

CHALLENGES AND OPPORTUNITIES OF HIRING YOUNG WOMEN EMPLOYEES IN TECHNOLOGY INDUSTRIES: THE CASE OF WALIA TECHNOLOGIES

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Abstract

The underrepresentation of young women in the technology industry remains a persistent problem. Despite persistent underrepresentation, there is a growing acknowledgment of the need to empower women in the technology industry due to the value of diversity. Walia Technologies addresses this inequality by hiring primarily young women and empowering them in the industry. Understanding the challenges and opportunities connected with this recruiting approach is critical for improving the company's effectiveness and competitiveness in the market while empowering young women in technology industries. Through a descriptive research design, this study employs a mixed-methods approach, combining qualitative and quantitative. The study assesses hiring practices, challenges faced, opportunities, and the perceptions of young women employees. Key findings reveal that while Walia Technologies is committed to recruiting and supporting young women employees, significant challenges persist. These include issues with gender diversity, lack of experience, workload balance, high turnover rates, the lack of young women in the field, and societal biases. These challenges significantly impact innovation and organizational goals. However, opportunities like fresh perspectives, alignment with company policies and culture, and gaining financial advantages through hiring practices were identified. To address these challenges, the study recommends enhancing feedback mechanisms, diversifying recruitment approaches, establishing partnerships with technology universities, and strengthening mentorship programs. Additionally, supporting work-life balance and fostering diverse leadership are crucial for sustained success and inclusivity. This research contributes to understanding the

complexities of gender-based hiring in technology and provides recommendations for future studies to explore broader demographics and longitudinal impacts.

Keywords: *Young Women Employment, Practice, Challenges, Opportunities, Perception, Underrepresentation in STEM Education*

1. Introduction

The technology industry is crucial for driving global innovation and economic advancement. Despite progress, there remains a significant gender gap, especially in the representation of young women (Kuschel et al., 2020). Historically, the technology sector has been dominated by men, as noted by Kenny and Donnelly (2020). Recent studies from the United Nations Development Program (UNDP) highlight women's underrepresentation in the global tech workforce, with only 28% in professional roles and even lower in regions like Sub-Saharan Africa (UNDP, 2019). UNESCO data further shows that women hold just 26.7% of tech-related jobs, underscoring the need for concerted efforts to address these disparities (Sousa, 2024).

The underrepresentation of young women in the technology sector is a complex issue that requires announced examination. Numerous studies underscore the persistent challenges faced by women in pursuing careers in technology (Diekman et al., 2010). Gender biases and societal stereotypes continue to influence educational and career choices, steering young women away from technology-related fields (Lewis et al., 2017). This societal influence further exacerbates the gender gap in the technology workforce (Wang & Degol, 2017).

However, there is a growing recognition of the need to empower women in the technology industry (Orser et al., 2012). Because of their fresh perspectives creativity, dedication, and attention to detail, which align with company policies and cost-effective salary structures (Lechman, 2021). Moreover, empowering young women can lead to improved project outcomes and overall organizational benefits.

Furthermore, research conducted by Hunt et al. (2018) suggests that companies with diverse workforces tend to achieve better financial performance compared to their peers. However, initiatives aimed at diversity, such as the exclusive hiring of young women, can introduce challenges like tokenism, workplace isolation, and pressure to prove one's abilities, high turnover rates, gender bias, limited perspectives, maternity leave, workload balance and issues related to

customer or societal acceptance. These challenges have the potential to undermine the overall effectiveness of the organization (Chakravarty et al., 2017).

Walia Technological PLC is a dynamic and forward-thinking IT solutions provider recognized for providing creative and high-quality technological services. With a focus on empowering women in the technology industry, the company primarily recruits young women in technology. This approach has enabled Walia Technology PLC to establish itself as a known and helpful company in the technology market. However, this method has its challenges and opportunities for the organization. The researcher's observations at Walia Technologies highlighted practical gaps in understanding the short-, mid-, and long-term issues of recruiting primarily young women. This underlines the need for additional study to fill these gaps and inform more effective recruitment efforts in the technology sector.

In the short term, having mostly young women in the workforce can cause a few problems. Firstly, without guidance from more experienced women, there might be gaps in knowledge, and missed chances, and people might only think in their own small groups. Young employees might find it hard to find experienced mentors to help them move forward in their careers. This could mean it takes longer for them to learn and might make it harder to do projects well. Also, because the team doesn't have much work experience, they might struggle with solving complicated problems, managing risks, and knowing what challenges might come up in the future. This could lead to projects taking longer, needing to be redone, and missing deadlines. Sometimes, young moms taking time off for maternity leave or trying to balance work and life might mean there aren't enough people to do tasks, which could affect how the team works together, how happy they are, and how well the project is going. Also, if young professionals are leaving a lot to try different jobs, it can cost a lot to find new people and get them settled in, which could disrupt how the team works and mean losing knowledge about how things are done.

Transitioning to the medium term, not having strong mentors around for a long time can lead to problems in the future. It might mean that talented people don't get better, leaders aren't developed properly, and new ideas don't come up as much, which could make it hard for the company to change and compete with others. The lack of experience in the team might mean they keep doing things the same way, struggle with new problems, and find it hard to grow when they need to, which could make it harder for the company to keep up with changes in the market. If issues like

maternity leave aren't dealt with well, it could make people feel tired and less interested in their work, and they might leave more, which would mean less work gets done, people aren't as happy, and the company might not look as good to others. And if lots of people keep leaving, it's hard for the company to keep important knowledge and skills, which could make it hard for them to stay ahead of the competition, come up with new ideas, and be successful in the future.

In the long term, not having good mentors could mean that chances to make new leaders and think of new things are wasted, which could mean the company doesn't grow as much, can't compete as well, and finds it hard to keep the best people working for them. If the team doesn't have a variety of experiences, they might not know about new technologies or trends in the market, which could stop them from growing and being as competitive. If issues like maternity leave and work-life balance aren't handled well, it could mean that women get paid less, fewer women are in charge, and people don't see the company as a good place to work for everyone. This could make it tough to get and keep really talented women, which could make it hard for the company to include different people and be successful. Lastly, if lots of people keep leaving, it's hard for the company to keep important knowledge and skills, which could make it hard for them to stay ahead of the competition, come up with new ideas, and be successful in the future.

Previous research has shown that diversity boosts innovation and productivity. However, there hasn't been enough study on how exclusively hiring young women in IT affects companies. This study aims to fill that gap by looking at Walia Technology PLC, a company that only hires young women in its IT roles. By exploring what works well and what challenges they face. This research aims to give useful insights into whether this approach is effective and practical in the technology industry.

2. Methodology

2.1 Research Design and Approach

The study employed a descriptive research design aimed at thoroughly exploring the challenges and opportunities involved in recruiting young women within the technology sector, particularly focusing on Walia Technologies. This approach enables a systematic and organized examination, providing comprehensive insights into the specific challenges and opportunities faced by Walia Technologies in employing young women in the technology field. Moreover a mix of qualitative

and quantitative research methods was used. Qualitative research forms a central aspect, aiming to delve into individual's experiences, thoughts, and viewpoints regarding the challenges and potentials associated with recruiting young women in the technology sector. Quantitative research method offer a systematic and structured approach to analyzing numerical data pertinent to the study.

2.2 Sample Size and Sampling Technique

Walia Technologies currently employs 291 technical staff, 42 administrative staff, and 19 project management staff, for a total of 352 employees. For this study, the population sample size was determined using Yamane's 1973 approach. The population was divided into three strata which are technical staff, administrative staff and project management staff then a random selection was made. However, the respondent for interviews within each stratum was purposively selected. The sample size for the given population (352) at a 5% margin error and a 95% confidence level is 187.

$$n = \frac{N}{1+N(e)^2}$$

Where, N=Target Population

n= required sample size

e = the level of precision

$$n = \frac{352}{1+352(0.05)^2} = 187$$

2.3 Data Sources and Types

The study used both primary and secondary data to construct a thorough picture of the current situation while also analysing the challenges and opportunities of employing young women in the technology industry. Primary data collecting included surveys and interviews with current young women employees, industry experts, and senior management to better understand the challenges and potential of employing young women in the technology industry. Secondary data gathering consisted of reviewing previous studies, publications, and statistics on gender diversity in the technology sector.

3. Results and Discussion

The response rate for a research study conducted with a sample size of 187 individuals was analyzed. Out of the total sample size of 187 individuals, 184(98.4%) respondents completed and returned the questionnaire. However, three (1.6%) respondents did not return the questionnaire.

3.1 Demographic Characteristics of the Respondent

Among the respondents, the majority of employees are women. This can be attributed to the company's hiring practices, which prioritize the recruitment of women. Out of the 184 total respondents, a substantial 175 individuals identified as women. Concerning the age distribution, the majority of the respondents are between 20 to 30 years old, representing 96.3% of the sample. Most respondents have 1-3 years of working experience, which represents 62% of the sample.

3.2 Descriptive Statistics

3.2.1 The Extent of Hiring Young Women Employees in Walia Technologies

Based on the descriptive statistics resulting from the survey, the analysis of Walia Technologies' efforts to support young women in technology industry reveals a generally positive outlook, although some areas require attention. The company actively seeks out qualified young women candidates for open positions is strongly agreed, with a mean value of 4.20, reflecting effectiveness. This aligns with research by Dutz (2022), which emphasizes that targeted recruitment can significantly enhance gender diversity in the workplace. Additionally, the provision of support and resources for professional development, with a mean value of 3.94, indicates that Walia Technologies invests substantially in the career growth of its women employees, echoing findings by (Holtzblatt & Marsden, 2018) that such investments are critical for retaining women in technological fields.

However, the promotion of women as role models in leadership positions, scoring a mean value of 3.08, suggests room for improvement. This is crucial, as (Latu et al., 2013) argues that visible women role models in leadership are essential for inspiring young women employees. Celebrates the achievements and contributions of young women employees received a mean value of 3.89 and Young women employees feel valued and respected in their roles with a mean value of 3.74, indicating a positive environment of recognition, which is supported by findings from (Henryhand, 2009) on the importance of acknowledgment in employee satisfaction.

Despite these positive indicators, the company's feedback mechanisms, with a mean value of 3.05, highlight potential areas for improvement. These scores suggest that young women might not feel fully respected or heard, an issue also noted in studies by (Martin & Barnard, 2013) on the challenges faced by women in male-dominated fields. Lastly, the overall commendation of Walia

Technologies' practices, with a mean value of 3.95, underscores its commendable efforts in fostering an inclusive environment, though continuous efforts are necessary to address the highlighted areas of concern.

4.3.2 The Challenges That Walia Technologies Faces in Recruiting Exclusively Young Women Employees in Technology

The study revealed several challenges that organizations, including Walia technologies, face when focusing on hiring young women in the technology sector. One primary challenge is the persistent under-representation of young women in stem education, particularly in technology-related fields. This issue is supported by a mean value of 4.15 (from the result of the study, question ch2), indicating agreement among respondents. The lack of women in technology education significantly limits the available talent pool, necessitating proactive measures such as scholarships and targeted recruitment campaigns to attract and retain qualified women candidates. This aligns with findings by (Kuchynka et al., 2022), who emphasize the importance of addressing educational disparities to improve gender diversity in STEM fields.

Furthermore, the lack of gender diversity within the company itself poses significant challenges for innovation and idea generation, as reflected by a mean value of 4.29 (from the study result, question ch1), indicating strong agreement among respondents. Diverse teams are known to produce more innovative solutions, as suggested by research from (Lamm et al., 2012), which highlights the cognitive benefits of diversity in problem-solving.

Another critical challenge is the absence of senior women role models in the technology sector, which impedes the career growth of young women professionals as reflected by a mean value of 4.33 (from the study result, question ch7), indicating a strong agreement among respondents. This issue has been highlighted by research from Verdugo-Castro et al. (2021), who emphasize the importance of visible women role models in the technology industry for inspiring young women professionals. The company's exclusive focus on hiring young women also presents societal and customer-related challenges, with a mean agreement value of 4.21 (from the study result, question ch3). This finding is supported by studies such as those conducted by Hunt et al. (2015), who discuss the potential drawbacks of exclusive hiring practices and the importance of diversity in meeting the needs of diverse customer bases.

The exclusive focus on young women in technical roles, evidenced by a mean value of 4.11 (from the study result, question ch10), presents significant challenges for Walia Technologies in achieving its organizational goals. This finding is consistent with previous research, which emphasizes the limitations of restricted gender diversity initiatives and the significance of creating a more inclusive workplace environment. According to research by (Kiradoo, 2022), firms must stop using tokenistic approaches to diversity and instead concentrate on fostering an atmosphere where people of all genders feel appreciated and supported. A singular focus on any one demographic such as young women working in technology can unintentionally reinforce stereotypes and restrict chances for other marginalized groups. Additionally, research by (Dobusch, 2021) highlights how exclusive focus can lead to a lack of inclusivity and belongingness, impacting collaboration, communication, and organizational success negatively.

Moreover, because the company concentrates on young women, their relative lack of experience in simultaneously addressing project challenges and managing consumer behaviors presents a difficulty in project completion. Effective project management necessitates not only technical expertise but also strong interpersonal skills, which may necessitate additional support and training for young women employees. A mean value of 4.15 indicates agreement among respondents on the descriptive statistics of challenges (from the study result, question number ch4). This conclusion emphasizes the significance of bridging skill gaps to complete projects on time. It is consistent with studies by (Chuang, 2019), which emphasize the importance of comprehensive training programs for young women in the workforce.

The data from the study result, question ch9, indicating agreement among respondents with a mean value of 4.18, emphasizes the issues of work-life balance concerns among employees after marriage and their possible impact on project schedules and workflow efficiency for the business. This finding lines up with prior research on the association between work-life balance and organizational outcomes.

Furthermore, the organization may see significant turnover rates among young women employees due to a variety of variables such as improved career chances, maternity leave, and a desire for different work surroundings as a result of their youth and tendency to experiment. This turnover not only disrupts workflow continuity but also raises the company's expenses due to the cost of training new employees, with a mean value of 4.48 and 4.45 indicating a strong agreement among

respondents on the descriptive statistics of challenges from the study result, question numbers ch6 and ch5, and research by (Mohammed et al., 2016) emphasizes the financial implications of employee turnover for organizations. Their analysis demonstrates how turnover not only increases recruitment and training costs but also lowers productivity and organizational effectiveness.

3.2.3 The Potential Opportunities of Recruiting Young Women Employees in Technology for Walia Technologies

The analysis of Walia Technologies recruitment strategies reveals significant benefits and opportunities associated with hiring young women in technology roles. Descriptive statistics highlight agreement among respondents believe that this approach broadens the company's talent pool and introduces fresh perspectives, with a mean value of 4.03 (from the study result, question O1). This is supported by research indicating that diverse teams enhance creativity and problem-solving capabilities (Salazar et al., 2017).

Moreover, young women employees bring unique insights that cater to diverse customer needs; the respondents agreed with a mean value of 4.02 (from the study result, Question O2). Studies by Glass and Cook (2018) highlight the value that women bring to organizations through their unique perspectives and insights, particularly in industries like technology where customer demographics are varied. Increasing the representation of young women employees in technology roles can contribute to a more inclusive work environment in technology industry; the respondents strongly agreed with a mean value of 3.89 (from the study result, question O3). Studies by (Goswami & Goswami, 2018) Highlighting this inclusivity is crucial for employee satisfaction and retention, aligning with findings on the positive impacts of gender diversity in the workplace.

Furthermore, the relatively low salary scales for freshly graduated young women are beneficial for the company, the respondent agreed with a mean value of 4.03 (from the study result, question O4). Recruiting young women employees in technology roles presents an opportunity to enhance the company's positive brand image. The respondent strongly agreed with a mean value of 4.18 (from the study result, question O5). Aligning young employees with company policies and culture is also seen as an advantage when hiring freshly graduated young women for the company; the respondent strongly agreed with the mean value of 4.40 (from the study result, question O6). According to research by Fasbender et al. (2021) younger employees may be more adaptable and receptive to organizational values and practices

The company's focus on empowering young women aids in acquiring projects, supported by a mean value of 4.02 by the respondent (from the study result, question O7). This empowerment fosters a sense of belonging and boosts morale, with a mean value of 4.17 (from the study result, question O8). According to research by (Luu et al., 2019) fostering an inclusive culture is critical for employee engagement and retention.

Recruiting young women in technology positions demonstrates a forward-thinking talent acquisition strategy, with a mean value of 3.89 agreed upon by the respondents. This proactive strategy can increase the company's competitiveness and performance, as evidenced by a mean score of 3.59 (from the study result, question O10). Overall, respondents believe Walia Technologies capitalizes on the opportunities associated with recruiting young women, with a mean value of 3.89 (from the study result, question O11).

3.2.4 The Perceptions of Young Women Employees at Walia Technologies Regarding Their Experiences of Working in the Technology Industry at an early age

The analysis of Walia Technologies strategy of hiring young women in the technology sector reveals both advantages and areas for potential improvement, as indicated by the descriptive statistics. Hiring young women creates a more supportive and inclusive workplace environment, reflected by a mean value of 4.10 (from the study result, question per1), however, exclusively hiring young women to foster collaboration among employees shows an agreement with mean value of 3.50 (from the study result, question per2). This suggests that while collaboration might be enhanced within the group, the lack of broader diversity could limit overall team cohesion. Offering job opportunities to young individuals enables the development of valuable skills and experience, with a high mean value of 4.55 (from the study result, question per3) and this is supported by findings from Maer-Matei et al. (2019), which highlight the importance of early career opportunities in skill development and career growth.

On the downside, hiring exclusively young women employees to improve the company's reputation as an equal opportunity employer obtained a mean value of 3.26 (from the study result, question per4). This shows that some may consider the company's sole emphasis as discriminatory, which could have an impact on its public image.

Moreover, respondents agreed that hiring exclusively young women could result in a lack of variety in opinions and ideas, with a mean value of 3.95. Hiring both men and women is viewed as

more advantageous to the company's success, with a mean value of 4.11 (from the study result, question per6), emphasizing the need of balanced gender representation for organizational effectiveness. Addressing gender disparities in the tech industry through exclusive hiring young women a mean value of 3.57 (from the study result, question per7). Despite its intent to rectify historical inequities, this method may not be the optimal long-term solution for fostering inclusivity. The imperative of narrowing the gender gap in STEM fields is paramount, as indicated by a mean value of 4.30 (from the study result, question per11), echoing the societal imperative to bolster support for women in tech role.

The significance of role models in the workplace is supported by mean values of 4.48 and 4.55 for personal and professional development and guidance during uncertainty (from the study result, questions per8 and per9). This concept is reinforced by (Sealy & Singh, 2010), who emphasizes the importance of mentors and role models in women's career progression. Moreover, the presence of role models from various backgrounds fosters creativity and innovation, as evidenced by a mean value of 4.52 (from the study result, question per10). The study found that the company's support for mothers during maternity leave was rated at a mean value of 3.83. Generally to maximize benefits, Walia Technologies should adopt a more inclusive approach, emphasizing gender diversity to foster a truly inclusive workplace with a broad range of perspectives.

4. Conclusion

In conclusion, Walia Technologies demonstrates as a commendable dedication to recruiting and supporting young women employees, as evidenced by encouraging descriptive statistics. While the company excels in attracting and supporting young women candidates. There remains a call for attention in vital areas such as promoting women as role models and refining feedback mechanisms.

Concurrently, the finding of the study identifies challenges inherent in Walia Technologies' exclusive focus on hiring young women for technology roles. These challenges, ranging from under-representation in STEM education, which poses a challenge to hiring more young women per the company's strategy, to the absence of senior women role models, underscore the need for a comprehensive approach. Additionally, the high turnover rate among young women employees due to various reasons poses a significant challenge for the company, resulting in the loss of trained employees and high investment in training replacements. Also, issues with workload balance,

social and customer-related challenges for both the company and the employee, relative lack of experience since most of them are young, and the lack of gender diversity affect the company's effectiveness.

The findings of the study reveal that Walia Technologies' recruitment strategies offer significant benefits and opportunities associated with hiring young women in technology roles. Descriptive statistics highlight that respondents agree this approach broadens the company's talent pool, introduces fresh perspectives, and contributes to a more inclusive work environment in the technology industry. Additionally, aligning young employees with company policies and culture is seen as an advantage when hiring freshly graduated young women. The company's focus on empowering young women not only aids in acquiring projects but also benefits from the relatively low salary scales for these recent graduates.

Yet, amidst these insights, the analysis of young women employees' perceptions at Walia Technologies reveals both strengths and areas for improvement in the company's hiring practices. Descriptive statistics highlight that respondents agree hiring young women creates a more supportive and inclusive workplace environment at Walia Technologies. However, the lack of broader diversity could limit overall team unity and creativity. Offering job opportunities to young individuals enables the development of valuable skills. Respondents agreed that hiring exclusively young women could result in a lack of variety in opinions and ideas, and it does not improve the company's reputation as an equal opportunity employer. Hiring both men and women is viewed as more advantageous to the company's success. Additionally, the significance of role models in the workplace was highlighted. To maximize benefits, Walia Technologies should adopt a more inclusive approach, emphasizing gender diversity to foster a truly inclusive workplace with a broad range of perspectives.

Overall, Walia Technologies is making progress in supporting and hiring young women in technology fields, but ongoing efforts are required to address challenges and improve inclusivity. Ensuring balanced gender representation and cultivating diverse leadership will be key to the company's sustained success and support for the advancement of young women in the field.

5. Recommendation

Based on the research findings, and in line with Walia Technologies' objectives, the following thorough recommendations are proposed to address identified challenges and maximize benefits effectively:

1. **Enhance Feedback Mechanisms:** Develop robust feedback mechanisms that allow for constructive feedback from both young women employees and their supervisors. Regular feedback sessions can help address issues such as workload balance, social challenges, and skill development, ultimately reducing turnover rates.
2. **Diversify Recruitment Approach:** Expand the recruitment strategy to include candidates from diverse backgrounds and demographics, beyond exclusively focusing on young women. This can mitigate societal and customer-related issues and enhance external relations and market performance.
3. **Partnering with Top Technology Academy:** To address the labor deficit caused by the underrepresentation of young women in the technology field at Walia Technologies, the company should form strategic partnerships with renowned academic institutions specializing in technology. This will motivate young women to participate in the field and also help the company easily access a diverse pool of skilled young women.
4. **Supporting Work-Life Balance:** Implement flexible work policies, including options for remote work, flexible hours, and parental leave, to support post-marriage work-life balance concerns among young women employees. Supporting work-life balance can enhance job satisfaction and productivity among young women employees, leading to higher retention rates and lower turnover costs.
5. **Strengthening Role Models and Mentorship Programs:** Create formal mentorship programs that pair young women employees with senior women leaders within the organization. These programs provide guidance, support, and opportunities for career advancement. Mentorship programs aid career progression for young women, addressing the absence of senior role models by fostering knowledge transfer and skill development.

Implementing these recommendations will realize the full potential of Walia Technologies to overcome these challenges and tap into the opportunities to attract young women workers within the technology industry to set the scene for a more diverse, inclusive, and successful workplace.

6. Recommendation for future researchers

Since the idea is complex and the study was conducted on one company, future research on gender-based hiring in technology should encompass a broader range of demographics, conduct longitudinal studies, and investigate specific skills and experience. Additionally, it should examine how this strategy affects both the company and the individual as a whole.

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8. APPENDICES

Descriptive Statistics of Extent								
No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
EX1	The company actively seeks out qualified young women candidates for open positions	7	1	15	86	75	4.20	0.904
EX2	The company provides sufficient support and resources for the professional development of young women employees.	8	3	32	90	51	3.94	0.953
EX3	The company actively promote women as role models in leadership positions.	36	13	53	65	17	3.08	1.257
EX4	The company celebrates the achievements and contributions of young women employees.	8	8	31	87	50	3.89	0.999
EX5	Young women employees feel valued and respected in their roles at Walia Technologies.	8	2	56	81	37	3.74	0.938
EX6	The company actively seeks feedback from young women employees to improve the work environment.	18	31	73	48	14	3.05	1.062
EX7	Overall, Walia Technologies' current practices in hiring, providing job opportunities, and promoting young women in the technology field are commendable.	7	5	33	85	54	3.95	0.962

Source: SPSS output of the survey, 2024

Descriptive Statistics of Challenges								
No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
CH1	The lack of gender diversity in your company poses a challenge for creating new ideas and initiatives within your companies.	6	3	13	71	91	4.29	0.918
CH2	The unequal access to education and training opportunities for young women in tech poses a challenge to the success of your company in recruiting more young women into the technology.	9	7	14	72	82	4.15	1.048
CH3	Exclusively hiring young women in technology jobs challenges your company from both social and customer perspectives.	3	3	38	49	91	4.21	0.935
CH4	The limited experience of young women in concurrently addressing issues and managing customer behaviors hinder the timely completion of projects.	9	11	25	37	102	4.15	1.164
CH5	The simultaneous turnover of young women employees seeking better job opportunities or a change in environment affect Walia Technologies' operations?	0	4	6	71	103	4.48	0.669
CH6	Losing trained employees simultaneously affect the company's expenses due to the cost of training new employees.	1	5	14	54	110	4.45	0.795
CH7	Can exclusively having young women employees be challenging for employees working without mentorship and role models, potentially exacerbating company issues regarding effectiveness?	1	9	22	49	103	4.33	0.907
CH8	Due to maternity leave, the company may encounter challenges in effectively completing projects.	0	9	14	71	90	4.32	0.816
CH9	Employees face work-life balance issues after marriage, and does this timing potentially affect project timelines and workflow efficiency for the company.	1	3	27	84	69	4.18	0.779
CH10	The company face significant challenges in achieving its goals due to the exclusive focus on hiring young women in technology roles.	5	4	27	78	70	4.11	0.923

Source: SPSS output of the survey, 2024

Descriptive Statistics of Opportunities

No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
O1	Recruiting young women employees in technology roles widens the company talent pool and brings in fresh perspectives.	5	24	19	49	87	4.03	1.161
O2	Young women employees can offer unique insights that cater to diverse customer needs.	3	25	30	34	92	4.02	1.166
O3	Increasing the representation of young women employees in technology roles can contribute to a more inclusive work environment.	3	21	33	47	80	3.89	1.106
O4	The relatively low salary scales for freshly graduated young women benefit the company.	8	11	31	52	82	4.03	1.118
O5	Recruiting young women employees in technology roles present an opportunity to enhance the company's positive brand image.	1	16	26	47	94	4.18	1.011
O6	Hiring freshly graduated young women employees helps the company to align more easily with its policies and culture.	1	6	15	58	104	4.40	0.817
O7	The company's focus on empowering the young generation and women make it easier to acquire projects.	4	10	39	57	74	4.02	1.016
O8	Hiring young women in technology positions fosters a sense of belonging and empowerment among employees.	2	15	28	44	95	4.17	1.034
O9	Recruiting young women in technology positions demonstrates the company's forward-thinking approach to talent acquisition.	3	36	28	28	89	3.89	1.250
O10	Recruiting more young women employees in technology roles positively affect the company's competitiveness and success.	9	31	40	50	54	3.59	1.211
O11	Overall, Walia Technologies effectively utilizes the potential opportunities of recruiting young women employees in technology.	0	0	75	55	54	3.89	0.832

Source: SPSS output of the survey, 2024

Descriptive Statistics of Perceptions								
No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
PER1	Hiring young women in the technology industry create a more supportive and inclusive workplace environment.	0	8	34	73	69	4.10	0.853
PER2	Hiring only young women fosters a stronger sense of camaraderie among employees.	4	22	76	42	40	3.50	1.030
PER3	In my opinion offering job opportunities at an early age enables individuals to develop valuable skills and gain experience.	0	0	12	59	113	4.55	0.617
PER4	The recruitment of only young women employees enhances the company's reputation as an equal opportunity employer.	6	50	54	38	36	3.26	1.153
PER5	Exclusively hiring young women in the technology industry may lead to a lack of diversity of perspectives and ideas.	8	17	28	55	76	3.95	1.153
PER6	Hiring both women and men instead of exclusively hiring young women is beneficial for the company's success and effectiveness.	2	3	11	69	99	4.41	0.770
PER7	Exclusively hiring young women allows the company to address gender disparities in the tech industry.	1	34	51	55	43	3.57	1.059
PER8	Having a role model in the workplace is essential for personal and professional development.	0	5	14	52	113	4.48	0.754
PER9	Role models offer valuable guidance and support, especially during times of uncertainty or change.	0	1	15	50	118	4.55	0.668
PER10	Having access to role models from diverse backgrounds and experiences enhances creativity and innovation in the workplace.	0	1	20	45	118	4.52	0.709
PER11	The recruitment of young women in technology helps to bridge the gender gap in STEM fields.	0	5	15	84	80	4.30	0.734
PER12	The company offers a supportive environment for all mothers during their maternity leave.	0	5	81	38	60	3.83	0.923

Source: SPSS output of the survey, 2024