Chapter 1

Introduction and Design of the Study
CHAPTER I

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“There is no perfect fit when you’re looking for the next big thing to do. You have to take opportunities and make an opportunity fit for you, rather than the other way around. The ability to learn is the most important quality a leader can have.”

- Sheryl Sandberg, Lean In: Women, Work and the Will to Lead

1.1 OVERVIEW OF GLASS CEILING

In the earlier period, women were considered just as the (child bearers) source of life and always put down as the weaker sex. Women were restricted to work at home or in the farm. Their roles were confined to that of being a faithful wife and devoted mother. They slowly progressed to move and stepped out to work in factories as the outcome of the Industrial Revolution. Consequently, they transitioned to work outside the home and held traditionally ‘female’ type jobs such as teachers, nurses, writers, etc., In 1980’s, equal rights to women in all sectors were probed, helping them to pursue higher studies, thus enabling them to enter the corporate world. Now, Female - Male earning gap is narrowing down as they started to compete in the male dominated work places such as Manufacturing sector, IT industry, Sales and Marketing, and so on.

Traditionally, society deemed a woman’s place was at home and none other. (Jacob, 1999)¹. However, with the introduction and access to education, women have attained remarkable success in what once considered as the “male domain” of the working world. It is no doubt that corporates are competing with one another in increasing their women employees, thanks to the government policy for their favours. But advancement of working
women in higher management level has not kept pace with the corresponding increase in the number of working women (Moore, 1995)\(^2\).

While entry is easier, progression slows down after the middle level irrespective of their professional and technical qualification. Women contribute adequately in the work force, but are hardly present in the senior managerial positions, which could also be attributed to the male chauvinistic attitude. This under representation and non-recognition of women in workforce is termed as 'The Glass Ceiling'.

1.2 OPERATIONAL DEFINITIONS

Dictionary meaning of Glass Ceiling

According to webstar's learners dictionary “An unfair system or set of attitudes that prevents some people (such as women or people of a certain race) from getting the most powerful jobs”.

According to American Heritage Dictionary of the English Language, Glass Ceiling is “An unacknowledged discriminatory barrier that prevents women and minorities from rising to positions of power or responsibility, as within a corporation”.

The Business dictionary defines the Glass Ceiling as the “Invisible but real barrier through which the next stage or level of advancement can be seen, but cannot be reached by a section of qualified and deserving employees. Such barriers exist due to implicit prejudice on the basis of age, ethnicity, political or religious affiliation, and/or sex. Although generally illegal, such practices prevalent in most countries.”

The Sociology theory refers to the phrase Glass Ceiling as “an invisible barrier that prevents someone from achieving further success. It is most often used in the context of someone's age, gender, or ethnicity keeping them from advancing to a certain point in a business or when he or she
cannot or will not be promoted to a higher level of position/power. Glass Ceilings are most often observed in the workplace and are usually a barrier to achieving power and success equal to that of a more dominant population. An example would be a woman who has better skills, talent, and education than her male peers, but is obviously being passed over for promotions”.

The **Glass Ceiling** “is not simply a barrier for an individual, based on the person's inability to handle a higher-level job. Rather, the Glass Ceiling applies to women as a group who are kept from advancing higher because they are women” (Morrison and Glinow, 1990)^3^.

Although the above definitions have thrown light on Glass Ceiling, David cotter identified the term four distinct characteristics that comprise the term Glass Ceiling as a gender or racial difference that is

- Not explained by other job-relevant characteristics of the employee.
- Greater at higher levels of an outcome than at lower levels of an outcome.
- Characterized by the chances of advancement into higher levels, not merely the proportions of each gender or race currently at those higher levels.
- Increasing over the course of a career.
1.3 GENESIS OF THE GLASS CEILING

The concept of the Glass Ceiling originated during the mid-1980s to describe the invisible and artificial barriers that have kept women from promotion to top management and other higher leadership positions in the business world. The term ‘Glass Ceiling’ was used by American work force in 1986 by Carol Hymowitz and Timothy D.Schellhardt⁴. It was also used prior to 1986 in an article by Gay Bryant (1984)⁵ and popularized by widely read Wall Street Journal in 1986. The Department of Labor took the concept with all seriousness in 1991⁶ and addressed the problem formally, stating that a Glass Ceiling is made up of “artificial barriers based on attitudinal or organizational bias that prevented qualified individuals from advancing upward in their organization into management-level position”.

(Source: Collated)
In 1991 the US Congress found that, despite a considerably growing presence in the workplace, women and minorities remained underrepresented in management positions in business and that artificial barriers were inhibiting their advancement. Consequently, in Title II of the Civil Rights Act of 1991, Congress enacted the Glass Ceiling Act establishing the Glass Ceiling Commission. The purpose of the commission was to study:

- The manner in which businesses fill management and decision-making positions;
- The developmental and skill-enhancing practices used to foster the necessary qualifications for advancement into such positions;
- The compensation programme and reward structures currently utilised in the workplace; and
- The creation of an annual award for excellence in promoting a more diverse skilled workforce at the management and decision-making levels in business.

The inevitable and invisible barriers between women and the executive suite were subsequently endorsed in the fact-finding report issued by the Glass Ceiling Commission in 1995. At that time, the commission noted that women filled only 3 to 5 percent of senior management positions in Fortune 500 companies.

The following chart depicts the concept of Glass Ceiling.
Chart 1.2
Pictorial Representation of Glass Ceiling

Traditional stage

Role of women

Home

Farm

Faithful Wife
Devoted Mother
Child Bearing
Care Taker
Transplanting
Rising of Live Stock
Weeding
Harvesting

Female - Oriented Jobs

Industrial Revolution

Teachers
Nurses
Writers

Equal

Higher Studies

Corporate Work

Entry Level

Career Growth

GLASS CEILING

(Source: Collated)
1.4 EFFECTS OF GLASS CEILING

Though number of women in corporate sector is increasing significantly, the phenomenon of Glass Ceiling is still prevalent in India as well as in other countries. The existence of Glass Ceiling impedes the progress of women is a prime example of discrimination against women at work. A few studies that have been conducted on the issue of women representation in management jobs, which revealed that women were lagging behind men in elite positions. Globally, women comprise around 10% of senior management positions in Fortune 500 companies (Chanda, 2002).8

The percentage of women in managerial position in India is roughly 3% to 6%; there scarcity of women at the top level and the boardroom is significant. The survey of 3000 respondents in the Institute of Leadership and Management (ILM) found that 73% of female respondents felt barriers still exist for women seeking senior management and board level position in UK and 38% of men believed that there is Glass Ceiling. The worldwide statistics between 2000 and 2002 shows that, women’s overall share of managerial jobs was between 20% and 40% percent in 48 countries. Women take 20 percent of senior managerial positions in the US and 19% percent in the world on an average. (International Labour Office, 2014)9 Only five percent of working women in India make it to senior leadership positions in the corporate sector, compared to their global contemporaries averaging 20 percent.

Many individual women are as professionally ambitious as any individual man. Yet analysis of the literature survey clearly indicates that almost all fields of activity, more men than women aspire to the most senior jobs. As per Mckinsey Survey, (2012)10 more than four thousand employees
of leading companies found that 36% of the men wanted to reach the C-suite, compared to only 18% of the women who wanted to do so. When jobs are described as powerful, challenging with high levels of responsibility, they appeal to men more than women. And while the ambition is most pronounced at the highest levels, the underlying dynamic is evident at every step of the career ladder. Since more men aim for leadership roles, it is not surprising than they obtain them, especially, given all the other barriers that women have to overcome.

According to the annual *Sex and Power* Report, which examined the positions of women in business, politics and public sector found that women are facing a losing battle for gender equality in workplace after years of progress (*The Times of India*)\(^{11}\). The gender stereotypes introduced in childhood are reinforced throughout an individual’s life and transform into a reality in the future. From birth, the treatment meted out to boys and girls vary significantly from childhood. A boys education still continues to be the families hope to move up the financial and social ladder. Education for girls was less important as they were perceived as marginal contributor nothing to the family income.

With the mental makeup of women preparing themselves to be inefficient to hold distinct positions at decision-making levels, they prefer to adhere to the same as that of their male contemporaries. Men hold well in terms of their career advancement and pay structure too. Men generally earn more than women and people expect women to earn less. The percentage of women in leadership roles is insignificant in the corporate world. Only 4% of woman are CEOs in Fortune 500. In the United States, women hold about 14% of Executive Officer positions and 17% of Board Seats. Throughout Europe, women hold about 5% of Directorships among the 100 companies listed on the Bombay Stock Exchange. Only 11% of the top 240 Indian companies pride female CEOs (*Sheryl Sandberg, 2013*)\(^{12}\).
Career in a woman’s life plays a vital role in shaping the future of many families in India which in turn helps her to attain self-confidence, respect in the society and above all it creates an opportunity to exhibit her latent talent and to prove her ability amidst the male-dominated society. But the imbalance between work and family has a great impact on official work, often negative influence, which ends in the sacrifice of their professional careers to take care of their family. In this fast growing world, work and family both are equally important in having better standard of living. The conflict between these two affects only women whereas men always escape from domestic responsibilities, which is inevitable for women. Care, Concern and Snooping are the natural attributes of a woman, which are further reinforced by additional characteristics like compassion, flexibility and persistence.

Women have to work harder than men, in general, to gain recognition and for career progression. One of the main reasons for this in India is societal pressure on women. Although the constitution of India has granted equal rights to men and women, the gender-based disparity still remains in the work place, the limited opportunities for women in the work place that hinder their professional growth characterized predominantly by gender-based wage differences. In India, women earn only 60% of earnings of their male counterparts for the same work. This invisible barrier continues to exist, even though there are no explicit obstacles keeping women from acquiring managerial positions. In addition to external barriers erected by society, intrinsic barriers also deter women flow their growth process. They hold themselves back due to lack of self-confidence and dotted by inhibition that lowers their expectation of their achievement quotient.

Most of the women managers hold only junior and middle-level management positions, and the number of women remain trivial in the top
position. The major barriers that restrict women to enter into managerial jobs are at organizational, societal and individual levels. Factors that restrict women to reach the top stratum are blocked opportunities, lack of support of employers, limited access to information, training, marriage and motherhood, work life conflict and immobility of women stereotypical attitude towards women manager. At the organizational level, discrimination against women prevails in remuneration, job allocation, performance appraisal, advancement, training opportunities and reward structures. Restrictions on women’s participation in the work force include the wage gap and the Glass Ceiling.

It is an open truth that working women have to face problems just by virtue of their being women. The age-old belief of male superiority over women creates several hurdles for women at their place of work. Though 40% of women are in workforce today, only 11% of Fortune 1000 companies boardrooms have women and 25% of Fortune 1000 companies have no woman in their boards (Payal Chania, 2012). Gender stereotypes and perception of women at work place affect the position of women managers (Khandelwal, 2002). Only 9% of women aspired to become CEOs, when compared to the next level 43% of them who wanted to join senior management cadre.

The following are the general hurdles faced by women in corporate sector:

- Physical discomfort and mental tension.
- Late working hours, long working hours at the desk.
- Job-related pressure/stress.
- Deadlines to finish project.
- Problem of balancing work at home and office.
• Mental Harassment, Sexual Harassment, Gender Discrimination, Marital Disputes.
• Lack of Code of Conduct, Violence against Women.
• Lack of Self-Esteem and Distressed State of Mind.

To overcome the above, it becomes mandatory to comprehend the urgent need to break the Glass Ceiling to tap the inherent potentials of the women workforce. In order to shatter the Glass Ceiling and break the barriers that prevent women from advancing and making progress, it is necessary to understand the global barriers that exist at the organizational, societal, individual, work-life balance and work environment levels.

A peek into the Glass Ceiling in the Corporate World

A number of corporate Indian women have obtained top most positions and been honoured both at home and across the world. Despite all these, women employees are haunted by problems like discrimination, sexual harassment, indifference and inattentiveness. The barriers they face have likely been there for a long time. The past practices, prejudices, stereotypes and old ideas are often long established at the top of many organizations. The biggest barrier for women in top management levels is the 'Old - Boy Network'. This 'Old-Boy Network' consists of males sitting together around a table and making all the decisions. The “old boys” tend to promote individuals who are like themselves. Men who are in these top decision-making roles often look to former colleagues and friends to fill these positions.

Indian women seem to have a harder time than men when it comes to working their way to the top of the corporate ladder. Renuka Krishna, Assistant Vice President AT KPIT Cummins, discussed the aspect of aspirational discrepancy in women. She pleaded that women should be clear about their needs. Individual mindset has to be changed to bring women up
on the corporate ladder. To prosper professionally, women should try to project themselves better and more confidently.

Family support strongly contributes to the career aspiration of women. Work life conflict and social attitudes are the major barriers that a woman employee faces. To overcome this barrier, flexibility should be encouraged by the organizations. Proper leadership programmes should be designed, developed and offered to women managers. In certain situations mentoring may be helpful for the female managers, but virtue of their gender; here also they are not successful as men leaders (Nieva and Gutek 1981). Wives earn more than their husbands, but despite their significant progress, they face few obstacles in work place such as maternity leave, Leadership roles, sexual harassment and the Glass Ceiling.

Breaking the Glass Ceiling is intricate and requires action on several fronts. Federal and state governments, employers, academic institutions, and women themselves are essential players in breaking down barriers that are holding women back. Governmental policy and legislation can dismantle prejudiced practices and simulated barriers, and programme and projects can further the understanding of the best for breaking down the barriers. Every organization should focus on Human Resource as an entity rather than discriminating them on a gender basis. Our society also should encourage women in all walks of their life, for a long-term development.

Women in the corporate world should accept the reality that is prevalent, and accordingly check out their plans for profession. They should follow the role models and have mentors to break the Glass Ceiling. To overcome the barriers, women should pursue high-profile projects, speak out and contribute in meetings and share ideas with colleagues as well as people in higher positions. Organizational initiatives, work life balance, individual changes, emotional intelligence, leadership competency and quality of work life also play a vital role to hammer the Glass Ceiling.
1.5 BARRIERS OF GLASS CEILING

The following are some of the factors that hinder women employees to claim the corporate ladder.

Chart 1.3
Barriers of Glass Ceiling

1.5.1 Organizational Barriers

The presence and status of female managers have improved many across the globe in the recent past, despite the fact, that women in management positions in a profession continue to face a numerous barriers within the organization that affect their career progression. A number of studies have been identified operational and cultural barriers that have led to under representation of women at the senior level. At work place, they face many challenges, despite being qualified and experienced. Within the organization, most promotion procedures were found to be gender-blind; and unwritten laws limit the progress of women particularly in transitioning from middle management level to the senior management level.
Organizational practices include managerial selection and recruitment, promotion procedures, performance evaluation, training and development. The organizational prototype advances the view that it is the detrimental position of women in the organizational structure such as insufficient members, limited decision-making power, fewer opportunities restrict women’s career growth and progress. The problem lies in the organizational policy and structure, the solution is a fundamental change in inappropriate discrimination and institutional practices. Sometimes it is the company norms and policies such as absence of adequate provisions for parental and childcare leave, maternity leave, flexible work hours, etc., that hinder women from climbing the ladder to top position. The prevalent corporate culture, however, contemporary it claims to be, still views male executives as most prominent competitors for managerial contention.

The disparity between male and female workers salary acts as an organizational impediment for women to move up. Women’s earnings, in general, have increased by 14 percent, and that of men has decreased by 7 percent. On a comparative basis, the earnings of women on an average of 76% of that of their male contemporaries (Bowler, 1999)\textsuperscript{16}.

A research carried out by Thomas P (1994)\textsuperscript{17}, revealed that majority of organization favour the use of informal recruitment and selection processes, such as small social networks and employee’s recommendations rather than merit-based process in order to select the best candidates and to screen out large numbers of unsuitable applicants. Informal recruitment processes can lead to bias because the recruiter tends to determine job requirements according to the current job holder’s gender. It was observed that women have rare opportunities for professional development in organizations when compared to men. In management meetings or brainstorming sessions, new and creative ideas coming from women are not recognized as such. If one of the male members picks it up and builds upon
it, then it is seen as a brilliant idea, and they will claim it as theirs. However, experience, wisdom and determination prevail, irrespective of the gender.

Still, after so many years of globalization, organization restricts themselves from employing pregnant women; deny them opportunities for training, promotion and challenging promotion. Another barrier and perhaps the most significant is that of “Old - Boy Network”. This Old Boy Network consists of males who have been educated at the same institution or who have climbed the top of the career ladder together. The old boys tends to promote the individual who are like themselves.

The following are the Organizational Barriers that hinder women’s career growth:

- Discriminatory appointment and promotion practices that fail to seek out women.
- Male resistance to women in senior level management positions.
- Absence of policies and legislation to ensure participation of women.
- Lack of women in boardroom decision-making process.
- Limited opportunities for leadership training and mentoring.
- Biased rating and testing system.
- Management lacks genuine commitment to genders equality and advancement of women.
- Women receive fewer opportunities for professional development.
- Standards are higher for women than men.
- Male hierarchies are prone to promote men for managerial position.
- Existence of Pay difference between men and women.
• Lukewarm participation from the management.
• Lack of adequate Organizational policies to support career progression of women.
• Women have to work harder than men to gain the same recognition.

1.5.2 Societal Barrier

Indian society is still a conservative one and has not been able to break the shackles of age-old conventional practice. Women’s lack of access to higher education has effectively excluded them from the practice of well-paid and high status occupations. Though there are cultural differences in the obstacles, which exist between women and their aspirations, are terribly similar in nature. For e.g. Family pressure, gender bias, social customs and shortage of role models. Indian women are constantly facing hurdles to make progress in their career.

More than any other factor, it is the society and its perceptions that are responsible for restraining women to their boundary of their households. Irrespective of their talent, qualification and position they hold in the organization, their professional career and contribution to the family income are secondary and irrelevant. Women are always considered to be the one’s better half at home.

Women’s desire for leadership is a reinforced trait formed by our societal expectation. A male boss is more normal in an office than a female boss. Almost all senior leaders were entirely male and it may be due to historical discrimination against women. True equality is different from promise equality. The top position is viewed as “male” in gender-type; the characteristics required for success are seen as more commonly held by men than by women (Schein, 2007)18. Thus, gender stereotypes start acting its role from the beginning of a woman’s career in the construction i.e. at the
entry into the industry. The gender-based roles are carried into the workplace, which are really irrelevant via their internal structures and daily practices. The most important contributing factors that stop women in progress are such as family responsibilities, marital status and childcare. Marriage is a social convention and it is unavoidable to woman in India. Once married, she is under the influence of her husband and in-laws. In this affluent world, women have to earn to share the burden of running the family, which in turns supported by their spouses. So it became an added responsibility for women in addition to existing family obligation. Due to nuclear family system, the support of their parents is also shrunken.

Schwartz (1989) identifies that women are not the sole breadwinners of the family, so they do not have that leaning towards the rise in career. Top post is generally characterized by masculine aggressive value, and it is filled according to the male criteria. Stereotyping and preconception of women’s roles and abilities simply refuse to disperse. An entrenched bias remains that women do not fit the top position and keep men away from accepting women in authority.

### 1.5.3 Work Environment

Women have now made their presence felt in all fields including space exploration and rocket science. Women play a vital role in economic development of the country and their contribution is nothing short of their male counterparts. However there are still several issues and problems that women face today. Sometimes, they are not treated equally in their workplace and are considered as inferior to their male co-workers. In some cases they do not get the same benefits as that of a male employee. The major issues and problems that women face in their work places include unequal pay, security, sexual harassment, deficient maternity leave, etc. As we mark International Women’s Day on 8th March, working women across the globe face common challenges to achieve gender equality at work.
Sexual harassment which was an invisible problem now has become a major problem with widespread entry of women in corporates. There have been several cases of sexual harassment recently involving even in the senior women officials. This psychological pressure can easily halt women from reaching managerial position. Women lag behind men on most employment scopes; their jobs offer lower salaries and fewer opportunities for advancement, but also lower job security, worse job content, less time self-sufficiency and worse emotional conditions.

A gender role comprises a set of social and behavioral norms, which are attributed to men and women, are to be followed by them in social settings and interpersonal relationships. A professional woman of 21st Century still struggles with network discrimination, offensive attitude, and hostile men’s league, pay inequalities risky behaviours, delayed promotions and direct request for sexual favors.

1.5.4 Work Life Conflict

Work-life conflict is defined as a form of inter-role conflict in which work and family demands are mutually incompatible so that meeting demands in one domain makes it difficult to meet demands in the other (Greenhaus & Beutell, 1985). When work and family are in conflict, obtaining rewards in one domain requires foregoing rewards in the other. In other words, when work demands and responsibilities make it more difficult to fulfill family-role responsibilities and when family demands and responsibilities make it more difficult to fulfill work-role responsibilities

Work-life conflict can present itself in several ways:

- Life off the job may impede with work responsibilities.
- Work responsibilities may impede with life off the job.
• Conditions at work may positively or negatively stumble over personal life.

• Personal life may positively or negatively stumble over work life.

• Work domain requires time, energy and commitment that may not allow people to satisfy their family and life needs. Higgins & Greenhaus classify this role conflict into two types.

• Work-to-family conflict: that occurs when work demands prevent one to satisfy their family needs such as long work hours, heavy work load travel and so on.

• Family-to-work conflict: occurs when family responsibilities affect work performance such as children’s care, parental care and conflict at home.

Work schedules, work orientation, marriages, children and spouse employment patterns may all produce pressures to participate extensively in the work role or the family role. Employees need to properly deal with work and family changes and defines a boundary between them; otherwise the overlap between them can result in exhaustion (Hall & Richter, 1989)\textsuperscript{21}. Women with children are significantly lower in occupational commitment relative to women without children; contrary to expectation, women with younger children outperformed women with older children (Campbell DJ, Campbell KM, Kennard D.1994)\textsuperscript{22}.

According to Sharma (1999)\textsuperscript{23}, the support and involvement of husband positively relates to lower levels of role conflict experienced by the married working women. It is necessary for both husband and wife to work
to face the economic conditions. Thereby the women also forced to take up a job irrespective of its nature, pay, shifts, working hours etc.

The rapid family work conflicts, constant comparison with the male colleagues, gender based disparity in appraisal and promotions, unconcerned attitude of boss and colleagues are a few such attributes that often force women executives to leave their career aspiration or settle for the profile much lower than their caliber, competence qualification.

The life of ‘career women’ is never easy. Women play multiple roles, such as daughter, wife, daughter-in-law, sister, mother, and employee. They are working for 24*7 without reasonable consideration. They have to constantly make choices and compromises in their family and work lives. Hence they require planning and organizing abilities to balance both family and work.

Organizational policies do not moderate the relationship between work life conflict and job performance because there is lack of policy, which can give relief to the female employee, and there is no awareness regarding welfare schemes of women.

1.5.5 Individual Barriers

Though women are well educated, employed and holding high post, they are facing numerous challenges and hurdles. The major problem of working women arise out of the conflict cost due to responsibility i.e. house work and office work. Even when the employment of women is accepted; the family members are not prepared to share the family responsibilities of the household. The working women do not have much time to concentrate on their children and their education nor spend time for relaxation, entertainment and social life.
In today’s world even after working in the corporate world and taking up dynamic roles of executives, directors, IT professionals, the traditional domestic work is not changed. The changing global scenario requires constant progression in knowledge and learning to mounting task of the job profile. A working woman struggles physically, intellectually and emotionally for maintaining work life balance and invariably unable to cope with her guilt feeling when she stays away from her kids. The deprived childcare facilities in India pose severe restraint for women in continuing their jobs after the birth of a baby. In India, working women normally depend upon their close-knit family support and care for the childcare. But, at present, the joint families have also started crumbling, paving way for nuclear families. Hence many professional women tend to balance their domestic and professional responsibilities during the middle age period, which inadvertently happens to be one of the most constructive periods of their career, and they are unable to cope with overloaded rising family demands. Work replacement, restriction in travel, limitations imposed by the nature of work itself tends to aggravate the restraints of work life balance.

Many women lack self-confidence and are inclined to underestimating their abilities in professional market, which makes them victim of pay discriminations in leading organization. They are entangled between work and family and find it difficult to manage both which leads to take and irrational decision of quitting the job.
1.6 INFLUENTIAL FACTORS

The following are some of the influential factors to hammer the Glass Ceiling.

Chart 1.4
Influential Factors of Glass Ceiling

1.6.1 Emotional Intelligence

Emotional Intelligence (EI) is an ability, capacity, skill or self-perceived ability to identify, assess and manage the emotions of oneself, of others and of group. Organizations have started realizing the importance of EI. It has become one of the key indicators of employees’ success at workplace. According to Salovey and Mayer (1990) who first introduced the term, “EI is a type of emotional information processing that includes accurate appraisal of emotions in oneself and others, appropriate expressions
of emotions and adaptive regulation of emotion in such a way as to enhance living”. Emotionally intelligent individuals are expected to recognize, manage and implement their emotions to remove, whatever obstacles arise and develop their career horizon better than people with low emotional intelligence. EI is of utmost importance to moderate day managers, not only to help the organizations deal with material but also with people. EI mainly comprises of four domains i.e., self-awareness, self-management, social awareness and relationship management. The first two of these are personal competencies that determine the way to manage them, whereas the remaining two are social competencies that determine relationship handling. EI of leaders help to develop high job satisfaction, career commitment and job involvement enabling them to manage their own emotional turbulence while demonstrating compassion and empathy for their employees. Women employees need to understand the value of emotional competency to become successful in their career endeavors. Organization and companies, which choose to begin developing the EQ skills of their employees, help to build group cohesion to make them highly effective against both regional and global competition, to climb the corporate ladder.

1.6.2 Leadership Competency

Today, leadership is considered as one of the most superior capabilities of the senior level managers. Leadership is more of an action rather than preaching. It is the ability to lead from the front with a passion and with a conviction of a great vision, despite many successive setbacks. It is also taking a sense of responsibility, setting as a role model with qualities like courage, commitment and conviction. Leadership is also a way of calling ‘We’ not ‘I’ because no leader is successful as an individual (MS Rao, 2008). The first and foremost quality of any leader is to have passion to lead and serve the people. Passion is nothing but a burning desire to contribute their best for the people without expecting any returns. Hence
women leaders should have vision and a common goal or objective, which will motivate others to come forward. Only when the vision is strong, the mission will be strong. They should be filled with strong convictions and remain highly motivated so that they can nurture higher levels of energy among their followers. Leadership is a skill, that can be acquired by reading, learning, training, continuous practice and experience. It is an open secret that leaders are not born but are made due to the impact of external environment and circumstances.

Interestingly, research has shown the existence of a correlation between female CEOs and the success of a business. A 2016 global study from the Peterson Institute for International Economics found that companies that had women in executive positions actually displayed modestly better performance.

Likewise, women excel at different aspects of leadership than men, meaning that diverse businesses will have access to a wider range of management styles. The Pew Research Centre found that women are better at being ethical and honest, establishing fair pay and benefits, and mentoring their employees. On the other hand, men showed greater strengths at risk taking and negotiating deals.

Yet the key to businesses maximizing the advantages of gender diversity is not necessarily hiring a female CEO specifically, but having an ample amount of female professionals in their talent pool for future development.

1.6.3 Organizational Initiatives

Organizations need to take an active part in enticing and retaining the talented women professionals as they may equally serve as genuine assets in the knowledge era. It must treat women as equals to men and give the respect and responsibility to grow in leadership positions and in
entrepreneurial endeavors. The HR manager must identify the issue and find a solution backed by the cooperation of the employer. Proper training, development and leadership development programs should be offered to women employees in the organization to kindle their latent capabilities. In the existing work culture, extended working hours, carrying work to home, frequent travel and tours, being always attentive at professional responsibilities are few aspects that ensure high commitment on the part of senior executives irrespective of their gender. Women with their house hold commitments find it a trifle too hard to match up with these attributes. Initiatives to ensure balance of work and personal lives of women executives open the vistas to grow with the organization. e.g. an extended maternity leave, transfer to ensure family stays together, on-ramping and off-ramping (women leaving and coming back from maternity leave), working in satellite offices and telecommuting are some of the current work practices in this direction. The word of tribute and support extended by organizational leaders can do wonders for the career graphs of women executives. This encourages them to apply for managerial promotions, giving them a chance to enhance their skills.

1.6.4 Individual Changes

For years women have burdened themselves with the responsibility of managing family and households by themselves, which often takes a toll on their individuality. Its high time now, women executives should start thinking about them and let their spouse and family members share some of the responsibilities. The next predominant factor for women to climb the ladder is education. Education, in most circumstances, acts as a positive booster and self-motivator.

The changing global scenario requires constant upgradation in knowledge and learning to meet the challenges of the job profile. When women folks get stuck between work and family, this upgradation takes a
back seat. This creates a shortfall in the job requirement and individual attributes, reducing the probability of their selection at the time of appraisal and new job assignments. In few instances women managers have known to lack self-confidence, which is a prominent element in taking decisions. This can be due to lack of practical knowledge, experience, professional competencies or work pressures that impediment them, thus indirectly stagnating them at managerial levels only. Through knowledge acquisition and continuous urge to update oneself not only raises their self-confidence but also renders them capable of capitalizing on their strengths and overcoming their weakness.

1.6.5 Quality of Work Life

Quality of Work Life is becoming an increasingly popular concept in recent times. It basically talks about the methods in which an organization can ensure the holistic wellbeing of an employee instead of just focusing on work-related aspects. It is a process in an organization, which enables its members at all levels to participate. According to Nadler and Lawler “QWL is a way of thinking about people, work and organizations, its distinctive elements are (i) a concern about the impact of work on people as well as on organizational effectiveness, and (ii) the idea of participation in organizational problem-solving and decision making.”

Quality of Work Life of female employees has now become extremely important for a successful management. Today's working women are relentlessly challenged by the annoyance of work and when the day is completed at the workplace, they carry home more of the responsibilities and commitments. Majority of women are working 30-40 hours per week and are under pressure to achieve work-life balance. Their life has become strenuous with manifold responsibilities at work and the daily routine tasks of life at home. Effectively creating work-life balance will eventually create more contented employees that contribute to efficiency and success in the
place of work. Employers can smooth the progress of WLB with many schemes that can catch the attention of female employees and fulfill their needs, which is popularly known as Quality of Work Life to help them ascent the elite position in corporate sector.

Some of these are

- Facilities for child care.
- Opportunities for promotion.
- Fringe benefits (insurance, retirement benefit, health checkup).
- Counseling services for problems like managing work and the home.
- Training and Leadership programmers.
- Jobs with autonomy and flexibility.
- Realistic workloads.
- Physical and spiritual exercises help in self-development.
- Review of work processes to see if the burden on employees can be lightened maintaining dialogue with the employees and considering their suggestions on a continuous basis.

1.7 SCOPE OF THE STUDY

Chennai is the second largest exporter of Software next to Bangalore. The city is a hub for a number of technological parks and promises the employment of nearly 3,00,000 people. It has the largest operations for India's top software companies such as TCS, Infosys, Wipro and many other CMMI-level 5 companies have their head-offices, regional-offices and development centers.
Tidel Park in Tharamani is Asia’s largest IT Park that houses hundreds of offices of Multinational IT Companies that has caused it to be referred to as the “IT Corridor”. Its success has resulted in DLF IT SEZ, one of the big IT Parks in Chennai, with unique ready built workspace that perfectly balances design with an interactive and connected environment required for IT professionals. Major software and software service companies like Accenture, Cognizant Technology Solutions, Cap Gemini, CSC, EDS, SAP AG, Oracle Corporation, Cisco Systems, HCL, HP, IBM, Infosys, Satyam, Sun Microsystems, Symantec, TCS, Verizon, Wipro, CSS Corp and US Technology Resources, Dassault Systèmes, eBay, Honeywell, VMware, Intel, Amazon, Tech Mahindra, IGATE Patni, Adobe Systems, AT&T, Mindtree, Ford Sync, Ramco Systems, Bosch, Deloitte, CA Technologies, Microsoft have development centers in the city.

This bevy of IT companies has provided plethora opportunities for women and men alike to choose and shape their career graph. In the IT industry, the employment opportunities seem to be growing, thanks to use of automation in nearly every sphere of business activity. With gender equity becoming the order of the day, it has become inevitable for any business to function without the effective contribution of women. As women employees travel vertically along her career graph, they are bogged down with several impediments that prevent them from scaling greater heights. The lack of support from their family does not allow them to have a work life balance which forces them ultimately to compromise on their career progression. In official front lack of acceptance from male contemporaries and criticism tend to tarnish their reputation are the strong reason for them to maintain a low profile at work. These impediments in common parlance is rightly referred to as “Glass Ceiling”, where the barriers exist not only on the home front but also meander to their professional life.
Women employees are not only highly qualified but also talented and noted for their multi-tasking skill set. Despite this they are restrained from touching the top notches because of the existence of Glass Ceiling. Although the government made it mandatory for women executives on the board, its implementation becomes difficult because of this ceiling. Hence this Research provides ample scope for examining this concept from several dimensions and to provide feasible suggestions to hammer the Glass Ceiling (Wikipedia.org).26

1.8 STATEMENT OF THE PROBLEM

Although the number of women’s entry into corporate field has increases yet their climb to the management position, has not been smooth. They are dared, with very complicated challenges. The widely held belief that females are more suited to a supportive, nurturing role than the decision-making role of management. They are dared, with very complicated challenges.

Budhwar et.al (2005)27 in the study of “Senior Women in Public and Private Sector Firms”, found that they were receptive of differential treatment when compared with men, reinforcing the stereotype of their being inferior and thus being offered less challenging roles and not being part of important organizational issues. The emergence of Information Technology sector in mid-1990s has exposed a potential employment opportunity for women in this organized sector genially suitable their job environment and offering, in principle, least gender discrimination. Its employment potentiality provides inspiration to female students to take up technical and professional courses with an eye to the job market. Most reviews revealed that, notwithstanding overall satisfactory gender-neutral pursuit by this sector, an optimal level of gender inclusivity is still to be achieved, especially to the senior level. Moreover, this sector requires to be extra-careful in doing away with the prevailing disorders such as ‘Feminization’,
‘Glass Ceiling’ etc. The theoretical aspect of individualization in the workplace is palpable but at the societal level, patriarchal strategies dominate on the Indian psyche (Asmita Bhattacharyya and Bhola Natha Ghos, 2012)\(^{28}\).

Glass Ceiling is a contemporary and the most prevalent burning issue among the women employees particularly in IT sector. When compared to other sector the access level of women employee in IT sector is more, but reaching the top is very less. Due to extended working hours, gender discrimination, high pressure, on shore projects etc., they are unable them to continue their job especially after marriage or childbearing. In a landmark for India Inc, the number of female employees at Tata Consultancy Services (TCS) has crossed the one-lakh mark, making it the country's biggest employer of women in the private sector. Women now comprise one-third of the IT major's 3.06 lakh workforce. This makes TCS, the most valued company in India, one of the top employers of women in the technology sector globally. The top slot is held by IBM, which has an estimated 1.3 lakh women out of a workforce of 4.31 lakh. In terms of market cap, the next two players in the domestic IT markets are Infosys (54,537 women employees) and Wipro (45,276) but the female workforce of TCS is more than the two combined. But only 11% of them are in managerial positions (Reeba Zachariah, Times of India, 2014)\(^{29}\). Hence the researcher made an attempt to analyze the barriers of women employees in IT sector and some influential factors to hammer the Glass Ceiling. After Bangalore, Chennai is trying to mark a place in the IT map as a hub for Software as a Service (SaaS). Many SaaS majors have Chennai as a home, which are competing with global leaders with respective segments. Accordingly the phenomenon of Glass Ceiling is examined among women employees of IT industries in and around Chennai city.
1.9 OBJECTIVES OF THE STUDY

1. To trace the concept of Glass Ceiling and its impact on women employees with special reference to IT sector.

2. To examine the profile of the respondents and its impact on current working environment of the women employees in IT sector.

3. To study the factors which contribute to Glass Ceiling and techniques to break the Glass Ceiling.

4. To examine the relationship between the factors of Glass Ceiling and strategies to hammers the Glass Ceiling among the women employee in Information Technology sector.

5. To identify how the motivational insights and influential factors help to hammer the Glass Ceiling.

6. To make appropriate suggestions to overcome the Glass Ceiling.

1.10 STATEMENT OF HYPOTHESES

\[ H_0_1 \] There is no significant difference in work information with respect to Cadre, Experience and Qualification.

\[ H_0_2 \] There is no significant difference in organizational barrier with respect to Cadre, Experience, and Qualification.

\[ H_0_3 \] There is no significant difference in work environment with respect to Cadre, Experience, and Qualification.

\[ H_0_4 \] There is no significant difference in family size with respect to work life conflict and individual barriers.

\[ H_0_5 \] There is no significant difference in work information and work environment with respect to age and qualification respectively.
**Hypothesis**

- **H_{06}** There is no significant difference in work life conflict with respect to marital status, family type.
- **H_{07}** There is no significant difference in Individual barrier with regard to Marital Status.
- **H_{08}** There is no significant relationship between the barriers and existence of Glass Ceiling.
- **H_{09}** There is no significant relationship between the influential factors and strategies to hammer the Glass Ceiling.
- **H_{10}** There is no significant relationship between quality of work life and barriers of Glass Ceiling.
- **H_{11}** There is no association with motivational insights and barriers of Glass Ceiling.
- **H_{12}** There is no impact of influential factors on strategies to hammer the Glass Ceiling.

### 1.11 METHODOLOGY

**The Research Method**

This research is both empirical and explanatory in nature with multiple objectives to examine the existence of Glass Ceiling and its impact on information technology sector.

**The Sample**

The stratified random sampling method is applied to collect the responses from women employees in IT sector. The survey was conducted among 42 IT companies in Chennai city.
Sources of Data

The primary data is collected through survey method. The survey is conducted using a well-structured questionnaire to examine the existence of Glass Ceiling among women employee in IT sector and the factors, which influenced to break the Glass Ceiling. The researcher circulated 800 questionnaires to the IT companies in Chennai city. Out of the 800 questionnaires distributed to women employees’ 442 completed questionnaires were found to be of use. Details pertaining to the distribution and collection of questionnaire are represented in the following table.

Table 1.1
Distribution and Collection of Questionnaires

<table>
<thead>
<tr>
<th>Total No. of Questionnaires</th>
<th>Circulated</th>
<th>Return</th>
<th>Not Returned</th>
<th>Incomplete</th>
<th>Final Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>800</td>
<td>800</td>
<td>479</td>
<td>321</td>
<td>37</td>
<td>442</td>
</tr>
</tbody>
</table>

(Source: Computed)

The secondary data was collected from journals, magazines, publications, reports, books, dailies, periodicals, articles, research papers, websites, manuals and booklets and face book

1.11.1 Area of the Study

Chennai is the fourth largest city in India and the capital of Tamil Nadu. Today, Chennai is a lively mix of old and new, and is a stated majestic structured modern capital with the appearance of a condescending garden city connected by rail, road and air to important cities. Chennai has retained its traditional Tamil, Hindu culture and effectively blended it with the foreign influence. The city is widely spread in about 180 Sq. Kms and acts as an important trade center of India. Chennai is ranked as a beta-level city in the Global Cities Index and was ranked the best city in India by India Today in the 2014 Annual Indian City Survey.
The city was ranked 38 worldwide, by the number of foreign tourist arrivals in 2012. It is also home for various popular personalities and home to IT startups. Lonely Planet also named Chennai as the 9th best cosmopolitan city in the world. With diverse industries such as healthcare, shipping, finance, information technology, automobiles, Chennai has become the one of the best place for employment opportunities in the country attracting migrants from all over India making it the second industrial capital of India. The Chennai Metropolitan Area as recently as January 2015 has been ranked the fourth-largest economy in India and the third highest GDP per capita.

According to the provisional population results of 2011, the city had a population of 4,681,087, with a density of 26,903 per km² and the urban agglomeration had a population of 8,653,521. The city registered a growth rate of 7.77% during the period 2001–2011. In 2001, the population density in the city was 24,682 per km² (63,926 per mi²), while the population density of the metropolitan area was 5,922 per km² (15,337 per mi²), making it one of the most densely populated cities in the world. The Chennai metropolitan area is the fourth most populated mass in India. The sex ratio is 986 females for every 1,000 males, higher than the national average of 940. The average literacy rate rose from 85.33% in 2001 to 90.18% in 2011, much higher than the national average of 74.04%.

The majority of the population in Chennai is Tamils. Tamil is the primary language spoken in Chennai, but people are comfortable in conversing in English often mixed with Tamil. In 2001, out of the 2,937,000 migrants (33.8% of its population) in the city, 61.5% were from other parts of the state, 33.8% were from rest of India and 3.7% were from outside the country. As per the religious census of 2011, Chennai has 80.73% Hindus, 9.45% Muslims, 7.72% Christians, 0.06% Sikhs, 0.06% Baptists, 1.11%
Jains, 0.83% following other religions and 0.04% following no religion or do not indicate any religious preference.

Chennai is one of the cities in India that is connected by the Golden Quadrilateral system of National Highways. Four major National Highways (NH) that originate in the city connects it to other Indian cities. The city is served by two major ports that are Chennai Port and Ennore Port. The Chennai port is the largest in Bay of Bengal, with an annual cargo tonnage of 6.146 cores (2010–2011), and second largest container hub in India, with an annual container volume of 15.23 lakh TEUs (2010–2011). Chennai hosts the headquarters of the Southern Railway. The city has two main railway terminals. Chennai Central station, the city's largest, provides access to other major cities as well as many other smaller towns across India. Chennai is divided into four broad regions: North, Central, South and West. North Madras is primarily an industrial area. South Madras and West Madras, previously mostly residential, are fast becoming commercial and home to a growing number of information technology firms, financial companies and call centers. The city is expanding quickly along the Old Mahabalipuram Road (OMR) and the Grand Southern Trunk Road (GST Road) in the South and towards Ambattur, Koyambedu and Sriperumbudur in the West.

Chennai is home to the national level commercial banks Indian Bank and Indian Overseas Bank and many state level co–operative banks, finance and insurance companies. Telecom and Electronics manufacturers based in and around Chennai include Nokia, Nokia Siemens, Motorola, Dell, Force10, Wipro, Zebronics, Foxconn and Siemens among others. Chennai is currently the largest electronics hardware exporter in India, accounting for 45% of the total exports in 2010–11. Chennai is the first Indian city to have the Wi-Fi facility in a widespread manner. As of 2010, there were 98 lakh mobile phone users in Chennai. In 2010, Chennai had the fourth highest number of active Internet users in India, with 22 lakh users.
The city is base to around 30 percent of India's automobile industry and 40 percent of auto components industry. A major chunk of India's automobile manufacturing industry is based in and around the city and hence it is called the Detroit of India. Many software and software service companies have development centers in Chennai, which contributed 14 percent of India's total software exports during 2006–07, making it the second largest Indian city software exporter and business process outsourcing services following Bangalore. Thus the city provides diverse job opportunities that match the skill set of the job seekers.

Every year a large number of people migrate to Chennai for high paying jobs and career opportunities. According to Forbes magazine, Chennai is one of the fastest growing cities in the world. It is ranked 4th in Hosting the maximum number of Fortune 500 companies of India, next only to Mumbai, Delhi and Kolkata. Because of these the IT Sector is marked their mushroom growth of companies that provide job opportunities both outsourced and backward operations. The former requires night shifts operations to their overseas clientele and the openings are perennial fresher are normally recruited for the BO Operations of IT companies and women employees seem to adapt easily and are our sought after more. But in the long run their career progression is marked with number of challenges that culminate to the presence of Glass Ceiling.

This is a typical characteristic of Chennai, which not only provides job opportunities for the experienced and also for the fresher, irrespective of their gender. Hence the researcher fined Chennai is the right place to have a study on Glass Ceiling and its impact on IT sector (with special reference to women employees in selected IT companies in Chennai city.)
1.11.2 Framework of Analysis

The primary objective of this study was to find the impact of Glass Ceiling in IT sector among women employees. The respondents were asked to give their opinion on the various barriers faced by them in the work place and also the factors induced to break the Glass Ceiling.

Table 1.2
Questionnaire Design

<table>
<thead>
<tr>
<th>Section</th>
<th>Construct</th>
<th>Construct Code</th>
<th>No of questions in the Pilot Questionnaire</th>
<th>No of questions in the Revised Questionnaire</th>
<th>Removed Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part -1</td>
<td>Demography</td>
<td>Dem</td>
<td>15</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Part -2</td>
<td>Work information</td>
<td>WI</td>
<td>19</td>
<td>15</td>
<td>4</td>
</tr>
<tr>
<td>Part -3</td>
<td>Barriers of Glass Ceiling</td>
<td>BGC</td>
<td>54</td>
<td>54</td>
<td>-</td>
</tr>
<tr>
<td>Part-4</td>
<td>Strategies to Hammer the Glass Ceiling</td>
<td>SHGC</td>
<td>53</td>
<td>53</td>
<td>-</td>
</tr>
<tr>
<td>Part-5</td>
<td>Motivational factors</td>
<td>MF</td>
<td>7</td>
<td>7</td>
<td>-</td>
</tr>
<tr>
<td>Part-6</td>
<td>Suggestions and Recommendations</td>
<td>S&amp;R</td>
<td>Open</td>
<td>Open</td>
<td>-</td>
</tr>
</tbody>
</table>

(Source: Study Data)

The administered questionnaire relinquished incredible primary data. The questionnaire consists of six parts.

- The first part of the questionnaire deals with optional type questions pertaining to the demographic details of the respondents.
- The second part of the questionnaire is pertaining to the work information of the employees.
• The third part of the questionnaire consists of barriers of Glass Ceiling. They are Organizational barriers, societal barriers, Work life conflict, Work environment, and Individual barriers.

• The fourth part contains the factors that influenced to break the Glass Ceiling. They are Emotional intelligence; Leadership competency, organizational initiatives, individual changes and quality of work life. There are 107 questions pertaining to those factors with minimum of 6 statements and maximum of 15 statements. Part II, III and IV are statements in Likert’s 5-point scale, which ranges from ‘Always to Never’ and ‘Strongly Disagree to Strongly Agree’.

• The fifth part of the questionnaire deals with the motivational insights and influential factors under ranking method.

• The part 6 deals with suggestions.

A pilot study was conducted to validate the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires are collected from 100 respondents and Cronbach’s Alpha Criterion was applied to test the reliability.

1.11.3 Reliability of the Study

Reliability is the degree to which an assessment tool produces stable and consistent results. Test-retest reliability is a measure of reliability obtained by administering the same test twice over a period of time to a group of individuals. A reliability coefficient demonstrates whether the test design was correct in expecting a certain collection of items to yield interpretable statements about individual differences (Lee J. Cronbach, 1951). Cronbach's alpha is the most common measure of internal consistency (reliability). It is the most commonly used when the questionnaire has multiple Likert scaled questions. The researcher framed 70
questions to measure the barriers and 50 questions to measure the influential factors to hammer the Glass Ceiling. Each question was scaled on a 5-point Likert Scale ranging from "strongly agree" to "strongly disagree". In order to understand the questions in this questionnaire to measure the reliability of the same, a Cronbach's Alpha was run on a pilot sample size of 50 women employees in IT sector in and around Chennai city. A commonly accepted rule of thumb for describing internal consistency is as follows \((\text{George D., and Mallery, 2003})^{31}\).

### Table 1.3
Table Showing Internal consistency using Cornbach's alpha

<table>
<thead>
<tr>
<th>Cornbach's alpha</th>
<th>Internal consistency</th>
</tr>
</thead>
<tbody>
<tr>
<td>(\alpha \geq 0.9)</td>
<td>Excellent</td>
</tr>
<tr>
<td>(0.9 \geq \alpha &gt; 0.8)</td>
<td>Good</td>
</tr>
<tr>
<td>(0.8 \geq \alpha &gt; 0.7)</td>
<td>Acceptable</td>
</tr>
<tr>
<td>(0.7 \geq \alpha &gt; 0.6)</td>
<td>Questionable</td>
</tr>
<tr>
<td>(0.6 \geq \alpha 0.5)</td>
<td>Poor</td>
</tr>
<tr>
<td>(0.5 \geq \alpha)</td>
<td>Unacceptable</td>
</tr>
</tbody>
</table>

(Source: George D, & Mallery P (2003))

The closer the alpha value to 1, greater is its reliability and vice versa. In psychological research, the impact of the various dimensions on alpha using statistical hypothetical testing lacked clarity and comprehension, for which appropriate suggestions were made \((\text{Cortina, Jose M, 1993})^{32}\).

As per the thumb rule, the following table clearly shows that the cronbac's values are above 0.90 or lie between 0.90 and 0.80. Because of these results, none of the questions needed to be dropped or changed; however for data accuracy purpose three questions in demography and four questions in work information were removed. Hence the data collected has a good element of reliability and can be further processed using statistical
tools. The results derived from the same can be generalized also based on their reliability values. The primary data collected was analyzed using the SPSS (Statistical Package for Social Sciences) software package.

The following table shows the reliability value of structured questionnaire.

**Table 1.4**

**Showing the Reliability Value of Structured Questionnaire**

<table>
<thead>
<tr>
<th>SL No</th>
<th>Factor</th>
<th>Case processing summary</th>
<th>Q. No</th>
<th>Chronbach’s alpha</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Valid</td>
<td>Excluded</td>
<td>Total</td>
<td>%</td>
</tr>
<tr>
<td>1</td>
<td>Organization al barriers</td>
<td>442</td>
<td>-</td>
<td>442</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>Societal barrier</td>
<td>442</td>
<td>-</td>
<td>442</td>
<td>100</td>
</tr>
<tr>
<td>3</td>
<td>Work environment</td>
<td>442</td>
<td>-</td>
<td>442</td>
<td>100</td>
</tr>
<tr>
<td>4</td>
<td>Work life conflict</td>
<td>442</td>
<td>-</td>
<td>442</td>
<td>100</td>
</tr>
<tr>
<td>5</td>
<td>Individual barrier</td>
<td>442</td>
<td>-</td>
<td>442</td>
<td>100</td>
</tr>
<tr>
<td>6</td>
<td>Emotional intelligence</td>
<td>442</td>
<td>-</td>
<td>442</td>
<td>100</td>
</tr>
<tr>
<td>7</td>
<td>Organization al initiatives</td>
<td>442</td>
<td>-</td>
<td>442</td>
<td>100</td>
</tr>
<tr>
<td>8</td>
<td>Individual changes</td>
<td>442</td>
<td>-</td>
<td>442</td>
<td>100</td>
</tr>
<tr>
<td>9</td>
<td>Leadership Competency</td>
<td>442</td>
<td>-</td>
<td>442</td>
<td>100</td>
</tr>
<tr>
<td>10</td>
<td>Quality of work life</td>
<td>442</td>
<td>-</td>
<td>442</td>
<td>100</td>
</tr>
<tr>
<td>11</td>
<td>Motivational insights and influential factors</td>
<td>442</td>
<td>-</td>
<td>442</td>
<td>100</td>
</tr>
</tbody>
</table>

(Source: Computed)
1.11.4 Tools of Analysis

The statistical tools used to analyze the primary data with objectives are given below.

**Table 1.5**
List of tools used for every objective

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Tools Used</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1: Concept of Glass Ceiling and its impact on women employees of IT Sector</td>
<td>• Theoretical Framework</td>
<td>Chapter-1</td>
</tr>
<tr>
<td>Objective 2: Profile of the respondents and its impact on current working environment in IT Sector <em>relationship between work information and some important factors with demographic variables</em></td>
<td>• Percentage Analysis, Anova, Kruskal Wallis Test, T Test, Mann-Whitney Test</td>
<td>Chapter-4</td>
</tr>
<tr>
<td>Objectives 4: The factors of Glass Ceiling and influential factors to hammer the Glass Ceiling</td>
<td>• Factor Analysis</td>
<td>Chapter-4</td>
</tr>
<tr>
<td>Objective 5: Relationship between the Factors of Glass Ceiling</td>
<td>• Correlation Matrix, Multiple Regression</td>
<td>Chapter-4</td>
</tr>
<tr>
<td>Objective 6: Relationship between the motivational Insights and Glass Ceiling, The Impact of Influential factors on Glass Ceiling</td>
<td>• KS Test, Structural Equation Model</td>
<td>Chapter-4</td>
</tr>
</tbody>
</table>
1.11.5 Period of the Study

The primary data was collected from April 2014 to November 2014. The entire study was conducted for a period of four years from 2012 to 2016.

1.12 LIMITATIONS OF THE STUDY

- The study was restricted to a limited time frame, and could not be done exhaustively for paucity of the same.
- The responses got were subjected to personal bias of the respondents.
- The lack of interest from the senior level officials deterred the free participation of the respondents.
- The Ratio of female employees when compared to male contemporaries forced the researcher to settle for a smaller sample size.
- The data collected was confined to the perception of women employees of IT Sector.
- The study covered only the IT companies in and around Chennai City.

1.13 SCHEME OF CHAPTERISATION

Chapter I

Highlights the Introduction, Concept of Glass Ceiling, Objectives, Methodology, Scope and Limitations of the Study.

Chapter II

Sketches the review of literature relevant to the study “The Glass Ceiling” and its inference.
Chapter III

Deals with the profile of IT industry and women employees of IT industry.

Chapter IV

Focuses on Data Analysis and Interpretation - Barriers of Glass Ceiling among women employees in IT sector and Influential Factors which help to hammer the Glass Ceiling.

Chapter V

Summarizes findings, suggestions and conclusion of the research along with the scope of the research.
References & Notes


