Identification of the Perception of Micro Inequity and Its' Relationship with Employee Commitment by Employed Women in the IT Sector of Kolkata

Sonia Siddhanta[1], Dr Rita Basu[2]

[1]Research Scholar, Mewar University, Rajasthan, India
[2]Associate Professor, Institute of Business Management (Affiliated to Jadavpur University), The National Council of Education, Bengal, India

Abstract: - **It has been found that employees have experienced an uncomfortable feeling of being marginalized, that is an unmistakable feeling of being devalued, may be because they were not acknowledged or were subjected to a hallway joke. This is an example of micro behavior, a workplace phenomenon that has attracted the interest of many organizations seeking to improve employee engagement and performance. Micro behavior consists of micro messages, those small, semi-conscious messages people send and receive during interaction. It becomes micro inequities when subtle, semi-conscious devaluing messages directed at a particular person and happens repeatedly. As a result, micro inequities discourage and impair performance which leads to damaged self-esteem and withdrawal and loss of productivity and most importantly it affects the commitment towards one's workplace. Micro inequities based on gender - prejudicial slights, are quite common in most of the organizations. It has seen from literature survey that various studies have been conducted on micro inequity and in all of them an overview of micro inequity has been provided. organizational commitment is the individual's psychological attachment to the organization, where the employee experiences a 'sense of oneness' with their organization This study aims at focusing on the Indian perspective of micro inequity, to identify the perception of micro inequity by employed women in their organization and its' relationship with employee commitment. It is designed to collect primary data through structured close ended questionnaire survey among the randomly selected women employees from IT sector in Kolkata. The Results of this study show that the levels of discrimination were indeed related to gender and organizational commitment outcomes.**

Keywords: **Micro inequity, organizational commitment, women employees, IT sector.**

I. INTRODUCTION

Many of us have experienced an uncomfortable feeling of being marginalized that is an unmistakable feeling of being devalued, may be because we were not acknowledged in a meeting or we were subjected to a hallway joke. This is an example of micro behaviour, a workplace phenomenon that has attracted the interest of many organizations seeking to improve employee engagement and performance. Micro behavior consists of micro messages, those small, semi-

conscious messages we send and receive when we interact with others. They can be positive or negative. Micro behavior becomes micro inequities when these minute, semi-conscious devaluing messages directed at you and not others happen repeatedly.

The term Micro inequities first surfaced through the 1970's and later groundbreaking work of Professor Mary P. Rowe of MIT. These micro inequities when happened repeatedly discourage and impair performance which leads to damaged self-esteem and withdrawal.

Micro behavior consists of micro messages, those small, semi-conscious messages we send and receive when we interact with others. They can be positive or negative. They convey through facial expressions, tone of voice, hand gestures, choice of words, and eye contact. Some examples of positive micro messages include, approving eye contact when speaking with you, acknowledging your idea, asking your opinion during a meeting. Negative micro messages include such things as overlooking you when introducing your work team, looking at the phone while you're talking, frequently confusing you with someone else , replying to your email only when the manager is copied, a blank stare when you're speaking etc. Micro behavior becomes micro inequities when subtle, semi-conscious devaluing messages directed at you and not others happens repeatedly. And when happened frequently, micro inequities discourage and impair performance which leads to damaged self-esteem and withdrawal. Individuals are singled out, ignored, overlooked or otherwise discounted based on unchangeable characteristics such as race and gender (Sandler, Bernice, 1986) While women and minorities historically receive disproportionate shares of workplace micro inequities, all groups receive them and all aspects of work are affected. Being on the wrong side of the merger, style of dress, age, physical size, the people you choose to befriend, and even your attractiveness are common reasons for receiving devaluing micro inequities Micro inequities based on gender are quite common in most of the organizations. With changing time and changing workforce trends towards a more diverse workforce the importance of

understanding discrimination in the workplace have increased manifolds. It's like a glass ceiling an invisible barrier which prevents an individual from getting to the top.

Gender is a social construct that outlines the roles, behaviors, activities and attributes that a particular society believes are appropriate for men and women (Social Science Directory Vol 1 No.1, Sept, 2012). Micro Inequity faced by working women could be the result of the individual's perception. The difference between actuality and reality is more or less guided by perceptions and, therefore, what is actually been practiced might not be absolute, as many unforeseen factors may affect this difference. Cox (1993) presents a human resource development model that builds on the concept of embedded groups (Alderfer and Smith, 1982) and interactional research (O'Reilly, Chapman, and Caldwell, 1991). Differential reinforcement for in terms of decision making with regards to a team or organizational decision is an example of micro inequities.

Where Organizational Commitment is the strength of an individual's identification with the organization (Robbins, 2001).Organizational commitment is most often defined as a strong desire to remain a member of a particular organization; a willingness to exert high levels of effort on behalf of the organization; and a definite belief in, and acceptance of the values and goals of the organization (Mowday et. al, 1982). In other words, this is an attitude reflecting employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and wellbeing (Luthans, 2008).. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment. It may be assumed that the Commitment towards work of the working women is deeply related with the perception of Micro inequity in organization.

Any biasedness in these areas if perceived by working women even in subtle form reinforces a sense of inaptitude and it may create a sense of "I'm incapable" feeling consequently affecting their commitment towards work.

Some of the after effects of Micro inequity if not dealt with properly are as follows: Decrease in speaking/ Sharing ideas, Decrease in taking risks, Poor retention, Decrease in Productivity and Decrease in morale.

II. LITERATURE REVIEW

The term Micro inequities first surfaced through the 1970's and later groundbreaking work of Professor Mary P. Rowe of MIT. Her Research work mainly focuses on interpersonal negotiations, dispute resolution and coping with difficult people. Her writing probes the subtle inequities experienced by people who are nontraditional in any context. However her works are giving an overview of such micro behavioral issues

that affects a work place environment. Bolen, Heather M, Major D and Valerie (2013) discussed about the under presentation of women in the IT field. It was also found that satisfaction with growth opportunities, job security, job satisfaction, work family culture were related to Commitment outcomes**.** Without doubt the relative weights of men and women differed. Beckwith (2012), established that due to micro inequities in the workplace, individuals are singled out, ignored, overlooked or otherwise discounted based on unchangeable characteristics such as race and gender. During the past decade, increasing research attention has been paid to perceived injustice and discrimination in Management Literature. Both perceived injustice and perceived micro discrimination are found to be associated with some negative outcomes. Skarlicki& Folger, (1997) studied and found that perceived procedural injustice has been linked to retaliation against organization. (Gutek, Eohen & Tsui, 1996) in their study linked perceived gender discrimination positively to work conflict. Perceived Discrimination is how the individual feels that she is being treated differently or unfairly in her group membership (Sanchez & Brock, 1996). Sanchez and Brock (1996) examined the effects of perceived discrimination on work outcomes. They found that perceived discrimination contributed to higher work tension and decreased job satisfaction and organizational commitment, above and beyond other common work stressors, such as role conflict and ambiguity Perception of organizational fairness guides employees' level of trust in the organization. (Rajnandini, Schriesheim & Williams, 1999). (Colquitt, Comlon, Wesson,Porter& NG, 2001) found that employees who have been treated unfairly by their organizationsl leaders are likely to respond with reduced commitment and job performance. Maka Watsakul and Kleiner (2003), found that employee uncertainty and fear can lead to decline in morale and organizational productivity, Messer and White found that perceived fairness significantly affect organizational affectiveness and performance that support social and psychological organizational environment. Winfield (Jan, 2010), in her article presents her insights on micro-inequalities as form discrimination. She refers micro-inequalities as small events which are often unintentionally recognized by the perpetrator and mostly occur different to other people's understanding. She explains micro inequity as 21st century discrimination. Fiofiori, Schlange and Ali (2007) in a discussion on Micro inequities at workplace reasons for people to leave their jobs to start entrepreneurial businesses focused on the relationship between micro inequity and job satisfaction, and its subsequent effect on employee performance and consequently individuals quitting job to start an entrepreneurial venture. Fodchuk and Sidebotham (2005) mentioned the importance of understanding that negative reactions due to perceived unfairness may lead to discrimination lawsuit against the employer. Organizational members should be nurtured in a way that makes them feel

productive and instrumental in organizational effectiveness and success (Gummer, 2001)

Organizational Commitment

Organizational commitment among employees has been an addressed in various scholarly works, including those by Riketta (2005), Fiorito et al. (2007), and Edwards and Peccei (2010). These scholars have taken different approaches to issues related to what causes differences in organizational commitment among employees and how these differences impact employee performance, recruitment, and retention. As time goes on, Becker (1960) contended that workers make progressively more side bets in their organization. As these side-bets accrue, it becomes more difficult for a worker to leave their organization. Additionally, most modern scales incorporate the side-bet component on some level in the form of continuance commitment (Meyer &Allen, 1991), and more recently, the economic exchanges sub-component of continuance commitment (Hackett,Bycio, &Hausdorf, 1994; McGee & Ford, 1987; Meyer, Allen, &Gellatly, 1990; Somers, 1993; Taing et al.,2011). The first major shift in the conceptualization of organizational commitment was marked by a change in focus from side-bets to psychological attachment. This definition of commitment posited that while Becker's (1960) side-bet theory had some merit, it ignored the affective component inherent in commitment (Mowday, Steers, & Porter, 1979; Porter, Steers, Mowday, &Boulian, 1974). According to this new conceptualization, organizational commitment was defined as a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization. Mottaz (1987) investigated the interrelationship between individual characteristics, work rewards, work satisfaction and organizational commitment. The study suggested that individual characteristics have very little impact on either satisfaction or commitment, while work reward is found to be better predictors of satisfaction than commitment. Allen and Meyer (1996) presented organizational commitment as multidimensional and containing affective, continuance, and normative components. Their conceptualization suggested that employees either "want to," "need to," or "feelthey should" remain in an organization (Meyer & Allen, 1997). They conceptualized organizational commitment as a three-dimensional model, with each dimension describing a core aspect of organizational commitment. Affective commitment involves the emotional (Kanter, 1968) or attitudinal(Sheldon, Turban, Brown, Barrick, & Judge, 2003) attachment of people to the organization. Continuance commitment is related to a balancing of the costs of leaving an organization and the benefits of staying. This component matches Becker's side-bet theory (Becker, 1960; Kanter, 1968). Normative commitment is related to internalized pressures to acting ways that comport with organizational goals and interests. This component

suggests that employees feel a moral need to stay in the organization. Meyer and Allen (1997) argued that these dimension scapture different aspects of the multifaceted construct of organizational commitment and that the gestalt of commitment emerges. Channar et al. (2011) analyzed the effect of gender discrimination on the employees' satisfaction and motivation, commitment and enthusiasm and stress level. Women are less committed and enthusiastic toward job if they are discriminated on the ground of gender.

III. RATIONALE OF THE STUDY

Objective:

- The study aims at determining the relationship in the Indian Context and perspective between certain kinds of imbalances of human actions (micro – inequities) experienced among working women that pushes them to perform and achieve below their actual potential.

- To showcase the power that micro inequity possesses in influencing the women's work effectiveness and performance and organizational commitment. The study does suggest and provide the value of analyzing specific variables of research interest to help an organization to understand some of the outcomes of micro inequity in general.

- Also, the study would provide some conclusions and recommendations that would give positive insights and approaches to researchers that would help usher some understanding to the workforce on how the after effects of micro inequity acts as a disruptive factor in the development of not just institutional harmony or workplace harmony but on the individual's development as well by taking into consideration variables like perception, motivation, stress, attitude, work performance organizational commitment and morale.

IV. RESEARCH METHODOLOGY

Study: The study is descriptive in nature.

Instrument:

There were three sets of questionaaire.

1) General Information Schedule – the basis details of the employee regarding age, marital status level of designation etc were asked.
2) A 50-item forced choice questionnaire was locally developed for studying the commitment level of the employees
3) A 53-item questionnaire was locally developed to understand the perceived micro inequity profile of the employee.

Parameters:

a) General Information Schedule: Altogether, the schedule had 10 items. This involved questions furnishing information about personal demographic (age, sex, qualification, marital status) and job demographic (designation, type of job, level of position, span of services, and type of IT Organization)

b) Organizational Commitment (OCOM) Scale developed by O'Reilly and Chatman (1986) an attempt was made to develop the commitment scale to assess internalization, identification, and compliance. The scale consisted of 50 items covering Seven Components. The respondent is required to rate each item on a five point scale to indicate how much the item is true about his / her organization Each item was fitted with an equidistant 'Likert Type ' 5 point scale along with the dimension of 'strongly agree' to strongly disagree' bearing logical weightage 5-1 .

The above weightage of a particular scaled response would be expected to reveal the nature of commitment of the working women of the IT Sector of Kolkata.

The questions for the commitment scale was grouped under the following parameters: a) Affective commitment; b) Continuance Commitment:; c) Normative Commitment; d) Perceived Organizational Support; e) Work Effort; f) Flexibility; g) Recognition

c) Micro inequity Scale: The scale consisted of 53 items covering Twelve Components. The respondent is required to rate each item on a five point scale to indicate how much the item is true about his / her organization Each item was fitted with an equidistant 'Likert Type ' 5 point scale along with the dimension of 'strongly agree' to strongly disagree' bearing logical weightage 5-1.

The above weightage of a particular scaled response would be expected to reveal the nature of commitment of the working women of the IT Sector of Kolkata.

The questions on Micro inequity dimensions were grouped under the following parameters: a) Group Discrimination; b) Promotional Policy based Discrimination; c) Individual Discrimination; d) Cultural Discrimination; e) Family Background Based Discrimination; f) Reward based Discrimination; g) Income and Appraisal based Discrimination; h) Educational Qualification based Discrimination; i) Job Profile based Discrimination; j) Age Based Discrimination; k)Discrimination based on employee well being; l) Gender based Discrimination

Sample:

　a) Sample Unit:

　　i) Organizations: IT Sector (IT Hub-Sector V and Sector II)

　　ii)Employees – Employed women of Kolkata, West Bengal India.

b) Size of Sample: **A** total of 150 employed women at IT sector of Kolkata

　c) Samples Selection Procedure:

A total of 150 employed women both married (75 married and 75 un married) were considered from IT sector of Kolkata with equi-proportionate number of Executive and Managerial cadre, will be selected randomly, by matching and controlling of sample characters (age, qualifications, years of service, experience, technical training attendance etc). The dependable primary data shall be collected by means of personal interview, telephonic interviews, mailing the questions by means of structured questionnaire. Experience survey shall be conducted which would provide information about the practical possibilities for doing research. Also, Projective Techniques shall be used as well for data collection purpose. It is to be noted that a pilot survey shall be conducted before the actual sample survey to check for the validity of the questionnaire.

Reliability and Validity:

From the above matched stratified sample, 50 women employees (25 married and 25 unmarried) were utilized for construction and adaptation of test and 150 samples were used for collection of data. T Results of the correlational analysis for item validity measures indicated that the total items of each of the scales along with their respective subscales for individual enquiry areas (12 for Micro Inequity Scale and 7 for Organizational Commitment) had good amount of **content validity**. Further, positive and significant inter enquiry areas correlation (Inter correlational matrix), individual item score – total score of all test item score correlation, as well as individual item score – individual component enquiry area score correlation affirmed that the three scales (adopted) had subsequently sound in factorial validity.

The computed coefficients of correlation were found highly significant – relative of high **reliability** of each of the three scales.

Procedure:

The purpose of the study was explained to the working women and assurances of confidentiality and anonymity (to the working women) were given. The Questionnaire was e - mailed to them and they were asked fill out the questionnaire and respond back by emailing back the questionnaire.

V. ANALYSIS AND RESULTS

At first the variation of microinequity and commitment were identified between married and unmarried women in IT sector of Kolkata. Then correlation between sets of tests scores of micro inequity profile and commitment the working

women of the IT sector of Kolkata (N=150) were identified and shown in the following tables.

Total scores of Micro Inequity Profile Scale, with twelve components scales –Group Discrimination, Promotional Policy Discrimination, Individual Discrimination, Cultural Discrimination, Discrimination based on Family Background, Reward Based Discrimination, Income and Appraisal Based Discrimination, Discrimination based on Educational Qualification, Job Profile and Age and finally Gender based discrimination, has been collected through responses of working women (N=75) both married and unmarried were processed and treated by psychometric tests to yield statistical measures of central tendency and dispersion; as shown in the following tables

Table I: Characteristic Features of Micro Inequity Scale Score Distribution of working women of the IT Sector of Kolkata (Number of Working Women = 150)

Marital Status	Statistically Calculated Measures						
	Mean	Median	Skewness	Kurtosis	Standard Deviation	Standard Error	Obtained Score Range
Married (Informants=75)	209.03	214.00	1.23	.64	2.905	29.0569	84 – 242
Unmarried (Informants=75)	213.42	217.00	2.10	3.53	1.960	19.606	55 – 226

The values displayed in table I to characterize two categories of working women married and unmarried, with apparent notional differences, have revealed a statistical similarity between the two group with reference to a probable normal distribution of the score trends – with slight variations in their respective skewness, irrespective of their platykurtic nature

After testing the nature of distribution pattern of the total scale scores of Micro Inequity Profile, and component scales scores of each of both Married and Unmarried women were processed to highlight the relative weightage and variation of influence of the components of Micro Inequity profile of the IT Organizations among them.

Table II: Mean (M) and Standard Deviation(SD) for Micro Inequity Scale Scores Along with its twelve (12) Components Scores of Married and Un Married Working Women (N=300) of the IT Sector of Kolkata

Variables	Mean Score and Standard Score in IT Sector	
	Married	Unmarried
Micro Inequity	M=209 SD= 20.58	M=213.42 SD=14.18
Group Discrimination	M=4.41 SD=.725	M=4.40 SD=0.69
Promotional Policy	M=3.71 SD=.506	M=3.92 SD=0.51
Individual Discrimination	M=4.36 SD=.71	M=4.46 SD = .82
Cultural Discrimination	M=4.50 SD=.77	M=4.78 SD=.488
Discrimination based on Family Background	M=4.37 SD=.765	M=4.74 SD=.447
Reward based Discrimination	M=2.70 SD=.51	M=2.84 SD=.618
Income and Appraisal based Discrimination	M=3.14 SD=.553	M=2.81 SD=.695
Discrimination based on Educational Qualification	M=3.82 SD=.452	M=3.96 SD=.294
Job Profile based Discrimination	M=3.54 SD=.703	M=3.64 SD=.601
Age based Discrimination	M=3.19 SD=.428	M=3.84 SD= .47
Discrimination Regarding employee Well Being	M=4.45 SD=.634	M=4.66 SD=.28
Gender based Discrimination	M=3.72 SD=.534	M=3.60 SD=.34

The overall Micro Inequity Profile along with its twelve enquiry areas scores revealed that the trends of micro inequity is perceived by both married and unmarried women. In some parameters, micro inequity perceived by married women is higher while in others the micro inequity perceived by unmarried women is higher. This hints that Micro Inequity is perceived by both married and unmarried working women of the IT Sector of Kolkata. The study further highlights that micro inequity in terms of gender is perceived highly in married women as compared to the unmarried women (Mean unit Value in Married women = 3.72 where as that of unmarried women = 3.60) . Unlike the rest of the world women are struggling to balance the demands of work, making money and at the same time taking care of the family. At the same time women and minorities historically receive disproportionate shares of workplace micro inequities, all aspects of work are affected.

The relative weightage and mean score values had indicated that in the scores for all the enquiry areas (twelve) i.e., Group Discrimination, Promotional Policy Discrimination, Individual Discrimination, Cultural Discrimination, Discrimination based on Family Background, Reward Based Discrimination, Income and Appraisal Based Discrimination, Discrimination based on Educational Qualification, Job Profile, Age based, employee well being based and finally Gender based discrimination, some micro inequity perceived by married women is higher (i.e in case of Group, Income

and Appraisal based and in Gender based) where as for the other parameters like age, qualification, job profile individual, cultural etc is higher for unmarried. Perceived micro inequity in unmarried can be attributed to little work experience, little maturity or little sense of responsibility (as compared to married women).

Table III: Mean (M) and Standard Score (SS) Measure for Commitment Test Scores Along with its Seven (Components Scores of Married and Unmarried working women (N = 150) of the IT Sector of Kolkata

Variables	Mean Score and Standard Score in the IT Sector	
	Married	Unmarried
Organizational Commitment	M=180.29 SD=20.22	M=180.78 SD=13.69
Affective	M=3.82 SD=0.55	M=3.77 SS=0.45
Continuance	M=3.50 SS=0.62	M=3.63 SS=0.60
Normative	M=3.59 SS=0.59	M=3.75 SS=0.50
Perceived Organizational Support	M=3.90 SS=0.51	M=3.84 SS=0.39
Work Effort	M=2.98 SS= 0.55	M= 2.82 SS=0.81
Flexibility	M=3.73 SS= 1.13	M= 3.78 SS = 1.15
Recognition	M= 3.49 SS= 0.52	M= 3.45 SS = 0.77

Table III revealed that **Commitment** towards the organization by both married and unmarried women are favourable in nature (M=41.48 & 42.36, Maximum score=265). But there existed no significant difference in terms of overall commitment (F=0.025, t=-0.132). It was observed that incase of affective commitment, perceived organizational support and work effort the employee commitment were favourably high incase of married women than unmarried women (considering the mean values). These study demonstrated that perceived level of commitment by both the married and unmarried women were high and similar in nature. Similarities with high level existed for both married and unmarried women with respect to the congruence between individual and organizational values as well as desire for affiliation with their organization.

Table IV : Correlation Between Sets of Test Scores of Micro Inequity Profile and Organizational Commitment of married and unmarried working women of the IT Sector of Kolkata.

| Organizational variables	Correlation (r) Between sets of Test Scores of Micro inequity among married and Unmarried working women	
	Married	Unmarried
II Organizational Commitment	0.009*	0.010
Affective	0.014*	0.011*
Normative	0.009*	0.006*
Continuance	-0.007	-0.040*
Perceived Organizational Support	-0.016	-0.027**
Work Effort	0.023*	0.097*
Flexibility	-0.024*	-0.068*
Recognition	-0.000	-0.018

Results of the above table revealed that the correlation between micro inequity profile and overall commitment test scores was relatively higher in unmarried working women than that of married employed women. In terms of overall commitment scale scores correlational value of unmarried working women was higher than that of married working women however in case of individual enquiry areas it was found in most of the enquiry areas the correlational values for married women were higher than that of unmarried working women. But there does not exist any significant correlation between microinequity and commitment with the variation of marital status. So commitment does not depends on the feeling of microinequity for the working women in IT sector of Kolkata.

VI. RESULTS AND FINDINGS

On the basis of the data collected, the mean values of different factors were calculated. Different parameters affecting organizational commitment like normative, continuance affective commitment, organizational support etc were considered. Using correlational values the relationship between micro enequity and organizational commitment was established.

VII. CONCLUSION

Based on the above study it has been found Micro inequity does exist amongst, however in an extremely subtle form. Overall, moderate levels of discrimination were reported by the participants in this study. Micro inequity being subdued and because it has been showing its presence in a subtle manner, it is not posing as a threat. The negativity that Micro inequity brings about in in human behavior and gradually affecting the work and other aspects of individual behavior like motivation, morale and productivity is therefore not present at the moment. However if these subtle behavior if not properly checked and dealt with could pose a problem in the future. Hence micro inequity is perceived among working women in a very small manner. The results of this study suggest that perceived discrimination affects employees commitment towards their work and organization. The relationship between perceived micro inequity and organizational commitment can be understood from the below given diagram.
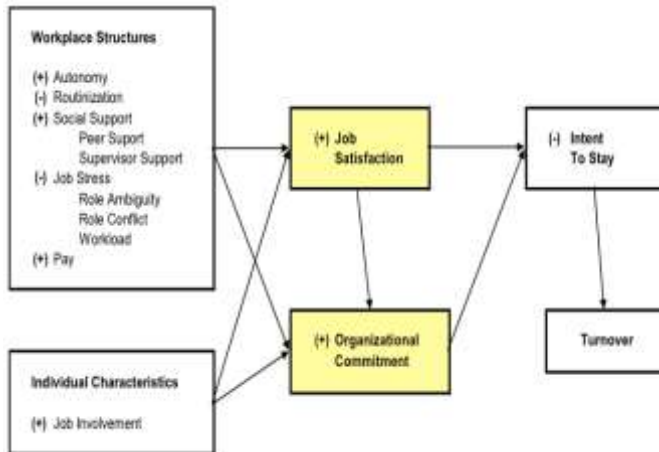
VIII. SCOPE

This study makes several theoretical contributions and suggests several directions for future research. It has a lot of relevance in the corporate world. The levels of discrimination was related to gender and organizational commitment outcomes, thus indicating that it is important for future researchers to use an expanded conceptual framework like taking it to the corporate level. Although this study mentions outcomes of perceived discrimination, it is critical to examine antecedents of perceived discrimination at all levels employment including senior management, married and unmarried women etc. In addition, although this study was limited to perceptions of gender, future research could also include ageism, homophobia, or physical ability, among others. The few existing prior studies related to perceived discrimination have focused primarily on attitudinal aspects of employee work experiences, such as organizational commitment, job satisfaction, perceived power, work tension, and stress in the work environment. This study was unique because it examined micro inequity among working women of the IT sector of Kolkata.

The study has important practical implications for individual employees, HR practitioners, and managers as well. The results suggest that employee perceptions are powerful and that HR professionals can play an instrumental role in managing these perceptions. The consistent use of assessment tools such as employee opinion surveys, focus groups, exit interviews, and an analysis of patterns of employee grievances are some of the ways in which perceptions can be assessed and addressed. If employee perceptions of discrimination appear to be problematic, then incidents can be investigated and steps taken to resolve any gaps in perception.

REFERENCES

[1]. Alexandrov, A., Babakus, E., &Yavas , U. (2007). The effects of perceived managementconcern for frontline employees and customers on turnover intentions: Moderating role of employment status. Journal of Service Research, 9(4), 356-371.

[2]. Brown *Richard T., Jr.*, Ph.D., WALDEN UNIVERSITY, (2012), *The impact of Micro messaging on the performance and productivity in IT environment,* (Doctoral dissertation Retrieved from ProQuest Dissertations and Theses database), *Publication No: 3519437*

[3]. Buchanan, B (1974). "Building organizational commitment: The socialization of managers in work organizations", *Administrative Science Quarterly, 19, pp. 533-546.*

[4]. Cameron, K & Quinn, R (2011). Diagnosing and Changing Organization Culture (Based on competing values framework). leading MA Addison Wesley, (books.google.co.in)

[5]. David Hunt JD, President, CEO of Critical Measures, "Improving patient satisfaction: From Microinequities to Microaffirmations"; *Unconscious Bias from Microinequity to Microaffirmation.ppt*; dt: 16 June 2014.

[6]. Fiofiori, F./Schlange, L.E./Ali, .(3/2007), *Microinequities in the Workplace: Reasons for People to Leave their Jobs to Start Entrepreneurial Businesses*

[7]. Han Christine, Janmaat Jan Germen, Hoskins Bryony and Andy Green, *"Perceptions of Inequalities: implications for social cohesion"*, LLAKES Research Paper 35, dtd 4/8/2014 time 3.10 pm

[8]. Latting Jean Kantambu, Ramsey V. Jean - Google Books *"Reframing Change: How to Deal with Workplace Dynamics, Influence Others, and Bring People Together to Initiate Positive Change"*

[9]. Kanter, R M (1968). "Commitment and social organizations: A study of commitment mechanisms in utopian communities", *American Sosciological Review, 33, pp. 499-517.*

[10]. Luthans, Fred. (2008*). Organizational Behaviour, Personality and Attitudes, The meaning of organizational commitment*, Mc Graw Hill, Publications, P.147

[11]. Lyness, K. S. and D. E. Thompson(1997), 'Above the Glass Ceiling? A Comparison of Matched Samples of Female and Male Executives', *Journal of Applied Psychology 82(3), 359-375.*

[12]. McDaniel, C., N. Schoeps and J. Lincourt(2001), 'Organizational Ethics: Perceptions of Employees by Gender', *Journal of Business Ethics 33, 245-256.*

[13]. Mowday, R.T., Porter, L.W. and Steers, R.M. (2008). *Employee Organization Linkages*. Academic Press, New York, 1982, in Fred Luthans. PP.147.

[14]. Ngo, H. Y(2001), 'Perceptions of Gender Inequity at Work in Hong Kong', *Asian Journal of Women's Studies 7(1), 111-132.*

[15]. RathoreBharati (2013), "*Organizational Behaviour Principles, Theory, Practices", 1st Edition, Chapter 4.*

[16]. Rao Subba (2011), 'Personnel and Human Resource Management Text and Cases', Chapters 18, 19 and 30.

[17]. Rowe Mary, Linda Wilcox, Howard Gadlin, "Dealing with—or Reporting—'Unacceptable' Behavior – with additional thoughts about the 'Bystander Effect'" (*Journal of the International Ombudsman Association 2 (1): pp. 52–64*

[18]. Rowe Mary (Winter 2009) "By Standard Training within Organization" *Journal of the International Ombudsman Association*

[19]. Rowe Mary, June 1990, Vol 3 No.2 " Barriers to Equality: Power of Subtle Discrimination", *the Employee Responsibilities and Rights Journal*

[20]. Robbins, Judge and Sanghi (Jan, 2009), *Organization Behaviour,* **Publisher:** Pearson; 13th Edition.

[21]. Robbins Stephen, *Organizational Behaviour,* 9th edition, Chapters 4 & 5

[22]. Wilcox Linda (HMS) and Gadlin Howard (NIH), (Winter 2009) "Dealing with a reporting unacceptable Behavior" *Journal of the International Ombudsman Association,*

[23]. Winfield Holder Natalie (President of QUEST (Talent Management & Compliance training Firm), *The Linkage Leader: 21st Century discrimination (Micro inequities), Author of Recruiting and retaining diverse workforce, new rules for new generation.*

[24]. Young Stephen, (2009), *Micro Messages – Why great Leadership is beyond words*, **Publisher:** McGraw-Hill Professional (1 November 2006)

[25]. http://www.clomedia.com/articles/diversity_training_and_microin equities_ensuring_all_voices_are_valued;Article by Emily Hollis (19th May 2004); dt: 1 Aug 2014

[26]. http://www.workingmother.com/workplace-micro-inequities; Article by Lisa Armstrong; dt : 15 July 2014

[27]. http://www.sagepub.com/upm-data/27380_Chapter3.pdf; dt: 10 May 2014

[28]. http://www.insighteducationsystems.com/AtAGlance.htm; dt: 10 May 2014

[29]. *Little Things Mean A Lot - Participant Handout 1hour_Session_Little.pdf* (https://www.diversityresources.com/media/Participant%20Hando ut%201hour_Session_Little.pdf); 1 May 2014.

[30]. http://www.htwchur.ch/fileadmin/user_upload/institute/SIFE/4_Pu blikationen/Wissenschaftliche_Publikationen/Diskussionspapiere/ Paper_3_Microinequities.pdf, dt: 16 May 2014

[31]. *Female Science Professor: Start Seeing Micro-inequities* (http://science-professor.blogspot.in/2009/09/start-seeing-micro-inequities.html), dt: 2 June 2014

[32]. Sean Kathleen Lincoln, *Micro inequities can make major difference* (http://www.philadelphiabar.org/WebObjects/PBAReadOnly.woa/ Contents/WebServerResources/CMSResources/Microinequities_C an_Make_a_Major_Difference1.pdf), dt: 23, June 2014.

[33]. Abbot, D. A., & Brody, G. H. (1985). The relation of child age, gender, and number of children to the marital adjustment of wives. *Journal of Marriage and the Family, 47*, 77–84.Google Scholar

[34]. Billings, A. G., & Moos, R. H. (1982). Family environments and adaptation: A clinically applicable typology. *American Journal of Family Therapy, 10*, 26–38.Google Scholar

[35]. Boake, C., & Salmon, P. G. (1983). Demographic correlates and factor structure of the Family Environment Scale. *Journal of Clinical Psychology, 39*, 95–100.Google Scholar

[36]. Boyd, C. P., Gullone, E., Needleman, G. L., & Burt, T. (1997). The Family Environment Scale: Reliability and normative data for an adolescent sample. *Family Process, 36*, 369–373.Google Scholar

[37]. Chipuer, H. M., & Villegas, T. (2001). Comparing the second-order factor structure of the Family Environment Scale across husbands' and wives' perceptions of their family environment. *Family Process, 40*, 187–198.Google Scholar

[38]. Dickerson, V., & Coyne, J. C. (1987). Family cohesion and control: A multitrait-multimethod study. *Journal of Marital and Family Therapy, 13*, 275–285.Google Scholar

[39]. Edman, S. O., Cole, D. A., & Howard, G. S. (1990). Convergent and discriminant validity of FACES III: Family adaptability and cohesion. *Family Process, 29*, 95–103.Google Scholar

[40]. Epstein, N. B., Baldwin, L., & Bishop, D. S. (1983). The McMaster family assessment device. *Journal of Marital and Family Therapy, 9*, 171–180.Google Scholar

[41]. Fowler, P. C. (1981). Maximum likelihood factor structure of the Family Environment Scale. *Journal of Clinical Psychology, 37*, 160–164.Google Scholar

[42]. Gehring, T. M., & Feldman, S. S. (1988). Adolescents' perceptions of family cohesion and power: A methodological study of the Family System Test. *Journal of Adolescent Research, 3*, 33–52.Google Scholar

[43]. Holahan, C. J., & Moos, R. H. (1983). The quality of social support: Measures of family and work relationships. *British Journal of Clinical Psychology, 22*, 157–162.Google Scholar

[44]. Moos, R. H. (1973). Conceptualizations of human environments: An overview. *American Psychologist, 28*, 652–665.Google Scholar

[45]. Moos, R. H. (1990). Conceptual and empirical approaches to developing family-based assessment procedures: Resolving the case of the family environment. *Family Process, 29*, 199–208.Google Scholar