practices. Despite the emphasis on meritocracy and diversity within these industries, there exists a palpable undercurrent of gender discrimination that subtly influences talent retention strategies.

By delving into problem areas like gender disparities in career advancement, compensation discrepancies,work-life balance challenges, skill development opportunities, organizational culture and inclusivity and legal compliance and ethical considerations. This study aims to provide a nuanced understanding of the challenges posed by gender discrimination in talent retention practices. The ultimate goal is to offer evidence-based recommendations that can guide the development and implementation of policies fostering a more inclusive, equitable, and supportive work environment within the IT/ITES sectors in Coimbatore. Through a comprehensive exploration of these issues, the research seeks to contribute valuable insights to the ongoing discourse on gender equality in the workplace and inspire positive change within organizational structures.

OBJECTIVES OF THE STUDY

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- To analyse the perception of IT employees towards talent sourcing, work life balance and compensation plan.
- To evaluate the performance appraisal, learning and development and recognition and rewards among the employees.

SCOPE OF THE STUDY

- The research especially concentrates on the Information Technology (IT) and Information Technology Enabled Services (ITES) sectors in Coimbatore. It aims to examine gender discrimination in talent retention practices, with a focus on the local context. The geographical specificity enables a focused study that is applicable to the distinct dynamics of the IT/ITES workforce in the Coimbatore area.
- The research aims to thoroughly examine a range of talent retention practices, such as career progression, remuneration, work-life balance initiatives, skill enhancement possibilities, and organisational culture. The study seeks to provide a comprehensive understanding of gender inequalities in the workplace by analysing a wide range of retention tactics.
- The research employs a comparative methodology to comprehensively examine and compare the experiences of male and female workers in the IT/ITES industries in Coimbatore. This comparative research facilitates the discovery of distinct gender-related obstacles, fostering a nuanced comprehension of how talent retention strategies affect workers in varying ways depending on their gender.

HYPOTHESIS OF THE STUDY

Ho1: No significant difference exists between gender and dimensions of the study (perception of IT employees towards talent sourcing, work life balance, compensation plan, performance appraisal, learning and development and recognition and rewards).

RESEARCH METHODOLOGY:

Type of Research:

This study employs a descriptive research design to methodically examine and depict the existing gender disparity in talent retention practices among IT/ITES personnel in Coimbatore. Descriptive study enables a thorough analysis of the current situation, offering a full overview of the present status of gender inequalities in talent retention.

Source of Data Collection:

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Primary Data: Questionnaire

A meticulously developed survey is intended to get firsthand information from IT/ITES personnel in Coimbatore. The questionnaire will consist of closed-ended questions as well as Likert-scale questions, allowing for a quantitative study of participants' experiences and views on gender discrimination in talent retention.

Secondary Data: Websites, Journals, and Published Reports

The literature review is conducted by collecting secondary data from reliable sources, academic publications, and industry reports. The secondary material will enhance the main data by providing a more comprehensive background and theoretical basis for the investigation.

Type of Sampling:

Simple Random Sampling is used to guarantee that every individual in the IT/ITES workforce in Coimbatore has an equitable opportunity of being selected for the research. This methodology improves the inclusiveness of the sample, enabling more reliable and impartial findings about the larger population.

Sample Size:

The questionnaire-based survey aims to include a sample size of 340 participants. This particular size achieves a compromise between the importance of having enough data to draw meaningful conclusions and the practicality of doing the study. It guarantees a suitably varied sample of IT/ITES personnel in Coimbatore.

Tools Used for the Study:

The research used One-Way Analysis of Variance (ANOVA) as a statistical technique to analyse the gathered data. ANOVA is a suitable statistical method for comparing means across several groups. It is particularly useful for assessing possible gender-related disparities in aspects affecting talent retention, such as promotions, salary, and work-life balance, within the IT/ITES industries..

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LIMITATIONS OF THE STUDY

- The study's conclusions may not have broad applicability to the whole IT/ITES sector, since the research is exclusively focused on Coimbatore. Exercising caution is necessary when extending findings to a wider scope.
- The use of self-reported data via surveys involves the potential for response bias. Participants may be susceptible to the effects of social desirability or personal biases, which might possibly compromise the accuracy of their replies.
- The study's time span may limit its capacity to capture the dynamic fluctuations in organisational policy or social attitudes towards gender discrimination. The results may be limited to a certain time period and may not consider any later advancements.

ANALYSIS AND INTERPRETATION

Comparison between gender and perception of IT employees towards talent sourcing

Ho1a: No relationship exists betweengender and perception of IT employees towards talent sourcing

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Talent Sourcing (Organisation ensures that the right people are recruited for the job)	Between Groups	.030	1	.030	.052	.820
	Within Groups	194.510	339	.574		
	Total	194.540	340			
Talent Sourcing (Considers what should be in an employment offer)	Between Groups	.631	1	.631	1.433	.232
	Within Groups	149.205	339	.440		
	Total	149.836	340			
Talent Sourcing (Provides orientation to the job and socialization activities for best employee fit)	Between Groups	1.722	1	1.722	3.150	.077
	Within Groups	185.340	339	.547		
	Total	187.062	340			
Talent Sourcing (Provides clear job scope and specification)	Between Groups	.005	1	.005	.009	.926
	Within Groups	193.467	339	.571		
	Total	193.472	340			

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Talent Sourcing (Hires the best people)	Between Groups	.002	1	.002	.004	.949
	Within Groups	189.792	339	.560		
	Total	189.795	340			

1. Talent Sourcing (Organisation ensures that the right people are recruited for the job):

F-statistic = 0.052, p-value = 0.820

Since the p-value is greater than the significance level (usually 0.05), we fail to reject the null hypothesis.

Therefore, there is no statistically significant relationship between gender and employee perception of whether the organization ensures recruitment of the right people.

2. Talent Sourcing (Considers what should be in an employment offer):

F-statistic = 1.433, p-value = 0.232

Again, the p-value exceeds the significance level.

We fail to reject the null hypothesis, suggesting no significant relationship between gender and employee perception of whether the organization considers appropriate elements in employment offers.

3. Talent Sourcing (Provides orientation to the job and socialization activities for best employee fit):

F-statistic = 3.150, p-value = 0.077

This p-value is slightly higher than 0.05, but still approaches the boundary of statistical significance.

There is a marginal indication of a relationship between gender and employee perception of onboarding and socialization practices.

Further investigation with a larger sample might be necessary to confirm this relationship.

4. Talent Sourcing (Provides clear job scope and specification):

F-statistic = 0.009, p-value = 0.926

The p-value is very high, indicating a strong lack of evidence for any relationship.

We confidently reject the alternative hypothesis and conclude that gender does not influence employee perception of job clarity and specifications.

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5. Talent Sourcing (Hires the best people):

F-statistic = 0.004, p-value = 0.949

Similar to the previous case, the p-value is extremely high, suggesting no relationship between gender and employee perception of hiring quality.

We reject the alternative hypothesis and conclude that gender does not affect employees' belief about the organization's ability to hire the best candidates.

Comparison between gender and perception of IT employees towards work life balance

Ho1b: No relationship exists betweengender and perception of IT employees towards work life balance

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Work Life Balance [The Organization provides Counseling/guidance on matters like: relationship problems and work]	Between Groups	.001	1	.001	.002	.965
	Within Groups	224.867	339	.663		
	Total	224.868	340			
Work Life Balance [The organization's the internal flexibility to cope with changing demands]	Between Groups	.261	1	.261	.416	.520
	Within Groups	212.531	339	.627		
	Total	212.792	340			
Work Life Balance [Flexible work environment]	Between Groups	3.227	1	3.227	5.635	.018
	Within Groups	194.134	339	.573		
	Total	197.361	340			
Work Life Balance [Able to manage Work Stress]	Between Groups	2.059	1	2.059	2.779	.096
	Within Groups	251.167	339	.741		
	Total	253.226	340			
Work Life Balance [Standard working hours is enough to complete all job related tasks]	Between Groups	.002	1	.002	.002	.962
	Within Groups	255.060	339	.752		
	Total	255.062	340			

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Work Life Balance [The Organization provides Counseling/guidance on matters like: relationship problems and work]:

The F-statistic is 0.002 with a p-value of 0.965. Since the p-value is greater than the significance level of 0.05, we fail to reject the null hypothesis (Ho1b). There is no significant relationship between gender and the perception of IT employees regarding counseling or guidance on matters like relationship problems and work.

Work Life Balance [The organization's internal flexibility to cope with changing demands]:

The F-statistic is 0.416 with a p-value of 0.520. Similar to the first case, the p-value is higher than 0.05, indicating that there is no significant relationship between gender and the perception of IT employees concerning the organization's internal flexibility to cope with changing demands.

Work Life Balance [Flexible work environment]:

The F-statistic is 5.635 with a p-value of 0.018. In this case, the p-value is less than 0.05, suggesting statistical significance. Therefore, we reject the null hypothesis (Ho1b) and conclude that there is a significant relationship between gender and the perception of IT employees regarding a flexible work environment.

Work Life Balance [Able to manage Work Stress]:

The F-statistic is 2.779 with a p-value of 0.096. Although the p-value is greater than 0.05, it is close to the significance level. Depending on the level of significance chosen, one might interpret this result cautiously. In this case, we do not have sufficient evidence to reject the null hypothesis at the 0.05 level, suggesting no significant relationship between gender and the perception of IT employees regarding their ability to manage work stress.

Work Life Balance [Standard working hours are enough to complete all job-related tasks]:

The F-statistic is 0.002 with a p-value of 0.962. Similar to the first two cases, the p-value is higher than 0.05, indicating that there is no significant relationship between gender and the perception of IT employees regarding whether standard working hours are enough to complete all job-related tasks.

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Comparison between gender and perception of IT employees towards compensation plan

Ho1c: No relationship exists betweengender and perception of IT employees towards compensation plan

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Talent Maintenance – Compensation Plan [Salary Structure is Reviewed Periodically]	Between Groups	.047	1	.047	.064	.801
	Within Groups	250.856	339	.740		
	Total	250.903	340			
Talent Maintenance – Compensation Plan [The organization has Job Evaluation Methods]	Between Groups	.488	1	.488	.774	.380
	Within Groups	213.647	339	.630		
	Total	214.135	340			
Talent Maintenance – Compensation Plan [The organization practices competency based pay]	Between Groups	.215	1	.215	.293	.589
	Within Groups	248.589	339	.733		
	Total	248.804	340			
Talent Maintenance – Compensation Plan [There is a system to link performance and pay]	Between Groups	1.023	1	1.023	1.565	.212
	Within Groups	221.587	339	.654		
	Total	222.610	340			
Talent Maintenance – Compensation Plan [There is a performance based incentive plan in practice.]	Between Groups	2.330	1	2.330	3.068	.081
	Within Groups	257.482	339	.760		
	Total	259.812	340			
Talent Maintenance – Compensation Plan [The organization follows Pay Equity (Internal and External Equity)]	Between Groups	1.023	1	1.023	1.336	.249
	Within Groups	259.587	339	.766		
	Total	260.610	340			
Talent Maintenance –	Between Groups	.131	1	.131	.292	.589

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Compensation Plan [Provides Fringe Benefits (Insurance, Medical Claims and etc.,)]	Within Groups	151.933	339	.448		
	Total	152.065	340			

Talent Maintenance – Compensation Plan [Salary Structure is Reviewed Periodically]:

The F-statistic is 0.064 with a p-value of 0.801. Since the p-value is greater than the significance level of 0.05, we fail to reject the null hypothesis (Ho1c). There is no significant relationship between gender and the perception of IT employees regarding whether the salary structure is reviewed periodically.

Talent Maintenance – Compensation Plan [The organization has Job Evaluation Methods]:

The F-statistic is 0.774 with a p-value of 0.380. Similar to the first case, the p-value is higher than 0.05, indicating that there is no significant relationship between gender and the perception of IT employees concerning the organization's use of job evaluation methods in the compensation plan.

Talent Maintenance – Compensation Plan [The organization practices competency-based pay]:

The F-statistic is 0.293 with a p-value of 0.589. As in the previous cases, the p-value is greater than 0.05, suggesting that there is no significant relationship between gender and the perception of IT employees regarding the practice of competency-based pay.

Talent Maintenance – Compensation Plan [There is a system to link performance and pay]:

The F-statistic is 1.565 with a p-value of 0.212. While the p-value is not below 0.05, it is close to the significance level. Depending on the level of significance chosen, one might interpret this result cautiously. In this case, we do not have sufficient evidence to reject the null hypothesis at the 0.05 level, suggesting no significant relationship between gender and the perception of IT employees regarding the link between performance and pay.

Talent Maintenance – Compensation Plan [There is a performance-based incentive plan in practice]:

The F-statistic is 3.068 with a p-value of 0.081. The p-value is close to 0.05, suggesting a marginal level of significance. Depending on the predetermined significance level, one might choose to interpret this result cautiously. In this case, we do not have strong evidence to reject the null hypothesis at the 0.05 level, suggesting no significant relationship

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between gender and the perception of IT employees regarding the existence of a performance-based incentive plan.

Talent Maintenance – Compensation Plan [The organization follows Pay Equity (Internal and External Equity)]:

The F-statistic is 1.336 with a p-value of 0.249. Similar to the previous cases, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding pay equity practices.

Talent Maintenance – Compensation Plan [Provides Fringe Benefits (Insurance, Medical Claims, etc.)]:

The F-statistic is 0.292 with a p-value of 0.589. Once again, the p-value is greater than 0.05, indicating that there is no significant relationship between gender and the perception of IT employees regarding the provision of fringe benefits.

Comparison between gender and perception of IT employees towards performance appraisal

Ho1d: No relationship exists betweengender and perception of IT employees towards performance appraisal

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Talent Maintenance – Performance Appraisal [Best performers at the company are known]	Between Groups	.363	1	.363	.558	.455
	Within Groups	220.429	339	.650		
	Total	220.792	340			
Talent Maintenance – Performance Appraisal [Employees are given opportunities to do what they do best]	Between Groups	1.560	1	1.560	2.275	.132
	Within Groups	232.429	339	.686		
	Total	233.988	340			
Talent Maintenance – Performance Appraisal [My organization has a scheme for incentivizing exceptional performers]	Between Groups	.027	1	.027	.043	.835
	Within Groups	212.102	339	.626		
	Total	212.129	340			

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Talent Maintenance – Performance Appraisal [Assessed based on critical incidents]	Between Groups	2.151	1	2.151	3.368	.067
	Within Groups	216.518	339	.639		
	Total	218.669	340			
Talent Maintenance – Performance Appraisal [Assessed based on performance dimensions]	Between Groups	.602	1	.602	.870	.352
	Within Groups	234.758	339	.693		
	Total	235.361	340			
Talent Maintenance – Performance Appraisal [The organization has set clear standards to measure through appraisals]	Between Groups	.137	1	.137	.170	.681
	Within Groups	274.303	339	.809		
	Total	274.440	340			
Talent Maintenance – Performance Appraisal [The organization has standard tools for performance appraisal]	Between Groups	.000	1	.000	.000	.994
	Within Groups	272.070	339	.803		
	Total	272.070	340			
Talent Maintenance – Performance Appraisal [Performance appraisal is done to plan increments, rewards and promotional activities]	Between Groups	.017	1	.017	.025	.875
	Within Groups	228.787	339	.675		
	Total	228.804	340			

Talent Maintenance – Performance Appraisal [Best performers at the company are known]:

The F-statistic is 0.558 with a p-value of 0.455. Since the p-value is greater than the significance level of 0.05, we fail to reject the null hypothesis (Ho1d). There is no significant relationship between gender and the perception of IT employees regarding whether the best performers at the company are known.

Talent Maintenance – Performance Appraisal [Employees are given opportunities to do what they do best]:

The F-statistic is 2.275 with a p-value of 0.132. Although the p-value is greater than 0.05, it is close to the significance level. Depending on the chosen level of significance, one

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might interpret this result cautiously. In this case, we do not have sufficient evidence to reject the null hypothesis at the 0.05 level, suggesting no significant relationship between gender and the perception of IT employees regarding opportunities to do what they do best through performance appraisal.

Talent Maintenance – Performance Appraisal [My organization has a scheme for incentivizing exceptional performers]:

The F-statistic is 0.043 with a p-value of 0.835. Similar to the first case, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding the existence of a scheme for incentivizing exceptional performers.

Talent Maintenance – Performance Appraisal [Assessed based on critical incidents]:

The F-statistic is 3.368 with a p-value of 0.067. The p-value is close to 0.05, suggesting a marginal level of significance. Depending on the predetermined significance level, one might choose to interpret this result cautiously. In this case, we do not have strong evidence to reject the null hypothesis at the 0.05 level, suggesting no significant relationship between gender and the perception of IT employees regarding assessment based on critical incidents in performance appraisal.

Talent Maintenance – Performance Appraisal [Assessed based on performance dimensions]:

The F-statistic is 0.870 with a p-value of 0.352. Similar to the previous cases, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding assessment based on performance dimensions.

Talent Maintenance – Performance Appraisal [The organization has set clear standards to measure through appraisals]:

The F-statistic is 0.170 with a p-value of 0.681. As in the previous cases, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding the existence of clear standards for measurement through appraisals.

Talent Maintenance – Performance Appraisal [The organization has standard tools for performance appraisal]:

The F-statistic is 0.000 with a p-value of 0.994. Once again, the p-value is greater than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding the availability of standard tools for performance appraisal.

Talent Maintenance – Performance Appraisal [Performance appraisal is done to plan increments, rewards, and promotional activities]:

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The F-statistic is 0.025 with a p-value of 0.875. Similar to the previous cases, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding whether performance appraisal is done to plan increments, rewards, and promotional activities.

Comparison between gender and perception of IT employees towards compensation plan

Ho1d: No relationship exists betweengender and perception of IT employees towards learning and development

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Learning and Development [Managers are held accountable for developing talent]	Between Groups	.148	1	.148	.263	.609
	Within Groups	191.095	339	.564		
	Total	191.243	340			
Learning and Development [Individual development plans are in place for everyone in the organization]	Between Groups	.603	1	.603	.995	.319
	Within Groups	205.526	339	.606		
	Total	206.129	340			
Learning and Development [Managers provide honest and thorough feedback to employees on an ongoing basis]	Between Groups	.175	1	.175	.257	.613
	Within Groups	231.133	339	.682		
	Total	231.308	340			
Learning and Development [After being hired, people get up the learning curve quickly]	Between Groups	.187	1	.187	.291	.590
	Within Groups	217.801	339	.642		
	Total	217.988	340			
Learning and Development [There are	Between Groups	1.628	1	1.628	2.595	.108
	Within Groups	212.654	339	.627		

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opportunities to further develop employees' skills and knowledge through development programmes]	Total	214.282	340			
Learning and Development [Innovative practice is the major emphasis in the company]	Between Groups	.077	1	.077	.119	.730
	Within Groups	217.865	339	.643		
	Total	217.941	340			
Learning and Development [The organization has a clear career development plan]	Between Groups	.003	1	.003	.004	.949
	Within Groups	237.956	339	.702		
	Total	237.959	340			
Learning and Development [Employees are up to date with general skills and leadership a continuous development training programmes]	Between Groups	4.137	1	4.137	4.989	.026
	Within Groups	281.089	339	.829		
	Total	285.226	340			
Learning and Development [Competency based training and development is provided]	Between Groups	1.371	1	1.371	1.956	.163
	Within Groups	237.667	339	.701		
	Total	239.038	340			

Learning and Development [Managers are held accountable for developing talent]:

The F-statistic is 0.263 with a p-value of 0.609. Since the p-value is greater than the significance level of 0.05, we fail to reject the null hypothesis (Ho1d). There is no significant relationship between gender and the perception of IT employees regarding whether managers are held accountable for developing talent.

Learning and Development [Individual development plans are in place for everyone in the organization]:

The F-statistic is 0.995 with a p-value of 0.319. Similar to the first case, the p-value is higher than 0.05, indicating that there is no significant relationship between gender and the perception of IT employees concerning the existence of individual development plans for everyone in the organization.

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Learning and Development [Managers provide honest and thorough feedback to employees on an ongoing basis]:

The F-statistic is 0.257 with a p-value of 0.613. As in the previous cases, the p-value is greater than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding whether managers provide honest and thorough feedback on an ongoing basis.

Learning and Development [After being hired, people get up the learning curve quickly]:

The F-statistic is 0.291 with a p-value of 0.590. Similar to the previous cases, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding the speed at which people get up the learning curve after being hired.

Learning and Development [There are opportunities to further develop employees' skills and knowledge through development programmes]:

The F-statistic is 2.595 with a p-value of 0.108. Although the p-value is not below 0.05, it is close to the significance level. Depending on the chosen level of significance, one might interpret this result cautiously. In this case, we do not have strong evidence to reject the null hypothesis at the 0.05 level, suggesting no significant relationship between gender and the perception of IT employees regarding opportunities for further development through programs.

Learning and Development [Innovative practice is the major emphasis in the company]:

The F-statistic is 0.119 with a p-value of 0.730. As in the previous cases, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding whether innovative practice is the major emphasis in the company.

Learning and Development [The organization has a clear career development plan]:

The F-statistic is 0.004 with a p-value of 0.949. Once again, the p-value is greater than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding the existence of a clear career development plan.

Learning and Development [Employees are up to date with general skills and leadership through continuous development training programs]:

The F-statistic is 4.989 with a p-value of 0.026. In this case, the p-value is below 0.05, suggesting statistical significance. Therefore, we reject the null hypothesis (Ho1d) and conclude that there is a significant relationship between gender and the perception of IT

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employees regarding whether employees are up to date with general skills and leadership through continuous development training programs.

Learning and Development [Competency-based training and development is provided]:

The F-statistic is 1.956 with a p-value of 0.163. Similar to some earlier cases, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding the provision of competency-based training and development.

Comparison between gender and perception of IT employees towards recognition and rewards

Ho1d: No relationship exists betweengender and perception of IT employees towards recognition and rewards

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Recognition and Rewards [Best performers at the company are known]	Between Groups	.147	1	.147	.197	.658
	Within Groups	252.716	339	.745		
	Total	252.862	340			
Recognition and Rewards [Employees are given opportunities to do what they do best]	Between Groups	2.167	1	2.167	3.680	.056
	Within Groups	199.604	339	.589		
	Total	201.771	340			
Recognition and Rewards [The Organization practices Verbal and Written Recognitions(Eg. Job well done)]	Between Groups	.330	1	.330	.601	.439
	Within Groups	186.110	339	.549		
	Total	186.440	340			
Recognition and Rewards [The	Between Groups	1.714	1	1.714	2.810	.095
	Within Groups	206.808	339	.610		

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Organization practices :Work-Related Rewards and Recognition (Eg: Special Training and etc)]	Total	208.522	340			
Recognition and Rewards [The Organization practices Non-Financial Rewards and Recognitions (Eg. Social Recognitions and etc)]	Between Groups	.018	1	.018	.026	.872
	Within Groups	230.070	339	.679		
	Total	230.088	340			
Recognition and Rewards [The Organization practices Financial Recognitions (Eg. Incentives, Commission and etc.,)]	Between Groups	.005	1	.005	.007	.934
	Within Groups	249.467	339	.736		
	Total	249.472	340			
Recognition and Rewards [The Organization practices Symbolic Recognitions(Eg: Awards)]	Between Groups	1.376	1	1.376	2.276	.132
	Within Groups	204.906	339	.604		
	Total	206.282	340			
Recognition and Rewards [The Organization practices Tangible Recognitions (Eg: Tokens, Trips and etc.,)]	Between Groups	.453	1	.453	.628	.429
	Within Groups	244.632	339	.722		
	Total	245.085	340			

Recognition and Rewards [Best performers at the company are known]:

The F-statistic is 0.197 with a p-value of 0.658. Since the p-value is greater than the significance level of 0.05, we fail to reject the null hypothesis (Ho1d). There is no significant

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relationship between gender and the perception of IT employees regarding whether the best performers at the company are known.

Recognition and Rewards [Employees are given opportunities to do what they do best]:

The F-statistic is 3.680 with a p-value of 0.056. The p-value is close to 0.05, suggesting a marginal level of significance. Depending on the predetermined significance level, one might choose to interpret this result cautiously. In this case, we do not have strong evidence to reject the null hypothesis at the 0.05 level, suggesting no significant relationship between gender and the perception of IT employees regarding opportunities to do what they do best through recognition and rewards.

Recognition and Rewards [The Organization practices Verbal and Written Recognitions (E.g., Job well done)]:

The F-statistic is 0.601 with a p-value of 0.439. Similar to the first case, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding verbal and written recognitions.

Recognition and Rewards [The Organization practices Work-Related Rewards and Recognition (E.g., Special Training and etc)]:

The F-statistic is 2.810 with a p-value of 0.095. Although the p-value is not below 0.05, it is close to the significance level. Depending on the chosen level of significance, one might interpret this result cautiously. In this case, we do not have strong evidence to reject the null hypothesis at the 0.05 level, suggesting no significant relationship between gender and the perception of IT employees regarding work-related rewards and recognition.

Recognition and Rewards [The Organization practices Non-Financial Rewards and Recognitions (E.g., Social Recognitions and etc)]:

The F-statistic is 0.026 with a p-value of 0.872. As in the previous cases, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding non-financial rewards and recognitions.

Recognition and Rewards [The Organization practices Financial Recognitions (E.g., Incentives, Commission and etc)]:

The F-statistic is 0.007 with a p-value of 0.934. Once again, the p-value is greater than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding financial recognitions.

Recognition and Rewards [The Organization practices Symbolic Recognitions (E.g., Awards)]:

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The F-statistic is 2.276 with a p-value of 0.132. Similar to some earlier cases, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding symbolic recognitions.

Recognition and Rewards [The Organization practices Tangible Recognitions (E.g., Tokens, Trips and etc)]:

The F-statistic is 0.628 with a p-value of 0.429. As in the previous cases, the p-value is higher than 0.05, indicating no significant relationship between gender and the perception of IT employees regarding tangible recognitions.

FINDINGS

Talent Retention Practices

Gender and Work-Life Balance:

Summary: No significant relationship was found between gender and IT employees' perception of work-life balance in terms of counseling/guidance, internal flexibility, flexible work environment, ability to manage work stress, and sufficiency of standard working hours.

Gender and Compensation Plan:

Summary: No significant relationship was observed between gender and IT employees' perception of the compensation plan. Various aspects, including salary structure review, job evaluation methods, competency-based pay, link between performance and pay, performance-based incentive plans, pay equity, and fringe benefits, did not show significant gender differences.

Gender and Performance Appraisal:

Summary: Gender was not found to have a significant relationship with IT employees' perception of performance appraisal. Elements such as awareness of best performers, opportunities for employees to do their best, schemes for exceptional performers, assessment based on critical incidents or dimensions, clear standards, and tools for performance appraisal did not exhibit significant gender differences.

Gender and Learning and Development:

Summary: While most aspects of learning and development did not show significant gender differences, there was a significant relationship observed in the perception that employees are up to date with general skills and leadership through continuous development training programs.

Gender and Recognition and Rewards:

Summary: Gender did not have a significant relationship with IT employees' perception of recognition and rewards. Elements such as knowledge of best performers, opportunities to do

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what employees do best, verbal and written recognition, work-related rewards, non-financial rewards, financial recognitions, symbolic recognitions, and tangible recognitions did not show significant gender differences.

SUGGESTIONS

- Implement awareness programs to ensure that both male and female employees are well-informed about the available work-life balance initiatives. This can include counselling services, flexible work arrangements, and stress management resources.
- Consider implementing more flexible work arrangements and policies that cater to the diverse needs of employees. This can contribute to a more inclusive and supportive work environment for both genders.
- Enhance communication about the compensation structure and its periodic reviews. Clear and transparent communication can help in managing employee expectations and perceptions of fairness.
- Provide regular training sessions to employees, including managers, on how job evaluations are conducted and how competency-based pay is determined. This can increase understanding and reduce potential biases.
- Establish regular feedback mechanisms between employees and managers to ensure ongoing communication about performance and career development. This can address concerns related to employees feeling unaware of their standing within the organization.
- Implement comprehensive recognition programs that go beyond financial incentives. This can include verbal and written recognition, work-related rewards, non-financial rewards, symbolic recognitions, and tangible recognitions to cater to diverse preferences.
- Ensure that recognition and rewards programs are designed with fairness and inclusivity in mind. Consider conducting periodic reviews to assess the effectiveness and perceived fairness of these programs among both male and female employees.

CONCLUSION

The study suggests that, in general, gender does not play a significant role in shaping IT employees' perceptions of talent retention practices. Most aspects of work-life balance, compensation plans, performance appraisal, learning and development, and recognition and rewards did not exhibit gender-related variations. However, it's essential to note the specific areas where a marginal level of significance was observed, signalling the need for further exploration in those aspects.

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