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IMPACT OF GENDER AND TASK CONDITIONS ON TEAMS: A STUDY OF INDIAN PROFESSIONALS

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ABSTRACT

Evolutionary Psychology states that every type of behavior is designed to perpetuate the continuance of the gene pool and ensure the survival of the species. This evolutionary imperative leads to gender differences in behavior. Researches have suggested that men and women differ with each other in terms of many physical, biological, psychological/emotional and behavioral characteristics. On the outset, teams have become important and are more popular today than ever before in terms of various kinds and sizes. Because of changing workplace demographics, teams have become more gender diverse. This paper explores whether gender-based differences exist in the belief of men and women regarding the impact of certain task conditions on teams/ team performance. The population for this research work consists of a sample of 300 professionals (actual sample was 320, out of which 20 responses were rejected). These include 46 men and 65 women (total 111 professionals) from Health care sector, 67 men and 30 women (total 97 professionals) from Information Technology sector and 56 men and 36 women from (total 92 professionals) Armed forces. It is based on a questionnaire having close-ended questions on Likert scale. We find that men and women differ significantly vis-à-vis their beliefs about gossiping, recklessness, aggressiveness, violence etc, and their impact on team/ team performance. This difference in the opinion of the researcher has positive connotations.

KEYWORDS

Gender differences, Task conditions, Team and Team work.

INTRODUCTION

 Social needs are among the most important and powerful motivating forces that prevail on a person in the job scenario. For satisfaction of these social needs, employees tend to form small groups on the job itself. Groups perform many of the activities in the workplace and these can have significant and positive impact on individual work performance. A team is also a specific type of group. In today's work context, even the organizations are recognizing the benefits of having teams at their work places, as they are helpful in outperforming the individuals.

Modern work conditions demand team orientations more than ever before in the history of humankind. Also, modern teams are required to operate within ever-growing diversity. Today a team comprises of multiple professional, ethnic, age and gender-based identities. This enhances the complexities associated with teams, because, such diverse identities result in potential faultiness within a team. We undertook this work to understand the differences between gender-based beliefs that could lead to weak teams or teams having fault-lines around the gender axis. The objective for this research work is to measure the gender based differences in beliefs related to task conditions affecting teams in following three professional categories: Armed forces, Healthcare professionals and Professionals working in Information Technology Firms in India.

Research studies the world over have shown consistent differences between the behavior of men & women. The debate is whether the difference is inherent or it is because of social upbringing. Men and women behave, think and operate differently. The literature shows that men and women are different from behavioral and cognitive dimensions. Gender differences have been known to exist ever since the beginning of civilization. Several researches have proved that gender differences are based upon natural, biological and emotional characteristics; moreover a large group holds the belief that social upbringing also plays a major role. Many inherent differences have been found in the minds of male and female such as boys getting attracted towards blue colour whereas girls going crazy for pink. Similarly discussing about behavioural differences, men are found to be more aggressive whereas women are more emotional in nature, men are more risk-taking, where on the other hand, women are more risk-averse. The psychological differences as studied by researchers also categorized women as "contextual thinkers" and men as "linear or focused thinkers". Certain researches have highlighted the differences based upon certain emotional issues such as, women being more empathetic and affectionate to others but men on contrary maintaining distance with others. Women when upset tend to burst out into tears whereas men, tend to hit something or run away. Biologically differences are also marked where boys develop their spatial skills while girls develop their verbal skills and in later stages are encouraged to do so. Even physical differences distinguish men and women from the view point that men prefer hard jobs and risky tasks whereas women prefer soft and secured jobs which are less materialistic and more intellectual in nature.

Evolutionary Psychology states that every type of behavior is designed to perpetuate the continuance of the gene pool and ensure the survival of the species. This *evolutionary imperative* leads to gender differences in behavior. Women try to look for a single mate with suitable economic resources who can protect and help to raise children in the most favorable environment. On the other hand, men try to maximize the chance of passing along their genes, value fertility and youth over wisdom and stability. Researches have suggested that men and women differ with each other in terms of many physical, biological, psychological/emotional and behavioral characteristics. Gender difference is a distinction of biological and/or physiological characteristics typically associated with either males or females of a species in general ("Gender Diff ", n.d.). Lot many researches have pointed out at certain differences among men and women in respect to some specific behaviours. The literature review points out at these differences.

LITERATURE REVIEW**(a) GENDER-BASED DIFFERENCES IN STRESS**

The gender differences between men and women influence the behaviour of both to a great extent. Many researches have evidenced the differences between male and female in the way they communicate, the type of decisions taken, intelligence shown, significant differences in their aggressive, empathetic, risk-taking, systemizing behaviours. There is substantial difference also in terms of the stress that is perceived and felt by both the genders. The differences in hormone and brain state the distinction between male and female in feeling, realizing and coping up with stress. Studies have revealed that men react with fight-or-flight techniques; women react with tend- or- befriend method.

Fight or flight technique – this refers to the coping style of human beings, particularly the male members who in threatful conditions become aggressive and have a direct confrontation with the stressor (fight), or else, they might abuse the stressors and try to avoid it by withdrawing themselves from the situation

(flight or flee technique). Thus, men either face the situation directly or find out all possible ways of coping with it or they tend to flee away from the situation. (Taylor, S. E., Klein, L. C., Lewis, B. P., Gruenewald, T. L., Gurung, R. A. R., & Updegraff, J. A., 2000)

Tend or befriend – this refers to the protection of younger's by nurturing them (tend) under threatful conditions and then seeking alliances and support from other social groups (especially the female groups) for mutual defense (befriending). Women are found to use these techniques more often, Taylor et al. (2000).

Coping with Stress

The ability to effectively cope with stress is the first step towards the prevention of psychological distress and development of serious illnesses. Two type of coping strategies have been identified- (i) **Adaptive coping strategies** – which includes methods like talking with friends and family, praying exercising, meditation that enhances the overall well-being (Andre-Petersson, Hedblad, Janzon, & Ostergren, 2006; Tyler & Ellison, 1994; Wang & Patten, 2002).

(ii) **Maladaptive and avoidance strategies** – such as drinking, smoking or denying the existence of the stressful situation which ends up with depression (Gore-Felton, Koopman, Spiegel, Vosvick, Brodino, & Winningham, 2006).

Significant gender differences exist in the use of these stress coping strategies (Matheny, Ashby & Cupp. 2005). Studies reveal that women use protective factors against depression and anxiety disorders by reaching out to their social support and by exhibiting help-seeking behaviors to cope with stress. Women get into praying, talking, eating and being with their families and friends to cope up with stress, (Andre-Petersson, Hedblad, Janzon, & Ostergren, 2006; Tyler & Ellison, 1994; Wang & Patten, 2002). This is the adaptive coping strategy generally used by women. (Plaisier, de Bruijn, de Graaf, Ten Have, Beekman, & Penninx, 2007; Torkelson & Muhonen, 2004). Whereas, men were found using more of maladaptive coping strategies by consuming alcohol, smoking, taking drugs, following unhealthy eating patterns, getting aggressive during stress.

(b) GENDER-BASED DIFFERENCES IN RISK-TAKING

Gender differences also exist in the perception of risk associated with various risk-taking behaviors. In a meta-analytic study examining gender differences over a wide variety of risk-taking activities has shown that men are more inclined towards risky behaviors than women (Byrnes et al., 1999). For example, females perceive greater risk in using alcohol and illicit drugs than males (Spigner, Hawkins, & Loren, 1993, Anderson et al., 1993, p. 170). Similarly, females perceive greater risk than males in various risk driving behaviors (Cherpitel, 1993; DeJoy, 1992). Males participate in higher risk sports, riskier driving, are involved in more road accidents, higher road fatalities and are over three-and-a-half times more likely to die from all accidental causes than are females (RTA, 2001). Hillier and Morrongiello (1998) examined gender differences in perceptions involved in physical risk taking in children.

In the studies of Byrnes, Miller and Schafer (1999), they analyzed the risk-taking tendencies of male and female participants in a variety of settings. They researched the type of task (e.g., self-reported behaviors versus observed behaviors), task content (e.g., smoking versus sex), and age. Results showed that in 14 out of 16 tasks, males were more risk taking. Certain tasks (e.g., intellectual and physical risks) produced larger gender differences than others (e.g., health risks like smoking). A similar review of social risk taking by Arch (1993) analyzed that women are more risk averse than men. Arch (1993) explains this phenomenon by claiming that males are more likely to see a risky situation as a challenge that calls for participation while females tend to respond to these situations as threats that encourage avoidance.

(c) GENDER-BASED DIFFERENCES IN AGGRESSION

Historically aggressiveness has been viewed as a male phenomenon (Bjorkqvist, 1994). Gender differences in aggression have frequently been reported, such that men and boys show more aggression than women and girls, especially in terms of physical aggression (Burton, Hafetz, & Henninger, 2007). However Rachel Simmons the author of the New York Times bestseller *Odd Girl Out: The Hidden Culture of Aggression in Girls*, the first book to explore the phenomenon of bullying between girls suggests that females are not necessarily less aggressive, but tend to express through not only physical aggression, but also through non-physical means, such as manipulation, exclusion, and gossip (Dettinger & Hart, 2007). This type of aggression is referred to as relational aggression. To prove the same, a research was also done by Bjorkqvist & Niemela, 1992; Galen & Underwood, 1997; Lagerspetz, Bjorkqvist, & Peltonen, 1998, where they challenged the conventional perception that men were overwhelmingly more aggressive than women by studying the nonovert aggressions shown by women. Differences in aggressions were also reported to exist in children's and adolescents in a study done by Owens, Shute, and Slee (2000a, 2000b). Their research showed that boys naturally engage in aggression that involves a direct physical and/or verbal assault (i.e., hitting and yelling), whereas girls use less overt forms of aggression such as negative gossip, exclusion, breaking confidences, and criticism of a victim's clothing, appearance, or personality.

(d) GENDER-BASED DIFFERENCES IN NEUROTICISM

On average, men and women differ in a number of personality traits. In many studies, it has been found that men tend to be more assertive and risk taking than women, whereas women are generally higher than men in anxiety and tender-mindedness (Brody & Hall, 2000; Byrnes, Miller, & Schafer, 1999; Feingold, 1994; Kring & Gordon, 1998; Lynn & Martin, 1997; Maccoby & Jacklin, 1974). These gender differences in personality traits were detected in early childhood (Else-Quest, Hyde, Goldsmith, & Van Hulle, 2006; Wilgenbusch & Merrell, 1999) and were believed to remain fairly constant across adulthood (Feingold, 1994; McCrae & Costa, 1984). The effects of these gender differences lead to predictable differences in men's and women's leisure behaviors, occupational preferences, and health-related outcomes (Browne, 1998; Collaer & Hines, 1995; Lippa, 2005). Costa, Terracciano, & McCrae, 2001; Lynn & Martin, 1997 also studied gender differences in personality traits such as assertiveness and anxiety that appears to be culturally pervasive. Feingold (1994) in his research found that women in Canada, China, Finland, Germany, Poland, and Russia tended to score higher than men on scales related to the personality traits of neuroticism, agreeableness, and conscientiousness. Men, in contrast, scored higher in the extraversion-related trait of assertiveness across cultures. In a much larger study done across 36 cultures revealed that women in most countries are higher in several traits related to neuroticism, agreeableness, warmth, and openness to feelings, whereas men score higher on scales measuring assertiveness and openness to ideas (Costa et al., 2001; McCrae, 2002).

In one more large study of 50 cultures done on college students (McCrae, Terracciano, & 78 Members of the Personality Profiles of Cultures Project, 2005), men were rated by observers as being higher than women in assertiveness, excitement seeking, and openness to ideas. Women were rated by observers as being higher on many traits, especially in anxiety, vulnerability, aesthetics, feelings, and tender-mindedness (McCrae et al., 2005). Using the five-factor model of personality, Schmitt, Realo, Voracek, & Allik, 2008, reported that men score higher than women on some extraversion facets (e.g., assertiveness, dominance) but lower on others (sociability, warmth), whereas women score higher than men on many neuroticism and agreeableness facets.

William McBride has also made noticeable studies to find the neural differences among men and women. He based his study on adolescent boys and girls and suggested some important findings. His research illustrates that girls have fewer attention span problems and their stronger neural connectors create better listening skills. Girls are usually better at- sensory memory, sitting still, listening, mental cross talk, and the complexities of reading and writing (Gurian, M. & Stevens, K. 2004). In the study of Sax, Leonard, 2005; they also explained that boys are significantly more likely to do something dangerous than girls. Boys systematically *overestimate* their own ability, while girls are more likely to *underestimate* their abilities.

(e) GENDER DIFFERENCES IN EMPATHIZING AND SYSTEMIZING

The issue of gender differences in empathy is quite controversial. It is often believed that females are more empathic than males. On average female subjects score higher than males on the Empathy Quotient (EQ), while males tend to score higher on the Systemizing Quotient (SQ), (Eisenberg, N., & Fabes, R.A., 1990). Gender differences in empathy are seen from birth, with female babies showing a stronger preference for looking at social stimuli (faces) from 24 hours after birth (Connellan et al. 2000). Girls have also been found to make more eye contact immediately after birth (Hittelman and Dicks 1979) and more prominent at 12 months of age (Lutchmaya et al. 2002), 2 and 4 years of age (Podrouzek and Furrow 1988). Girls have been found to exhibit more comforting, sad expressions or more sympathetic vocalizations while observing another's distress (Hoffman 1977). Girls also show better quality of social relationships at 48 months, as measured by a subscale of the Children's Communication Checklist (Knickmeyer et al. 2005). Similar patterns have been observed in adults also in the studies of (Baron-Cohen and Wheelwright 2003; Umberson et al. 1996). In one of the research done by (Bosacki and Astington 1999), they illustrated that girls are better than boys at evaluating the feelings and intentions of characters in a story and differentiating between the appearance and reality of emotions (Banerjee 1997).

Some of the studies have examined the play preferences among boys and girls and have found mechanical and constructional play in boys, demonstrated by a preference to play with toy vehicles, guns or construction sets, while girls are more likely to choose to play with dolls, kitchen sets, clay toys or toy animals

(Berenbaum and Hines 1992; Liss 1979; Servin et al. 1999; Smith and Daglish 1977). Males score higher on tasks that require systemizing such as using directional cues in map-reading and map-making (Beatty and Troster 1987; Galea and Kimura 1993; Kimura 1999), intuitive physics (Lawson, Baron-Cohen and Wheelwright 2004) and the SAT-Math Test (Benbow and Stanley 1983). They are also more accurate on measures of spatial ability such as mental rotation (Johnson and Meade 1987; Kerns and Berenbaum 1991; Masters and Sanders 1993) and spatial visualization (Kerns and Berenbaum 1991). Finally, males score higher on the Embedded Figures Test (EFT) (Berlin and Languis 1981; Nebot 1988; Witkin et al. 1962), which measures attention to detail and field independence- considered to be the basics for systemizing (Baron- Cohen 2002).

NEED FOR STUDY

Teams have become important and are more popular today than ever before in firms of various kinds and sizes. Now a day's, organizations are increasingly focusing on teams to increase competitive advantage by improving productivity, enhancing creativity, increasing response times, and improving decision-making. In fact, 68% of Fortune 1000 companies were found to use self-managed work teams. Because of changing workplace demographics (Rogelberg G. S., and Rumery M.S., 1996), teams are becoming more gender diverse. More and more women are now joining the corporate world. Most of the gender-based researches have compared all-male with all-female teams or same-gender with balanced-gender teams. It is expected that teams of varying gender configuration would differ in their behavioral patterns and that these differences would account for significant variation in team process and outcome measures. Since, our literature review finds a gap that such gender differences have not been studied in India, though plenty of research is found in other countries, hence, our research is focused on measuring the expressed beliefs of men and women vis-a-vis task conditions. The study is focused on Army, Health care and Information Technology sectors in India.

STATEMENT OF THE PROBLEM

Gender equality has been a very prominent issue in professional organizations. Many believe that task conditions are always favourable to men only whereas, some believe that they are quite favourable to women also. A study is needed to assess the position in this respect. This study makes an assessment whether or not a difference exists in organizations that have modern men and women working side-by-side – with respect to nature of task conditions.

OBJECTIVE OF THE STUDY

To study the gender differences affecting task conditions in Information Technology sector, Healthcare sector and Armed forces.

HYPOTHESIS

Ho: No gender differences exist in the belief of men and women regarding the impact of task conditions on teams/ team performance.

Ha: Gender differences exist in the belief of men and women regarding the impact of task conditions on teams/ team performance.

RESEARCH METHODOLOGY

- a. Our study is based on empirical and conclusive research as it is a data-based research followed by conclusions that are capable of being verified. The formulation of hypothesis is another reason for the choice of empirical research. Since conclusive research tests the hypothesis of the research problem and draws definite conclusion for implementation, thus, our research is also conclusive in nature.
- b. The population for this research work consists of (i) All Defence officers currently working in India, (ii) All the Physicians (holding a minimum of MBBS degree) and Nurses working in India, (iii) All the engineers working in software development in India.
- c. Out of the entire population, a sample of 300 professionals was chosen using random and judgmental sampling method. As per the judgmental sampling we have taken into consideration the regions and the organizations of the population and as per the random sampling we have chosen the subjects (respondents who have filled the questionnaire). The researcher has opted for judgmental sampling because the population was known and clearly identified, and in order to avoid biased results, randomly the subjects were chosen.
- d. The actual sample size was 320, out of which 20 responses were rejected. The sample size consists of 46 men and 65 women (total 111 professionals) from Health care sector, 67 men and 30 women (total 97 professionals) from Information Technology sector and 56 men and 36 women from Armed forces (total 92 professionals).
- e. The sample has represented all the Information Technology professionals, Health care professionals and Defence officers (presently employed) throughout India.
- f. A questionnaire was prepared that comprised closed-ended questions to measure the expressed belief of our respondents.
- g. The questions are based on task conditions which state the differences in the beliefs of working men and women. Evaluation of each question has been done by analyzing the compared means through one-sample t-test, at 95% confidence interval.
- h. The data has been collected using **Likert Scale**. The ratings are given below:

Strongly Disagree	1
Disagree	2
Slightly disagree	3
Neither agree nor disagree	4
Slightly agree	5
Agree	6
Strongly agree	7

SCOPE OF THE STUDY

Study is limited to –

- 7.1 Three sectors only i.e. Information Technology sector, Healthcare sector and Armed forces.
- 7.2 The study has been limited to India only.
- 7.3 We have concentrated only on the gender differences; no other demographic factor has been undertaken.
- 7.4 Focus is only on belief towards task conditions of working professionals.
- 7.5 Our sample size was 320 out of which 20 responses were rejected due to incomplete information.

RESULTS AND DISCUSSIONS

S.No. 1 - At times I feel endangered because of the reckless behaviour of a team member.

Table 1.1**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Q4	300	4.60	1.590	.092

In table 1.1 we find that the value of mean is 4.60, which shows that in general, beliefs of men and women are inclined towards agreement that at times they feel endangered because of the reckless behaviour of any other team member.

Table 1.2**One-Sample Test**

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q4	6.498	299	.000	.597	.42	.78

In table 1.2 we find the value of t is 6.498, which is more than 1.972. We therefore reject the null hypothesis and accept the alternate one. This is also concluded by the significance level which is 0.000 – well below 0.05. It is therefore confirmed that there are significant differences in the beliefs of men and women that at times they feel endangered because of the reckless behaviour of any other team member.

S.No. 2 - Very often team performance is affected because two or more male members are very aggressive towards each other.

Table 2.1**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Q10	300	4.59	1.478	.085

In table 2.1 we find that the value of mean is 4.59, which shows that in general, beliefs of men and women are inclined towards agreement that very often team performance is affected because two or more male members are very aggressive towards each other.

Table 2.2**One-Sample Test**

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q10	6.877	299	.000	.587	.42	.75

In table 2.2 we find the value of t is 6.877, which is more than 1.972. We therefore reject the null hypothesis and accept the alternate one. This is also concluded by the significance level which is 0.000 – well below 0.05. It is therefore confirmed that there are significant differences in the beliefs of men and women that very often team performance is affected because two or more male members are very aggressive towards each other.

S.No. 3 - Women members of the team have a greater tendency to gossip about group members that eventually affects team performance.

Table 3.1**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Q19	300	4.77	1.646	.095

In table 3.1 we find that the value of mean is 4.77, which shows that in general, beliefs of men and women are inclined towards agreement that women members of the team have a greater tendency to gossip about group members.

Table 3.2**One-Sample Test**

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q19	8.070	299	.000	.767	.58	.95

In table 3.2 we find the value of t is 8.070, which is more than 1.972. We therefore reject the null hypothesis and accept the alternate one. This is also concluded by the significance level which is 0.000 – lower than 0.05. It is therefore confirmed that there are significant differences in the beliefs of men and women that women members of the team have a greater tendency to gossip about group members that in due course affects the performance of team.

S.No. 4 - Male members of the team resort to threat of physical violence.

Table 4.1**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Q22	300	4.37	1.526	.088

In table 4.1 we find that the value of mean is 4.37, which shows that in general, beliefs of men and women are inclined towards agreement that male members of the team resort to threat of physical violence.

Table 4.2**One-Sample Test**

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q22	4.201	299	.000	.370	.20	.54

In table 4.2 we find the value of t is 4.201, which is more than 1.972. We therefore reject the null hypothesis and accept the alternate one. This is also concluded by the significance level which is 0.000 – lower than 0.05. It is therefore confirmed that there are significant differences in the beliefs of men and women that male members of the team resort to threat of physical violence.

S.No. 5 - In a tense situation, women members of the team play a very important pacifying role.

Table 5.1**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Q26	300	5.64	1.397	.081

In table 5.1 we find that the value of mean is 5.64, which shows that in general, beliefs of men and women are strongly inclined towards agreement that in a tense situation women members of the team play a very important pacifying role.

Table 5.2
One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q26	20.294	299	.000	1.637	1.48	1.80

In table 5.2 we find the value of t is 20.294, which is much higher than 1.972. We therefore reject the null hypothesis and accept the alternate one. This is also concluded by the significance level which is 0.000 – lower than 0.05. It is therefore confirmed that there are significant differences in the beliefs of men and women that in a tense situation women members of the team play a very important pacifying role.

S.No. 6 - Generally it is the male members who may face false accusation of sexual harassment.

Table 6.1
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Q33	300	5.01	1.465	.085

In table 6.1 we find that the value of mean is 5.01, which shows that in general, beliefs of men and women are strongly inclined towards agreement that generally it is the male members who may face false accusation of sexual harassment.

Table 6.2
One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q33	11.899	299	.000	1.007	.84	1.17

In table 6.2 we find the value of t is 11.899, which is higher than 1.972. We therefore reject the null hypothesis and accept the alternate one. This is also concluded by the significance level which is 0.000 – lower than 0.05. It is therefore confirmed that there are significant differences in the beliefs of men and women that generally it is the male members who may face false accusation of sexual harassment.

S.No. 7 - When a risky decision is being taken the note of caution is generally forwarded by women members of the team.

Table 7.1
One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Q40	300	4.86	1.359	.078

In table 7.1 we find that the value of mean is 4.86, which shows that in general, beliefs of men and women are inclined towards agreement that when a risky decision is being taken the note of caution is generally forwarded by women members of the team.

Table 7.2
One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q40	10.962	299	.000	.860	.71	1.01

In table 7.2 we find the value of t is 10.962, which is more than 1.972. We therefore reject the null hypothesis and accept the alternate one. This is also concluded by the significance level which is 0.000 – lower than 0.05. It is therefore confirmed that there are significant differences in the beliefs of men and women that when a risky decision is being taken the note of caution is generally forwarded by women members of the team.

S.No. 8 - Women find it easier to seek help.

Table 8.1

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Q70	300	4.90	1.293	.075

In table 8.1 we find that the value of mean is 4.90, which shows that in general, beliefs of men and women are inclined towards agreement that women find it easier to seek help.

Table 8.2

One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q70	12.097	299	.000	.903	.76	1.05

In table 8.2 we find the value of t is 12.097, which is more than 1.972. We therefore reject the null hypothesis and accept the alternate one. This is also concluded by the significance level which is 0.000 – lower than 0.05. It is therefore confirmed that there are significant differences in the beliefs of men and women that women find it easier to seek help.

S.No. 9 - Female bosses are generally better than the male bosses

Table 9.1

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Q74	300	3.50	1.392	.080

In table 9.1 we find that the value of mean is 3.50, which shows that in general, beliefs of men and women are inclined towards slight disagreement that female bosses are generally better than the male bosses

Table 9.2

One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q74	-6.265	299	.000	-.503	-.66	-.35

In table 9.2 we find the value of t is -6.265, which is less than -1.972. We therefore reject the null hypothesis and accept the alternate one. This is also concluded by the significance level which is 0.000 – lower than 0.05. It is therefore confirmed that there are significant differences in the beliefs of men and women that female bosses are generally better than the male bosses

S.No. 10 - Tasks that require warmth, support & nurturing are performed better by having women members.

Table 10.1**One-Sample Statistics**

	N	Mean	Std. Deviation	Std. Error Mean
Q77	300	5.22	1.349	.078

In table 10.1 we find that the value of mean is 5.22, which shows that in general, beliefs of men and women are strongly inclined towards agreement that tasks that require warmth, support & nurturing are performed better by having women members.

Table 10.2**One-Sample Test**

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Q77	15.708	299	.000	1.223	1.07	1.38

In table 10.2 we find the value of t is 15.708, which is more than 1.972. We therefore reject the null hypothesis and accept the alternate one. This is also concluded by the significance level which is 0.000 – lower than 0.05. It is therefore confirmed that there are significant differences in the beliefs of men and women that tasks that require warmth, support & nurturing are performed better by having women members.

FINDINGS

Our finding in this respect is that many significant differences in the beliefs of men and women regarding impact of task conditions on team work/ performance exist. It has been concluded that though it is the women members who actually have a fear of getting harassed sexually at their work place but men have also have to fear the other side of the stick. Even men have a strong fear of being falsely accused for sexual harassment. Significant differences are also noticed in behaviours such as gossiping, recklessness, aggressiveness, violence, etc, which again are believed to have a strong impact on team work.

Analyzing the co-operation level between both the genders, we find that both the genders believe that they are able to get help when a male/ female member is around. But both the genders believe that it is easier to work with a male boss than a female one. Again it is the male members from health care sector and armed forces and female members from IT sector who agree more with this.

It has also been analyzed that tasks that require warmth, nurturing, support, peace-keeping are better performed by females. Women members of the team also empathize with others better and more promptly when another member is unwell/ upset. They notice the distress and discomfort of others earlier than men. These differences should be given due importance while assigning roles to women members especially in health care sector and armed forces, since these characteristics can be used in crisis and emergency situations. For example - during times of peace-keeping when the general public needs to be addressed, in hospitals where patients and patients relatives at times are to be convinced and counseled, women members are needed to manage these critical situations.

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