

Impact of Gender on Organizational Variables at Work Place

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Abstract

Organizations are comprised of mixed workforce i.e. both males and females. It is assumed that both gender depicts different behavior and develops different thought process at times in Indian settings. So on the above backdrop the aim of the present study is to find out the impact of gender on different organization variables (Organization commitment, Work motivation, Self efficacy and Organization effectiveness) taken for the study. A standardized questionnaire is used to conduct the study among 300 employees of public sector undertaking in Uttarakhand. Data is analyzed through SPSS and result indicated that the males had high organization commitment and self efficacy than females' counterparts whereas females were high in organization effectiveness than males.

Keywords: Emotional Intelligence, Gender Difference Organisational Commitment, Self-Awareness, Self-Efficacy, Work Motivation, Organisational Effectiveness.

I. INTRODUCTION

Gender plays a significant role in personal and professional life. The behavior and personality of an individual is also affected by Gender. As gender is a classic and significant predictor in education, psychological and linguistic research (Catalan, 2003). As males and females ordinarily have various qualities and abilities. Previous research proves the significant relationship between gender and abilities (Woolfolk, 2014). When gender figures out how to communicate with each other, blending attributes of males and females make more ground association. Consolidating the qualities of males and females in a work environment makes for an effective association. In today's era when the workplace possesses the equal ratio of males and females the gender had great impact on the organizations as a whole. As study of organization set-up is always considered to be complex due to the internal and external environment of which it is surrounded. The environment is further

affected by various variables. In this respect certain variables had been identified for the study i.e. Organizational commitment, Work motivation, Self efficacy and Organizational effectiveness which is assumed to play integral role in the success of organizations. Further due to globalization and advancement in the Indian organization setting it becomes imperative to discover the impact of gender on organizational variables.

Significance of Organizational Variables under Study; Its significance at workplace

In the organization, certain employees or executive factors exist, which are positively or negatively related to emotional intelligence of the executives. The factors comprises of organizational commitment, work motivation, self-efficacy and the organizational effectiveness. Each of the mentioned factors has its own significance in the organizations as well as in the executive's life. As organization comprises of people and considered as the assets as well as the backbone of any organizations. The employee related factors makes the difference in the organization. One of the factors includes **organizational commitment** which means the extent to which employees are committed toward the organization. **Meyer and Allen (1991)** argued that organization commitment is a multidimensional construct. As it is known that committed workforce in the organization increases the organizational effectiveness. In Understanding and regulation of one's emotions as well as understanding other's emotions are factors that affect intrapersonal well-being and interpersonal relations which also affect workers' attitudes to their colleagues, their bosses, job and commitment for organization.. Thus it is necessary to explore the relationship between emotional intelligence and organizational commitment. The second employee related factor is **work motivation** which refers the way in which urges, desire and aspirations explain the behavior of human emotional intelligence. Executive uses some of the motivational tool depending upon the situation. At

the workplace managers feel that monetary benefits is the most important factor in motivation, although there are many other motivation tools (including non-monetary) for example job security, employee recognition further development in expertise colleagues and many other (Hitka,BalaZova 2015) One of the other factors would be **self-efficacy** which refers to the individual's ability to perform the job efficiently. Efficiency of employees or the executives' may be increased when the employees or the executives may understand the job and utilizes their own and subordinates strength in performing the task. The self-efficacy of the employees or executives' in an organization is increased when they are optimizer in utilizing all available and potential resources, human and financial, both within and outside the organization, towards its sustained long term functioning. The last executive related factor is **organizational effectiveness** which is defined as its capacity to survive, adapt, maintain itself, and grow regardless of the particular function it fulfills. The significance of these factors could be depicted to the extent to which the organizational commitment, work motivation, self-efficacy and organizational effectiveness may affect the gender. These mentioned factors could be termed as organizational variables.

Role of Gender at Work Place

Gender difference in context to organizations seems to be relevant where both males and female work together. The males and females are different in nature as well as they differ in their thought process. As in the today's world there has been a considerable change in the way in which the regulations of work are seen. Person i.e. males or females are not judged by how smart they are, but how well they are committed, motivated, competent and have the capacity to survive. Previous researches has claimed that gender diversity is moved towards the major value driver in corporate governance and organizational strategic management(Joana Marinova,J.P.,Chantal,R.2010).An intelligent executive is required for learning organizations to be competitive and target oriented that is at par with the requirement of organizational setup. Through the 1980s, numerous researches (Martin1980, Pollert 198, Hearn and Parkin 1983, Greenhaus & Buetell 1985, Cornneli 187, West Zimmerman 1987,Cockburn 1998) were published that examines how gender dynamic played out in organizations. Every executive shares a variety of social relations in his or her organization. It is assumed that gender by nature is different because of their roles, responsibilities and liabilities so their attitude and behavior differ in personal and professional setting.

As the workforce in the organizations is mixed so the role of gender plays large impact to a great extent. So it becomes necessary to find out the **effect** of gender in organizations.

II. LITERATURE REVIEW

Rajesh Kumar, Roshan Lal (2006): The study examined the role of self efficacy and gender difference among the student in different colleges of Chandigarh city. The study was done on 200 students (100 males and 100 females). Result concluded that there was significant effect of self efficacy on gender difference.

Ayhan Ayden,Yilmaz Sarier,Sengul Uysal (2011): The objective of the study was to determine the effect of gender on the organization commitment of teachers. Further the results revealed the effect of gender on organization commitment was on the favor of males.

Ashkan Khalili, Arnifa Asmawi (2012): Research was done to know the impact of gender difference on organizational commitment. The study was done on 108 employees of small and medium enterprises in Iran. The result indicated that men and women have the same level of affective commitment, continuous and overall organizational commitment so the result revealed that females have a greater level of normative commitment than men within the small medium enterprises.

Milos Hitka,Milota Vetrakova & Zanita Balazova (2016) :The purpose of the study was to examine the issue of motivation difference between male and female in Slovakia. The sample taken for the study was 4,099 respondents. Result of the study revealed that there was great similarity between motivation factor of male and female.

Naima Bibi (2016): The aim of the study was to explore the role of gender difference in organization effectiveness through exploratory research. Findings revealed that organization are ready to accept gender diversity at workplace but due to non implementation of managing gender diversity policies most of the times employees fail to work with full potential and productivity which curtails organization effectiveness.

Robert Stefko, Radovan Bacik, Richard Fedorko, Jakub Horvath (2017): The goal of the study was to point out the gender difference in the assessment of the selected variables in terms of work satisfaction and motivation among employees. The research sample included 136 respondents. The result indicated that in case of work motivation the motivation of women is

significantly influenced by the fear of losing the workplace.

Nina Zulida Situmorang and Fauziah Wijayanti(2018):The aim of the investigation was to discover the effect of self-efficacy and gender on work life family balance of employees. The hypothesis was tested on 76 employees working in public and pvt sectors. Finding of the study revealed that there is a correlation between self efficacies with work family balance level in female employees. However self efficacy has no effect to work family balance level in male employees.

Senad Becirovic (2017): The aim of the research was to determine how gender influences motivation and achievement in learning English as a foreign language. The sample taken for the study was 185 students. The finding showed a significant relationship between gender and motivation.

Chaiyaset Promsri (2018): The study was conducted to find out the effect of gender on organization. A sample of 143 employees of public sector banks was taken for study. Result indicated that there was no significant difference between male and female employee of bank in affective and normative commitment whereas continuance commitment was found a significant difference between males and females.

Teresa Correia de Lacerda (2016): The objective of the research was to find the effect of age on the organization effectiveness. The data was collected on 381 questionnaires and computed by confirmatory factor analysis. Result indicated that there was no significant difference between the path coefficients directed to overall impact on organizational effectiveness across male and female.

III. RESEARCH STUDY

The success of an organization depends on various organizational factors or variables which are further influenced by gender because there is a huge gender difference in their behavior. and the impact of age on various emotional intelligence dimensions among executives in public sector undertaking at Uttarakhand.

Sample: The research study includes five emotional intelligence dimensions namely self awareness, self regulation, motivation, social awareness and social skills. The sample size taken for the study is 300. The organizations were categorized into two categories. The first category i.e. Central PSUs comprising of BEL (Bharat Electricals Ltd, Kotwadar Unit), BHEL (Bharat hydro Electricals Ltd),ONGC(Oil and Natural Gas

Corporation Head Office Tel Bhavan Dehradun, KDMIPE Dehradun) and THDC(Teri Hydro Development Corporation corporate office, Rishikesh and New Teri, Bhagriti Puram). The second category i.e. State PSUs ((Public Works Development and Uttarakhand Power Corporation, Dehradun).

Research Design: In the present study the co-relational research design is used.

Sampling Technique: The sampling technique used in the study is non-probability sampling technique employing Quota Sampling. The executives were categorized as E1, E2, E3, E4, E5, E6, E7, E8 and E9. Each of these category were grouped as low level executive (E1, E2, E3), middle level (E4, E5, E6) and high level executive (E7, E8, E9). Executives were also categorized on the basis of different age group.

Tool: The data collection tool employed Questionnaire. The questionnaire comprises:

- Personal Data Schedule
- Organization Commitment Questionnaire: Shailendra Singh (2004) based on model of emotional intelligence given by Goleman (1998)
- Self-efficacy: Occupational self-efficacy scale by Sanjyut Pethe, Chaudhary and Dhar(1999)
- Work Motivation: Work motivation Questionnaire by K.G Aggarwal (1998)
- Organizational Effectiveness: Organizational effectiveness test by A.K Sinha(1992) based on work Sutton and Ford (1982)

Hypothesis 1: There will be the significant effect of Gender on the organizational variables score among the level of executives.

2: There will be the significant effect of Gender on the organizational variables score across the level of executives

IV. RESEARCH PROBLEM

As the workforce in the organization comprises of both male and females so it is assumed that they may both have different impact on certain organization variables which plays significant role in success of any organization. Hence it is imperative to find the impact of gender on various organization variables among and across the level of executives. Thus in this context the research problem was to find out impact of gender on Organization variables.

V. RESEARCH OBJECTIVE

To bring out the impact of gender on Organization variables- among and across the level of executives.

Major Research Hypothesis:

H1 There will be the significant effect of Gender on the organizational variables score among the level of executives.

Sub- Hypothesis:

H1a: The gender will have significant effect on organization commitment level of executives.

H1b: The age will have significant effect on work motivation level of executives.

H1c: The age will have significant effect on self efficacy level of executives.

H1d: The age will have significant effect on organizational effectiveness level of executives.

H2 There will be the significant effect of Gender on the organizational variables score across the level of executives.

H1 *Gender difference will have significant effect on the organization variable score among the executives*

Table 1: ‘t’ Test for Significance difference among males and females for organization variable.

Gender	Organizational Variable				Total of OV
	Organizational Commitment	Work Motivation	Self Efficacy	Organizational Effectiveness	
	6.259**	0.926	2.740**	-4.768**	3.485
	0.000	.355	0.007	0.000	0.001

Note: the first row denotes t-Value, and latter the degree of Significance

** Highly Significant at 0.01 level.

* Significant at 0.05 level

+ Indicative Significance at 0.10 level

The above hypothesis is accepted at t-value of 3.485 and significance of 0.001. Hence there is significance difference in organizational variables score of males and females.

H1a. *Gender difference will have significant effect on the organization commitment score.*

Table 1A: Mean score of organization commitment variable among the level of executives

	Mean	S.D.
Male	33.89	6.58
Female	30.18	3.55

In the above table the organization commitment scores for male is higher (33.89) than females (30.18)

Table: 1 B: Significance difference among males and females for organization commitment variable

Gender	Organizational Commitment	
	t-Value	6.259**
	Significance	0.000

** Highly Significant at 0.01level.

The above table shows that in context to organizational commitment there is significance difference among males and females organizational variables. The hypothesis is accepted at t-value of 6.259 and significance of 0.01 level.

H1b. *Gender difference will have significant effect on the work motivation score.*

Table 2A: Mean score of work motivation variable among the level of Executives

	Mean	S.D.
Male	92.7	12.76
Female	91.57	8.55

In the above table the work motivation scores for male is higher (92.7) than females (91.57).

Table 2 B: Significance difference among males and females for organization commitment variable

Gender	Work motivation	
	t-Value	0.926
	Significance	0.355

The above table shows that in context to work motivation, there is no significance difference among males and females organizational variables. The hypothesis is not accepted at t-value of 0.926 and significance of 0.355 levels.

H1c *Gender difference will have significant effect on the self-efficacy score.*

Table 3A: Mean score of self-efficacy variable among the level of executives.

	Mean	S.D.
Male	79.70	10.93
Female	76.21	10.28

In the above table the self-efficacy scores for male is higher (79.70) than females (76.21)

Table 3B: Significance difference among males and females for self-efficacy variable

Gender	Self-efficacy	
	t-Value	2.740**
	Significance	0.007

** Highly Significant at 0.01 level.

In the above table it is seen that in context to self-efficacy, there is significance difference among males and females organizational variables. The hypothesis is accepted at t-value of 2.740 and significance of 0.007 levels.

H1d. Gender difference will have significant effect on the organizational effectiveness score.

Table 4A: Mean score of organizational effectiveness variable among the level of executives.

	Mean	S.D.
Male	15.63	2.46
Female	16.75	1.61

In the above table the organizational effectiveness scores for females is higher (16.75) than males (15.63).

Table 4B: Significance difference among males and females for organizational effectiveness variable

Gender	organizational effectiveness	
	t-Value	-4.768**
	Significance	0.000

** Significant at 0.01 level.

The above table shows that in context to organizational effectiveness, there is significance difference among males and females organizational variables. The hypothesis is accepted at t-value of -4.768 and significance of 0.000 levels.

H2 Gender difference will have significant effect on the organization variable score across the level of executives

Table 5: Depicting the mean score and t-value for organization variable i.e. organization commitment

Gender	LOW LEVEL			MID LEVEL			HIGH LEVEL		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Male	82	32.57	5.34	87	35.01	7.59	7	36.42	3.77
Female	69	30.49	3.54	44	29.81	3.51	5	30.80	5.63
t-value	2.761			4.303			0.208		
Sig.	0.006			0.000			0.647		

There is significant difference among males and females and their Organization Commitment Scores lower and mid level executive positions. Males have significantly higher mean scores than females at low and mid

executive positions. At high executive positions also males have higher mean scores than females but it is not significantly different.

Table 6: Depicting the mean score and t-value for organization variable i.e. work motivation

Gender	LOW LEVEL			MID LEVEL			HIGH LEVEL		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Male	83	32.57	14.09	87	11.76	7.59	7	36.42	12.01
Female	71	30.49	9.11	44	7.65	3.51	5	30.80	6.58
t-value	0.510			0.528			0.928		
Sig.	0.611			0.598			0.331		

There is no significant difference among males and females and their Work Motivation Scores across all hierarchical levels. However, males have higher scores at low and mid executive positions. At high executive position females have higher mean scores than males.

Table7: Depicting the mean score and t-value for organization variable i.e. self-efficacy

Gender	LOW LEVEL			MID LEVEL			HIGH LEVEL		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Male	76	80.17	11.55	88	79.29	10.77	7	81.28	7.97
Female	71	75.83	10.52	45	77.00	10.00	5	75.40	8.82
t-value	2.375			1.190			1.208		
Sig.	.019			0.236			0.255		

There is no significant difference among males and females and their self-efficacy scores across at mid and high executive positions. Males have higher mean score than females at mid executive position, while females have higher mean scores at high executive position. At low executive level males have higher mean scores than females and it is significantly different too.

Table8: Depicting the mean score and t-value for organization variable i.e. organizational effectiveness

Gender	LOW LEVEL			MID LEVEL			HIGH LEVEL		
	N	Mean	SD	N	Mean	SD	N	Mean	SD
Male	83	15.49	2.64	88	15.70	2.37	7	16.57	1.71
Female	71	16.70	1.60	46	16.91	1.54	5	14.80	1.64
t-value	-3.482			-3.544			1.792		
Sig.	0.001			0.001			0.103		

There is significant difference among males and females and their organizational Effectiveness Scores low and mid executive levels. Females have higher mean scores than males at low and mid executive positions.

But at high executive position males have higher mean score than females but have no statistical significance.

VI. DISCUSSION

Organization variables show major differences across gender. Males have higher organization commitment, work motivation; self efficacy scores whereas females have higher organization effectiveness scores.

Gender and Organization Commitment among and across the level of Executives: Males give top priority to their job and organization, as their social and personal life resolve around the organization they work for. The reason for this may be that females have concern for their family life and concern for spouse and children is more important. Thus males (33.89) show a higher level of work commitment than females (30.18) as in Table (1A). This is statistically significant too as depicted in Table (1B). Previous findings suggest that females are less committed to their organizations than males (Diane Dodd, Gail B, Wright 1996). Similarly the same result came out to be in Table (5) across the level of executives which could be inferred that males even irrespective of their level had high level of organization commitment as compared to females because for them job is the utmost priority.

Gender and Work Motivation among and across the level of Executives: Males have predominately a higher level of work motivation level. It is their work motivation level only that compound into higher organization commitment. The difference in motivation level towards work and organization may be a result of their primarily focus or concern toward their Workplace and achievement of task and objectives. Past evidence is similar to present study where no gender difference in work motivation (Eskildsen, Kristensen & Westuland). As discussed earlier females have other obligation and responsibility besides their organization roles related to their family and self. Hence may not show a same level of motivation as males do as depicted in Table (2A). However, this difference is of little relevance and do not correspond to any statistical significance refer Table (2B). Furthermore the results across the levels came out to be same because the males are highly motivated towards their organizational task and responsibility because majority of them are free from household responsibility refer Table (6).

Gender and Self Efficacy among and across the level of Executives: The result of the study suggests that the males perceive to have higher level of skills and capabilities than females perceives. This

reflects the high level of self efficacy males have. Belief in self ensures a high level of positivity and optimism among males that also justify their higher organization commitment and work motivation level as depicted in Table (3A). This difference in self efficacy is in favor of males is statistically significant too at 99 percent confidence level refer Table (3B). Across all executive level hierarchies it could be inferred that males are assumed to have high level of self confidence and strong belief system due to which their self efficacy score came to be high at low and middle level but surprisingly at high level females scored maximum reason may be at reaching high position females self confidence, optimism and belief system get more stronger refer Table (7).

Gender and Organizational Effectiveness among and across the level of Executives: This is the only organization variable where females score higher than males as depicted in Table (4A) and the differences are statistically significant at 99 percent confidence level refer Table (4B). Since males are more informed and are more aware about other organization and their performances do not see much light in the performance and results their own organization achieves. Females being less informed see their organization in isolation and hence do not compare it with other benchmarks. As the past studies had reported that organizations where women are actively involved in product marketing and development or customer service the effectiveness in those organizations is high (Curtis, 2012; Badal, 2014; Conference Board of Canada, 2014) which directly relates to present study. Thus, they feel that their organization is performing at the best. As it is assumed that females are more sincere towards their professional front which may be because of high extent of engrossment towards their work refer Table (8).

VII. CONCLUSION

In reference to organization variables the gender differences appear to play more significant role. Males achieve a higher degree of organization commitment than their female counterparts and this is true across all executive level where males have higher organization commitment score than their female counterparts. However this differentiation seems to be considerable at high executive level and it dips at lower executive level. No such differentiation prevail for work motivation despite the fact that males have high work motivation score across all hierarchical than their female counterparts. Self efficacy level of executives

demonstrates the significant difference among males and females. Males have corresponding high self efficacy score at all executives' position than females. This is considerable large at high executive level and lowest at middle executive level. The gender differences tilts in favor of females in case of organization effectiveness. Though males have correspondingly high organization effectiveness score at high executive level, the table turns in favor of females for middle and lower executive level where females demonstrate higher organization effectiveness. Thus the present study indicates that the gender difference and organizational effectiveness are statistically significant in favor of females.

Gender differences seem to appear more prominent for organizational variables. Conclusively, there is an umpteen need for organizations to entail the issues with organizational variables, so as to ensure overall efficiency and effectiveness among executives in the organization. This need to be seen in light of an executive's gender in the organization and the hierarchical position the executives enjoys in the organization.

VIII. RECOMMENDATIONS

Organization success depends on various organizational variables which seem to be integral part of nay organization. In the past due to globalization the gender ratio has changed drastically due to which it is necessary for the organization to handle gender issues and their impact on organization variable. Though with work motivation findings revealed that gender difference was of not much significance but still separate motivation program for males and females should be designed to bring the effectiveness of motivation program. Though the self-efficacy of females can be increased by boosting the self-confidence creating more sense of commitment to their work .In context to present study the result revealed that females score high on organization effectiveness variables so organization should encourage male employees to have more focused approach towards their professional work rather than other irrelevant issues for organization commitment where females scored low could be inferred that organization commitment level of female employees should be enhanced by job-related variables.

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