Chapter 2

Review of Related Literature
CHAPTER II
REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

The Glass Ceiling Metaphor has often been used to describe the barriers (“Glass”) through which women see elite positions but cannot reach them (“Ceiling”). The barriers prevent large numbers of women from reaching top positions in corporate sector. The Glass Ceiling continues to exist although there is no explicit obstacle keeping women from acquiring advanced positions. There are many different impediments that block women to attain a higher work status. The aim of this chapter is to provide an up to date review of the research describing the existence of Glass Ceiling among women employee. It also provides a comprehensive review of literature on various barriers of women from reaching top position such as Organizational barriers, Societal barrier, Work environment, Individual barriers, Work life conflict and reviews related to factors that influenced to hammer the Glass Ceiling such as Organizational initiatives, Emotional Intelligence, Leadership competency, Individual changes, Quality of Work Life. The following reviews are congregated under the head ‘Thematic’ and ‘Empirical’ which is represented in the chart.

Chart 2.1 Classification of Reviews

(Source: Collated)
2.2 STUDIES PERTAINING TO BARRIERS OF GLASS CEILING

THEMATIC REVIEWS

Federal Glass Ceiling Commission (U.S 1991) confirmed that women encountered considerable Glass Ceiling barriers such as societal barrier, government barrier and other barriers include different pay for comparable work, religious discrimination, lack of family- friendly work place, hour Glass Ceiling etc., which prevent women to move upward position in their professions.

UNDP (United Nations Development Programme) in 1993 survey also identified six insights of incongruent treatment in the administrative cadre of the Bangladesh Civil Service. These were negative attitude towards women by male colleagues, underestimate the capabilities of women workers, superiority complex of male colleagues, tendency of men to treat women in gender-biased fashion, comments that men were more efficient than women and non-cooperation of male contemporaries.

The concept of a Glass Ceiling is an oft-used metaphor for the relative disadvantages regarding women’s career opportunities indicating the growing difficulties for women when moving up the career ladder (Charles Grusky, 1995).

Barriers may be tangible or intangible, actual or as imagined by the recipient Maskell- Pretz and Hopkins, 1997. Prejudices, Glass Ceiling effect or gender diversity are such barriers which are unseen and yet casts spell a lot on working women so that organizations having intention to retain them ultimately are in vain. The issues of gender differentiation and gender stereotyping which affect women continuously instigate Glass Ceiling effect. There are some barriers e.g. psychological barriers, societal-related barriers, organizational barriers against which women are still fighting to strengthen their presence in the higher-level management of organizations.
Indian society is still conservative one and has not been able to break the restraints of age-old tradition. This attitude is visible at an early age when woman is making her educational choices. The important aspect in the content of women’s career progression is her family responsibilities, specially related to marital status and childcare. Once married, she is under the control of her husband and in laws. Gradually the situation has improved and now husbands also want working wife. Due to the rise of nuclear families, support system of grandparents has shrunken. Hence, women bring their domestic problems at their work place, therefore they can’t concentrate on their work place and prefer a flexible time (Anker, 1997)⁵.

Despite many initiatives by organization women have not achieved parity, especially in senior level positions (Candee, 1997)⁶. It is observed that the following have contributed for women’s lower representation in the IT industry such as masculine and technical connotation attached with computing, gender socialization with technology, male dominated structure and culture of employment within the industry, employer’s hiring strategies, women hesitancy to participate in IT education etc.

Abilities, which people expect a leader to own, are more closely related with the male gender stereotypical characteristics than the female gender stereotypical characteristics. The aggregated research findings concerning the stereotypical leader clearly show that leadership is generally perceived as masculine (Butterfield and Grinnell, 1999)⁷. Several studies conclude that the stereotypical leader is seen as possessing a majority of male traits.

Karento (1999)⁸ has interpreted certain beliefs about women and men’s stereotypes, the characteristics of men were ability to abstract, aggressive states facts, dominative, Strive for payback, independency, egoism, self-assurance competitive, logical and women were practicality, kindness, social, acquiescence, empathy, amenability, emotionally
intelligence, insecurity, cooperative, intuitive. If people in organizations are thinking features above and making their assumptions about men and women as stereotypes, they might end up to do totally wrong decisions.

When women go for maternity leave, they find it difficult to get reliable child help who can take care of their babies while at work since there are only few employers who provide daycare services for their employees, most often they are unable to return to their jobs. Most employers undermine the progress of such ladies sighting constant absenteeism which have already been catered for in establishing better employment rights for women who are on maternity leave. These women may have developed their careers for many years, and they are experienced employees with skills and training in key areas of organization work, their loss is a major loss to the organization because time and capital spent in training and maternity cannot be recouped if a woman returns to work after having a child (Fennell, 1999).9

Zafarullah (2000)10 mentioned in his article that women are revealed as weak, unassertive, passive, feminine, and dependent. In the workplace, discriminatory attitudes include women are physically, mentally and emotionally less capable in certain challenges; they are unpredictable and lack motivation. They have health problems, sickness-prone and therefore frequently remain absent, pregnancies interrupt their regular work and their career is disrupted by family interest.

The article examined the impact of social, organizational and personal biases on the progression of professional women in India. It concluded that, Women managers in India have been generally successful in rising to the executive suite in Indian organizations, despite a culture that might suggest otherwise. These women were successful because of the interplay of organizational and familial support, coupled with the individual drive to succeed (Deepika Nath, 2000)11.
Mayerson and Fletcher (2000)\textsuperscript{12} highlighted three major approaches to the management of gender diversity in organizations: training women to be successful in a male dominated world, integrating and accommodating supportive policies and practices.

Gender Stereotypes stated that stereotypes and the perception of women at workplace negatively affect the position of women managers. This study suggests that Indian male managers are observed, stereotypically, as working in the areas of sales, marketing and production; being good leaders, decision makers and bosses; and handling challenging assignments. On the other hand, Indian women are regarded as working in PR, HR and administrative positions at low to junior levels, and in fields such as fashion and beauty (Khandelwal, 2002)\textsuperscript{13}.

Male chauvinism in our country is more deeply entrenched than many people realize. Gender sensitivity and sexual harassment concerns both men and women. Women generally bear the brunt of male chauvinism as well as sexual harassment. Some women just tolerate it as they find it difficult or embarrassing to speak out, those who do speak out may not get the support and in turn are further victimized or ostracized at work. Issues such as gender bias, gender sensitivity and sexual harassment concern both men and women in working towards a nation that is committed to rights. Sexual harassment stands out as the key contemporary site of gender struggles over gender norms, sexuality, power and gender equality, as well as legal and organizational norms (Zippel, 2002)\textsuperscript{14}.

Men have higher chances of getting opportunities for growth than women. In most instances women have to lobby seriously to be considered for job opportunities where they can to perform equally well. Though most top managers are aware of the career growth shortcomings faced by women, few organizations have taken up the challenge to initiate a system that could
break barriers and ensure both men and women have equal opportunities (Desseler, 2003).

Women themselves fail to recognize the move in focus while moving from the middle to senior and top management functions. It has been argued that while occupying the top positions, they are still focusing on less strategic and lower paying works. They enter a professional system with not having clarity about job & limited information on formal tasks and functions, which can be cause of growth barrier for them (Peter, 2003).

According to Williams and Cooper (2004), “women do 65-85 per cent of childcare work and more than 70 per cent of elderly care work.” From times immemorial it has been put into the heads of women that they are to grow up marry, bear children and raise them. In the meantime if they get time, they can think about their own development but not at the cost of family.

Women are the most visible victims of the real Glass Ceiling due to the deeply ingrained attitudes at the lower levels. They have to be better than the equivalent male colleague to win in the promotion handicap stakes. It’s tough to make it to the top, usually requiring higher levels of merit, in order to achieve senior executive status (Savage, 2002-2003).

In SHRM Research Quarterly (2004), R. Lockwood HR content expert stated that both domestically and globally, women relatively have untapped source of talent for leadership in the workplace. While progress has been made across the globe, barriers to women’s advancement continue to exist, including cultural norms, stereotypes and employer polices and practices. So she stressed that HR professionals have significant role to play through culture, work place policy and change management and work force education to develop women leaders at home and abroad.
The gift of this knowledge era for women is professional opportunity and mobility. But this gift has become a great encounter for the working women of today as they are not only showing to the same working environment as men but in turn are also exposed to the pressures created by the multiple role demands and conflicting expectations. “By fulfilling their economic needs, employment has no doubt made women independent with an identifiable social status but it has also made them to juggle into two main domains of life - work and family. They have moved into work place but the role responsibilities of women still remain the same, i.e., women may be a top executive, still the “nurturing” or “care giving” roles are considered much a part of feminine roles” (Sunita Malhotra & Sapna Sachdeva, 2005).

Catherine Hakim (2006) contended that men and women have different orientations towards work because each has different life goals, level of competitiveness, importance attached to family and careers. She also pointed that some jobs are not family orientated as compared to others. An interesting example given here are jobs requiring traveling where an employee might have to leave on short notice. These jobs might not hold the same interest to married women with children as they would for a single unmarried person. The problem here is that even though women have been able to enter the work domain they still hold the same family responsibilities as prior to entering the work field. The author also described about preference theory, which she describes as life choices. So according to her females prefer “work-family balance” which results in preference of certain jobs to others. Hakim also divided career in three different domains. Work-centered domain focuses on career, adaptive domain focuses on a balanced routine and lastly home centered domain focuses on family. Hakim concludes that most women fit in the adaptive domain. However the system mostly encourages and focuses on work centered domain.
The paper emphasized career inhibitor and career enabler for women. The analysis is based on the data obtained from a survey conducted by the International Center of Work and Family at IESE Business School. The analysis determined that women have readier access to general management post in small companies. Lack of sympathy on the part of colleagues and superiors when women give priority to their family responsibilities undermines women managers’ satisfaction with their professional life, corporate culture are the main inhibitors. It also stressed that motivation training, mental strength and value system are the main enablers of women to reach top position (Nuria Chinchilla et.al., 2006)\textsuperscript{22}.

David Tennant and Sandari Tennant in 2008\textsuperscript{23} identified challenges faced by women in work environment. They orated that women are assessed more strictly than men when applying for top positions. Women are often denied promotions because it is perceived that due to their gender, they have tendency to put their family above commitment to their work and that they are deficient in the flexibility required to succeed in an organization. Women often feel that a higher standard of performance is expected of them than that from men. While men have the luxury of committing mistakes, women are penalized for the smallest of errors.

International Women's Day is not only about cheering the role of women in society, but about drawing attention to gender issues that continue to affect our modern society as well. The articles featured that Women’s Day special are a perspective of the creditable and regrettable status of women across a wide cross section of the economic spectrum. According to the latest Grant Thornton's International Business Report, 40% of businesses worldwide have no women in senior management, a figure that has remained unchanged since 2004. However, the good news is that Asian countries have an edge over the rest of the world. India's position is encouraging; with women being represented at senior management levels in 56% of Indian
businesses, ahead of the European average of 52%. This apart, women in leadership roles is gaining credibility in the corporate world where India bagged three of the top 50 slots of the most powerful global business women ranked by Fortune magazine. If India is to deliver on the prophecy of becoming the third largest global economy by 2050, women will have to be an integral part of economic growth as well as economic reform (Kiran Mazumdar-Shaw, 2007)\textsuperscript{24}.

In today’s business environment the work pressures are growing quite rapidly among the corporate employees, Work life imbalance is a known devil in today’s life. Employees are experiencing signs of burnout. Their productivity gets affected; unless and until they realize that they can lead a beautiful life without compromising their effectiveness. To create a healthier lifestyle, organizations need to recognize their capabilities and responsibilities of their jobs for greater productivity. An effective work life balance is essential for ensuring high productivity in the corporate world. To cope with coming changes, an organization should adopt a strategic approach. Proper planning is to be made to identify the task and the risk involved in achieving the desired goals. Further programs are to be implemented as per the plans adopted. One should have the knowledge of basic elements, which leads to better work-life balance. An organization should follow systematic process keeping in view the vision and mission for smooth flow of work life balance (Anuradha pandugala and Narendar Pandugala, 2008)\textsuperscript{25}.

The study revealed that men like to hold the most prestigious and powerful jobs such as supervisors, managers, executives etc., On the other hand women tend to be represented in the lowest ranking and lowest paid professions such as secretaries, sales assistants, teachers, nurses and childcare providers. The segregation of women into less prestigious and
lower ranked jobs also reduced women’s chance of being promoted (David R. Hekman 2009)\textsuperscript{26}.

ASSOCHAM’s study based on the survey of 103 corporate female employees from 72 various companies across 11 broad sectors of the economy focused on the issues of corporate female employees. One of their significant finding is that high psychological job demands like long working hours, working under deadlines, without clear direction etc., leads 75 percent of the working females suffer depression or general anxiety disorder than those women with lowest level of psychological job demands (Nusrat Ahmad, March 2009)\textsuperscript{27}.

Graham Snowdon (2011)\textsuperscript{28} expressed in guardian journal that most women aspiring for senior management positions believe that the Glass Ceiling to career progression still exists, according to a report by a leading UK management organization. The survey of 3000 members of the institute of Leadership and Management (IILM) found 73\% of female respondents felt barriers still exist for seeking managerial positions that make them lag behind men at every stage. They have less clarity over career direction than men. Only half of the women expected to become managers or leaders in corporate sector.

Prof. Usha Kiran Rai and Monica Srivastava (2011)\textsuperscript{29} discussed that the realities of Glass Ceiling offer some remedial measures to break the Glass Ceiling. The authors have pointed out that very few Indian companies have women in senior management positions. Even when compared to its global counterparts, corporate India stands below average. It is surprising to note that, only 36\% of Indian companies have women holding top management positions, as compared to 91\% of companies in China. Despite the fact that 68 women have led their countries, as presidents and prime minister, there still exist many barriers in the career path of women leading to leadership positions. Some of the barriers are related to the women
themselves, and some to their organizations. They examined those barriers, and consider what can be done to facilitate a faster pace of change, in order to develop and utilize women’s talents more for increased global focus on women’s issues have changed the woman’s role impacting the career progression of them. Women are steadily reaching the top with help of both organizational initiatives and family support. They concluded that there is a scope for women to excel in the corporate sector, if they learn to balance several resources like time, ideas, finance and relationships.

Internationally as well in New Zealand, some of the reasons for women’s lack of progress is attributed to the different educational choices made by men and women. It appears that this is a problem because many organizations choose senior employees from those working in technical disciplines. The choices women make in terms of their studies (such as business, management, and public administration rather than engineering and related technologies) may be limiting women’s opportunities for career advancement (Wohlbold & Chentier, 2011)30.

The organizations should set up mentoring and coaching programs. The mentors provide a sincere and honest feedback to the mentee as and when required, which helps them to overcome the hurdles. Hema Hattangady, Vice Chairman and CEO, Schneider Electric Conzerv India says “Once you have a mentor who backs you, you have the confidence to move forward.” Her mentor Mr. T. Thomas, the former chairman of HLL India, was instrumental in her success. (SHRM, 2009) Kalpana Morparia, former joint Managing Director of ICICI bank, and currently CEO of JP Morgan gives the credit of her transformation from a corporate lawyer to a corporate leader to her mentor K.V.Kamath, the Infosys chairman. (Business Today, September 2011)31.

Emotional intelligence has four parts like self-awareness, managing our emotions, empathy, and social skill. There are many tests of emotional
intelligence, and most seem to show that women tend to have an edge over men when it comes to these basic skills for a happy and successful life. That edge may matter more than ever in the workplace, as more companies are starting to recognize the advantages of high EI when it comes to positions like sales, teams, and leadership. And he also concludes that Women are managing emotional empathy better than men, in general. People who excel in emotional empathy make good counsellors, teachers, and group leaders. (Dan Goleman, 2011)32.

The study explored on the issues surrounding working women and obstacles in their career development. It also focused on cultural bias, gender stereotypes and recommended suggestions to organizations for diverse senior management. The argument in the paper has been developed on the basis of secondary data. The author determined various barriers such as work environment, gender stereotyping and numerous other barriers. The researcher Dr. Kalpana Maheswari (2012)33 suggested that Gender diversity problem could not be solved only by the organizations. It has to be a Joint effort of governments, local communities, customers, employers and other stakeholders to promote gender equality, erase gender stereotyping, and sustain long term change.

The author in his article opined that, at present organizations have realized the importance of employing women and offering special privilege packages to encourage them into the workforce. They also offer a pro-diversity and impartial environment as well as enable female employees to meet the gender-specific challenges; organizations are proactively providing flexi-time options, pregnancy-friendly work conditions, maternity leave, child support, pick up/drop for women working in night shifts, protection against harassment and so on. He also highlighted the views of some professionals like Ms. Rekha Murali, consultant, NCR Consultants Limited, Chennai stresses, “Offering privileges not only protects women but also
brings out quality performance since the work is approached with more sincerity and extra effort.” Mr. Deepak Kaistha, managing partner, Plan man consulting echoes, “Privileges in the form of well-rounded HR policies actually motivate performance of all the employees, including women!” He further points out that according to the latest global study conducted by Accenture, women tend to stay longer with an organization as compared to men. So, addressing women's problems may just be a way to retain one's long-term employees. Payalchnia (2012) concluded that working women do need flexibility and support to be able to meet their varied commitments and the empowering concessions definitely help ease the stress and imbalance. Women make outstanding employees for sure; it is the organization’s responsibility to empower them towards better work/life balance.

Malathishiri (2013) opined that, In India, women executive domination is predominant in the services sector, marked in the financial sector and minimal in the manufacturing sector. More women are opting for entrepreneurship as an ideal alternate to avoid the negative impact of Glass Ceiling. Today’s corporate world is punctuated with intense competition where both the sexes are forced to match their professional skills. Despite the Glass Ceiling, females are preferred due to the self-confidence and assertiveness that they exude, while indulging in multitasking. Social networking and calculated risk taking has helped them to carve a niche for themselves. Their higher emotional quotients backed by transparent, healthy and progressive HR practices have helped to hammer the Glass Ceiling and indulge in active professional career.

Although women are generally perceived to have made great progresses towards equality in achieving senior positions, the fact remains that women still do not share equal representation in these roles. Executive women are atypical. Complex, pervasive and ongoing barriers limit the
progress of millions of women who wish to move into positions of power. The structural, prejudicial, and discriminatory hurdles these women face are often subtle and misunderstood, creating a complex, pervasive, and multifaceted labyrinth that thwarts any progress they may make. To correct this imbalance, corporations must distinguish the research from the myths and act accordingly. (Dee-Ann Schwanke, 2013)\textsuperscript{36}

Merida L. Johns (2013)\textsuperscript{37} opined that breaking the Glass Ceiling is complex and requires action on several fronts. Federal and State governments, employers, academic institutions and women themselves are essential players in cracking down the barriers which holding women back. He strongly suggested that educational institutions must create and implement leadership development programs that include issues concerning gender diversity and transformational leadership in order to change preconceived ideas, bias, and assumptions about women’s leadership abilities.

Women face challenges to the progression of their leadership careers when re-entering the workforce after taking career breaks to provide primary care giving for children or elderly parents. Employer attitudes to breaks in traditional employment pathways can also make it difficult for women to re-enter the workforce and to maintain an upward career trajectory (Kronos, 2013)\textsuperscript{38}. The author concluded that organization should support the women employees to increase their skill and utilize their proficiencies would represent a good return on the investment made in their education and career development.

Glass Ceiling’ does exist for women in the corporate sector and there is still a long way to go, says a new survey, quoting 67% of women in the education sector, 71% in the health sector, 60% in media & entertainment & around 63% in the manufacturing sector. The survey was conducted by a team inspired by the book, ‘Lady You’re Not a Man - The Adventures of a
*Woman at Work*, by Apurva Purohit. She felt that this survey will help in building a positive environment for women in the corporate sector. “When organizations see what women really want, they are aligned to the concerns they have in the work place. Thus, the policies that they develop around gender-diversity will become more accommodated to women and thus help to create a better environment,” The research revealed that, Women felt that recruiters especially in the fields of education (70%), automobile (71%) & media &entertainment (60%) feel that recruiting a woman employee is risky as they might quit the job after marriage. According to the survey, 55% of women in metro cities of India sensed that they are more connected to their work and their workplace as compared to men. On the contrary, 80% of males, as they do not agree that women are more attached to their work and workplace. *(Ashok Kumar 2014)* 39.

*Varsha Kumari (2014)* 40 in her study examined the Problems and Issues faced by urban working women in India. The objectives also included identifying the key socio-economic attributes contributing to women’s status, safety and security, and to study women’s involvement in various activities / organizations for improving of family, community and society. The results of the study showed that different age group of working women have different kinds of problems and challenges and different categories as married, single, divorcee, single parent, separated, have different issues at stake in the workplace. Some problems are definitely common, like mental and physical stress, lack of proper balance between employment and family care, unfair treatment in the workplace, stressful life and work place discrimination etc. But some challenges are age or category specific, like prejudiced and stereotyped thinking, safety and security issues, ego hassles with colleagues, and problem of Glass Ceiling etc. Some probable solutions for problems plaguing urban working women that could help them to overcome the problems that they face in the workplace are proper safety and security measures by the parent organizations, sensitive and supporting
partners at home, effective child care policies and appropriate grievance redressed mechanisms for women in place at the workplace.

Women have proved their stunning presence in almost every industry and in huge numbers. They are strong, smart, technically competent and emotionally valiant in comparison to their male counterparts. As such they are rightly called as the new age corporate women. But despite achieving such huge laurels, women still face many obstacles in their work place. Gender bias and sexual harassment are not just what we are talking about but there are few more issues that are big hurdles for women to grow high up in the corporate scene in their day to day life are men versus women Issues, gender Bias work life imbalance, Maternity leaves, Lack of role models, Power play, ego clashes, Restroom gossips, security etc., (Krishna Reddy, 2016)\(^{41}\).

According to an Employee Engagement Whitepaper released by Dale Carnegie Training India, while just 39 per cent of women were fully engaged, Indian male workers were way ahead with half of them feeling engaged with their work. "Several HR functions even have gender diversity targets. But the real challenge continues to be high dropout rates and every level of the hierarchy and eventually the Glass Ceiling," Dale Carnegie Training India Chairperson and MD Pallavi Jha said. The report highlighted the expectations Indian women have from their workplaces are most often not being met, especially in contrast to their male peers. In some cases, the unmet expectations lead to disillusionment with one's organization leading to low productivity and lower retention, it is imperative that organizations look at engagement more holistically. (Rica Bhattacharyy and Sachin Dave, 2016)\(^{42}\).
A Business Week (June 8, 1992)\textsuperscript{43} survey of 400 female managers in U.S. corporations found that almost half of the respondents believe that large companies have done "somewhat better" over the last five years in hiring and promoting female executives, but more than half reported that they believe the rate of progress has slowed down. Seventy percent of respondents to the same survey also reported that the male-dominated corporate culture was an obstacle to their success and 60 percent of women responding to a similar Business Week survey in 1990, within corporations, there is also growing awareness and concern about the turnover of valued female talent, especially in service organizations and professional firms where the largest concentrations of female professionals and managers are found.

According to Simon (1996)\textsuperscript{44} view on the term “Glass Ceiling” generally refers that women have to deal with a single layer of barrier to their career advancement but in practical there are many layers and those too at different stages of career advancement.

Women who hold different values and lifestyle are able to overcome the barriers of Glass Ceiling. A comparison between the career and work experiences of executive women and men with the sample of 51 Female and 56 men of financial services revealed that several organizational outcomes, such as compensation, and many work attitudes were similar. Important differences were found, however, with women having less authority, receiving fewer stock opportunities, and having less international progress than men. Women at the highest executive levels reported more obstacles than lower level women. (Lyness and Tompson, 1997)\textsuperscript{45}.

This study examined the relationship among work–family (w-f) conflict, policies, and job and life satisfaction. The meta-analytic results
show that regardless of the type of measure used (bidirectional w-f conflict, work to family, family to work), a consistent negative relationship exists among all forms of w-f conflict and job–life satisfaction. This relationship was slightly less strong for family to work conflict. Although confidence intervals overlap, the relationship between job–life satisfaction and w-f conflict may be stronger for women than men. Future research should strive for greater consistency and construct development of measures, examination of how sample composition influences findings, and increased integration of human resources policy and role conflict perspectives, including whether a positive relationship between w-f policies and satisfaction is mediated by w-f conflict. (Ernst Kossek, Ellen; Ozeki, Cynthia, 1998)

Jackson (2001) developed a questionnaire to assess women’s perceptions about Glass Ceilings. It was completed by 47 women and limited to women who were in upper or mid-level management positions and only within organizations with a minimum of 400 employees. A 52 items measured women’s perceptions to career barriers, each rated on a 5-point response scale. Six scales with a total 45 items were generated: Perception and stereotyping; Work-family conflict; Old boy network; Valuing women and tokenism; Management style; Career development opportunity. Overall, results suggested that the Glass Ceiling is still an issue for women within organizations.

Wentling (2003) showed that the twin roles of women cause tension and conflict due to her social structure, which is still more dominant. In her study on working women in Delhi, she has shown that “traditional authoritarian set up of Hindu social structure continues to be the same basically and hence women face problem of role conflict change in attitudes of men and women according to the situation can help to overcome their problem”.
Vittal (2003)\textsuperscript{49} observed that in order to empower women in the IT sector in the real sense, it is necessary to investigate the social impact of IT sector on the women's community. The author has indicated the emergence of "metro-sexual men", men who are sharing the responsibility of the family which might help women to be an active agent in the IT workforce. It is also observed that the dropout rates of women get increased with their marriage and childbirth. It is because childcare and housework remain women's responsibilities, irrespective of her income, educational level or employment. This places a great burden on women and restricts women's choices in terms of better job opportunities.

Babita Mathur-Helm (2006)\textsuperscript{50} examined the reality of the Glass-Ceiling phenomenon in South Africa’s four major retail banks. A total of 40 women managers were interviewed for their in-depth responses, which were content analyzed. The paper provided clarity for organizational leaders to identify growth barriers existing in their organizations, leading their women workforce towards a Glass Ceiling. The results indicated that the Glass Ceiling considered a myth by many was real and are nurtured by the organizational culture, policies and strategies besides women’s own inadequacies. The study concluded that only the most decentralized organizations, characterized by a culture that supports women’s top positions, will help in breaking down the Glass Ceiling, along with women’s own efforts to grow, develop and empower themselves through academic and career development.

Erik et al., (2006)\textsuperscript{51} have conducted the research on whether women are discriminated through sticky floor or Glass Ceiling effects in Sweden. They have found through their research that women in Sweden suffer more from sticky floor effects than Glass Ceilings. Their study also showed that women with small children face a largest gender penalty in careers. Gender penalty is larger for younger and older women and less for middle-aged
women. There was no any empirical support in their study that women have lesser career opportunities in the private sector than in public sector, relative to men.

The study explored women’s perception of Glass Ceiling in the private organizations of Pokhara. Hundreds of women with different age groups working in different private organizations of Pokhara were taken as the sample. Their perception on the disparate treatment of women in organizations, behavior of their male colleagues towards them, the role of their family members in their professional growth, perception of role conflict and their aspiration towards their career advancements were asked and have been analyzed to find out if women perceive the existence of Glass Ceiling. In this regard, viewpoints of their male counterparts have also been taken into consideration. Random sampling was used whereby 100 each female and male employees were taken randomly from the private commercial sectors that included small shops as well as large industries. Two different sets of questionnaires were designed to elicit information separately from males and females. Men and women have similar attitudes regarding women’s association to their jobs. Though only a few men (10%) strongly agreed and another five percent agreed that they did not like the female members of their families working outside the house, majority of them (42%) had no problem if their mother, sister(s) or other female family members engaged themselves at work outside their families. The study concluded that Majority of women blames our socio-cultural aspects for women’s professional backwardness and Self-motivation and family support are the main source of inspiration to women’s professional growth. They also expressed that women have the capability of performing challenging and risky jobs than traditional roles. (Ms. Barsha Rana, 2007)52.

Gunavathy and Suganya (2007)53 in their study among married women employees of BPO companies traced the causes, consequences of
work life imbalance and interventions for work life balance. More than two-third of the respondents stated they experienced work-life imbalance primarily on account of work interference with personal life. The causes for work life imbalance were classified as organizational and personal factors. The organizational factors included work-related factors, time-related factors and relationship-related factors. The personal factors included lack of family support, marital conflicts and frequent change in sleeping patterns. According to the study, the three main consequences of work-life imbalance were stress and burnout, ill health and poor work performance. The respondents also experienced guilt of not being able to spend time with family, anxiety about poor performance, and displacement of negative emotions on family members and on co-workers.

Using data from a professional HR organization, Shaun Pichler, Patricia, Simpson and Linda K.Stroh (2008), have conducted research on sex stereotypes which suggests that gender bias is an invisible variable— the so-called Glass Ceiling. They tested two hypotheses that women in HR who are more likely to concentrate on lower-level managerial positions in organizations that emphasize employee involvement and strategic human resource management. The result substantiated the first hypothesis and the research suggested that HR practitioners should be aware of the Glass Ceiling problem and attempt to remedy its causes.

The Research examined the existence of Glass Ceiling in different industries and service sectors in Bangladesh. The study also examined the contributing factors, which create the Glass Ceiling effects and women career advancement in an organization. The sample of the study covers the employees from bank, telecom, Insurance, pharmaceuticals, media, NGO, textile and university, which are situated in Dhaka city. There were 130 questionnaire were distributed and 100 filled in valid questionnaire. A structured 7 point Likert scale with end point ranging from “strongly agree
(7) to strongly Disagree (1). Kaiser-Meyer-Okkin (KMO) measure of sampling adequacy was used to examine the appropriateness of factor analysis. The study specified five factors responsible for Glass Ceiling effects, which eventually restricts women career opportunity and progression at a certain stage. The identified factors are: management perception, work environment, work life conflict, sexual harassment and organizational policy. From analyzing the data it can be inferred that respondents agreed to some extent about the existence of Glass Ceiling in their respective organization. According to the respondent’s opinion management perception and work environment are most significant factors for creating Glass Ceiling whereas organizational policy and work life conflict are the second most significant factors. On the other hand respondent disagree about sexual harassment as a contributing factor for creating glass effect in the organization. Whereas pleasant appearance, attitude toward organization, career focused and family support influences career advancement of women in an organization. (Syeda Rownak Afza and Mohammad Khaleq Newaz, 2008)55.

Women have not been judged by the same standards as men when trying to enter a trade or profession reserved traditionally for men or even after becoming part of it, while progressing. The paper explored the concept of career progression of female staff in an academic institute. It seeks to answer the following research questions: What barriers women in career progression face? What are the differences in perceptions among female sub-groups regarding these barriers? What policies and improvement programs can be provided to promote women's career progression? What is the relationship between women's career progression and justice? According to the research objectives, the best way to collect the required data was a questionnaire. In this research, three different questionnaires were used. Also, to rank women's career progression barriers, the TOPSIS technique
was used. The authors found that there is a significant relationship between career progression barriers with interactional and distributive justice. Their ranking results showed that lack of organizational support and job restrictions are the main barriers to women's career progression. Also, flexible working time options are the main support program for eliminating of these barriers. (Reza Jamali, Mehran Nejati, 2009)\(^56\).

**Jain Neera (2010)**\(^57\) in her article stated that Glass Ceiling phenomenon exists even in the 21st century when globalization and technological advances has brought about 360 degree changes in all walks of life. She identified that Indian men are denial about the existence of Glass Ceiling and the underlying stereotypes which are pretty well embedded. The inventory used for measuring perception of Glass Ceiling has 20 items under five constructs which were non supportive corporate culture, gender stereotypes, challenge aversion of women, family priorities and male dominated environment. Response for which was measured on Likert scale varying from strongly agree as 1 to strongly disagree as 5.

**Muhammad Shakil Ahmad, Zainab Fakhr, Jalil Ahmed, (2011)**\(^58\) Working women being housewives has to face major problems. They have to tradeoff between work domain and family life domain, in perspective sector and area chosen. This study investigates the factors behind work-life conflict experienced by women with responsibilities and type of work arrangement experienced. The impact of women's earning potentials, household responsibilities, workplace environment and financial needs is analyzed on women work-life conflict. Results from the study indicate that household responsibilities and workplace environment are strongly correlated to women work-life conflict. Response rate is 75 percent and all the values for Cronbach Alpha are agreeable. Women earning potential and workplace environment are negatively related while household
responsibilities and financial needs are positively correlated to women work-life conflict.

Sophia J. Ali (2011)\textsuperscript{59} investigated the challenges facing women in career development and she found that most of the women employees were dissatisfied with career development programmers and women were discriminated against in career development opportunities. The study recommended that organizations should strive to ensure that career development programmers were set to enhance career development among women employees. Top management should also be committed to the career development of women, and organizations should also introduce affirmative action to urgently address career development of women.

The Research was developed a new measure called Career Pathway Survey (CPS), which allows quantitative comparisons of women’s belief about Glass Ceiling. About 243 women from all levels of management (Mostly in Australia) completed 34 item version of the CPS. An expanded 38 items CPS was administrated to another sample of women. Analyses of data from both studies yielded a four-factor model of attitudes to Glass Ceiling: Resilience, acceptance, resignation and denial (Smith, P., Crittenden, N. & Caputi, P. 2012)\textsuperscript{60}.

The article examined the Perceived organizational barriers on women career progression in Kenya’s civil service through 324 women in middle and senior management. A structured questionnaire with Likert’s scale questions was used to collect data from the respondents. The study revealed that the organization’s discriminatory practices in recruitment, selection, and promotions are the most significant impediment of women career advancement. Other impediments include absence of sound human resource policies and lack of mentors as well as networking practices. It suggested,
organization to have Objective HR policies in which recruitment, training and development, performance appraisals, and promotions are determined in an objective manner, one that does not discriminate based on gender. (Kiran MN, Elegwa Mukulu 2012)\(^6\).

Anoop, Maithani, Manisha Misro, Saaylee Potnis and Shrinagar Bhuwania (2012)\(^6\) have conducted the study to determine the effect of gender on perception of Glass Ceiling mediated by Sex Role Orientation (SRO) and Attitude towards women as managers. The samples of 153 B school students were surveyed on their Sex Role Orientation, Attitude towards women as managers and perception of Glass Ceiling. They found that Sex role orientation fully mediated gender in relation to perception of Glass Ceiling. However Attitude towards women as manager does not effect on perception of Glass Ceiling or gender. Moreover SRO has greater effect on perception of Glass Ceiling than gender has. The study also emphasized, that females have higher SRO.

Digital technology has transformed the world as never before. In the global scenario it undergoes transformation with undreamt rapidity. India is no exception and has witnessed an unprecedented growth in the field of Information Technology. This sector has emerged as one of the largest employers in the country. It is to be noted that this sector has not only created plentiful job opportunities but has also resulted in new types of challenging careers. As this sector gives more emphasis to knowledge alone it is non-discriminating in nature. It provides opportunities for the educated, middle class women to build their own dreams and excel in fields, which were earlier perceived to be male domains. Though they are not the majority, Indian women professionals are definitely on the rise and are paving the way for future generations. Indian women are becoming
increasingly visible and successful in the professional and public sphere. The present study examined aspects like, to measure the level of satisfaction as perceived by the women-respondent employees on the varied determinants of work life balance, to identify the major factors that influence the work life balance among various categories of women employees in I.T. Industry and to measure the overall work life balance of women employees irrespective of cadres. It this study being based on survey method, primary data on the varied dimensions of work life balance was collected through a suitably framed questionnaire. Besides the responses received on the questionnaire, informal discussions were held with them to get insight in to various matters connected with work life balance. Data collected have been presented in tabular form and analysis has been made, using simple percentage and mean score. Likert's five-point scale has been used to measure the attitude and opinions of respondents to ascertain the level of work life balance on each determinant of job satisfaction. It concluded that the various life programmes implemented by I.T. firms in Chennai reveal that work life programmes implemented satisfy different categories of employees differently. In other words the set of factors facilitating work life balance is different for different groups. The overall satisfaction of the respondents across the various work life balancing parameters points to the fact that 55 per cent of the employees are highly satisfied with the current work life initiatives. Therefore the management of I.T. companies surveyed has to find out the reasons for moderate satisfaction and dissatisfaction prevailing among the rest of the 45 per cent of employees across the cadre and seek to address the issues of dissatisfaction among the dissatisfied employees (Santhiand Sundar, 2012).}

The study of Cansu Akpinar-Sposito (2013) was focused on the Glass Ceiling issues and the main career obstacles for female executives
based on the findings of a cross-country comparative study between Turkey and France. Prior to collecting the required data, a review was carried out in both countries related to the concept of the ‘Glass Ceiling’. A comparative descriptive analysis was conducted to show differences in career barriers for women in two countries. The field study of this project generated 20 semi-structured interviews with 12 main questions concerning their career background and the glass-ceiling syndrome with staff from 12 international companies in both France and Turkey. Interviews were conducted almost for one hour in French, Turkish and English. After successively analyzing all the transcripts of the interviews, three conceptual approaches have been identified from the field study. The three main topics that were mentioned by the women interviewed in both countries were personal Compromises, Career Encouragers, and Corporate Culture. The author also concluded with some suggestions such as organization and government could help women to improve the career development opportunities, Equality of law and Organization’s core strategy and processes from top to down etc.,

AmerAI.Mansara in 2013\(^{65}\) analyzed the impact of the Glass Ceiling barriers by the organizational practices and existence of male culture and the impact of family, social commitments on women career progress in Jordan. A sample of working mid-level women managers in Jordan were selected to answer a structured Questionnaire with 5 point Likert scales. Four hypotheses were formulated to test. First three hypotheses were the effect of organizational practices, existence of male culture and effect of family and social commitments on women career progress in Jordan organizations. The researcher conducted a Simple regression analysis to examine the effect of each independent variables and it revealed that three hypotheses were confirmed as expected. Secondly the researcher conducted multiple regressions to test the impact of the Glass Ceiling represented by
the organizational practices and the existence of male culture. The result supported the fourth hypothesis. The study concluded that Glass Ceiling is being reflected by the existence of male culture and organizational practices inside Jordanian organizations more than family commitments. In other words, women consider that the internal culture of the organizations is generally not supportive to positive attitudes towards women such as promotion, selection and mentoring.

The study was entirely designed by centering the focal problem of the effect of Glass Ceiling on Women Career Development. The study was conducted with the aim of obtaining the following objective. That is “To find out the Effect of Glass Ceiling on Women Career Development with regard to female executive level employees who are working in private sector organizations.” At the same time, hypotheses are developed to find out whether there is a significant effect of Individual Factors, Family Factors, Organizational Factors and Cultural Factors on Women Career development. Merely this study has been completed with an empirical survey, which was thoroughly conducted using a self-administered questionnaire, and the sample consisted of 150 women executives. For presenting and analyzing the data both descriptive and inferential statistics were used. The findings revealed that the Glass Ceiling and Women Career Development have a moderate negative relationship, and also show that Individual Factors, Organizational Factors and Cultural Factors have a significant effect on Women Career Development when compared to Family Factors. It was eventually made that there are significant effects of the Glass Ceiling on Women Career Development of Executive level female employees working in private sector organizations in Sri Lanka. They also suggested that organization should help the women employees in their career
growth by providing training and development programs (Bombuwela P. M., De Alwis A. Chamaru, 2013).

The role of working women has changed throughout the world due to economic conditions and social demands. This has resulted in a scenario in which working women have incredible pressure to develop a career as spirited as their male counterparts while sustaining active engagement in personal life. The ever-increasing work pressure is taking a toll on the working women leaving them with less time for themselves. The increasing responsibilities on the personal front with the technological blessings like advanced mobile phones, notepads, etc. that keeps work life integrated with personal life also creates stress on personal and professional fronts in this knowledge age. This affects the person’s physical, emotional and social well-being. Thus, achieving work life balance is a necessity for working women to have a good quality of life. The paper explored the tough challenges faced by working women in maintaining a balance between their personal and professional life. The various factors affecting the work-life balance of married working women have been examined in this study. The tool used for the study is the manual on work–life balance of the Industrial Society by Daniels and Mc Carraher. Data were subjected to descriptive statistics and it was found that the problems faced by the working women of Pondicherry in terms of work-life balance are quite high. The results also indicate that the work-life balance of individuals affect their quality of life. This study also found that married working women find it very hard to balance their work and personal life irrespective of the sector they are into, the age group they belong to, the number of children they have and their spouse’s profession. The IT sector working professionals were found to have more difficulties in balancing work and family followed by academic sector working women and then health sector working women. Working hours
related WLB problems were more for the IT sector professionals while time to socialize or being relaxed is tough for working women of health sector. The married working women of all the sectors predominantly find it very hard to steal out time for their own hobbies or leisure activities and maintain friendships or extended relationships. The married working women in the age group of under 30 years were found to have more work-life imbalance problems than those in the age group of 30 to 40 years while married working women over 40 years were found to be balancing work-life slightly better than the above mentioned age groups (Delina and Prabhakara Raya, 2013)\textsuperscript{67}.
Chart 2.2
Reviews pertaining to the Barriers of Glass Ceiling

Barriers of Glass Ceiling
(Prevent Women from top position)

Societal Barriers
- Marital Status
- Child bearing and caring
- Culture
- Stereotype belief
- Male chauvinism

Organizational Barriers
- Diverse work force
- Sexual Harassment
- High cultural expectation
- Gender Discrimination
- Isolation of woman

Work Environment
- Fewer opportunity
- Standards are higher
- For women
- Pay differentials
- Lack of mentoring

Work - life Conflict
- Work Pressure
- Pressure at Home
- Avoid Travel & Transfer
- Inability to Stay late
- Break in Service

Individual Barriers
- Motherhood
- Less Concerned about promotion
- Emotional and family oriented
- Lack of Career planning
- Lack of Networking Skill
- Lack of self confidence
- Feeling Guilty
2.3 STUDIES PERTAINING TO HAMMER THE GLASS CEILING

THEMATIC REVIEWS

Sternberg (1985)\textsuperscript{68} theorized three distinct intelligence types: componential, experiential, and contextual. She indicated that people who had high componential intelligence could think analytically and critically. Experiential intelligence focused on the ability to formulate new ideas, which implied that people high in this area were decisive, goal-achieved, and adaptive to the new situations. Contextual intelligence emphasized on the practical and social aspects of human intelligence. She has pointed that intelligence is not a single thing. It composes a very wide array of cognitive and other skills. This type of skills may help to break the Glass Ceiling.

Klatt, Murdick and Schuster (1985)\textsuperscript{69} have identified eleven dimensions of Quality Of Work Life such as pay, occupational stress, organizational health programmes, alternative work schedule, participate management and control of work, recognition, superior-subordinate relations, grievance procedure, adequacy of resources, seniority and merit in promotion and development and employment on permanent basis.

According to Casio (1998)\textsuperscript{70} quality of work life comprises both the mental and objective aspects of work life. The objective ones emphasize the circumstances and procedures relating to promotion policies, participatory supervision, and safe working conditions, whereas the subjective relate to supervision, communication, leadership etc. He identified 8 factors that determine quality of work life as given under. Communication, employee involvement, desire and motivation to work, job security, career progress, solving problems, salary, and pride of a job.

QWL is defined as the favorable conditions and environments of a workplace that support and promote employee satisfaction by providing
them with rewards, job security, and growth opportunities. The researchers point out that Quality of Work Life (QWL) is not only related to personnel’s well-being and their attitudes and feelings towards their job (Beaudoin & Edgar, 2003) but also goes beyond job satisfaction.

Most of the Women still believe that their duties are only restricted to household works and looking after their children. But with the introduction and advancement of education and changing mindset of generation–Y have compelled women to think differently. Besides globalization and changes in economic and social condition act as positive catalyst for changing of the role and self-perception (Yvonne E.Stedham and Jeanne H.Yamamura 2004).

Women with higher education have shown greater desire for independence and greater eagerness to undertake managerial role. In addition they are ready to sacrifice their home front to make their career a success. The survey responses emphasized some key strength of women as manager include greater sensitivity in relationship, ability to network, better understanding, stronger sense of dedication, ability to execute multiple task, gender neutral manner, ability to implore input from others. (Pawan S.Budwar Debi S A bhatnagat, 2005).

Hein (2005), while introducing his definition of Emotional Intelligence, explains emotional intelligence as an innate ability, which can be either developed or damaged by experiences of life. As emotional intelligence is associated with success in life and daily social relations and dealing, it is important for developing a strong personality that various environmental factors that can affect emotional intelligence development should be taken into account.

Leadership is concerned with inspiring followers to give their maximum performance towards the attainment of common objectives of an
organization. Leadership is the continuous and dynamic process of influencing the behavior of subordinates. Leaders must identify strategic goals, align people, set direction and motivate the people towards attaining the desired targets. Presently, leaders are increasingly under pressure to produce better result. They have to take several initiatives to keep up enthusiasm levels of followers and help them to build healthy trust based relationship. (Gupta, 2007)\(^\text{75}\).

According to Divya Nigam, (2008)\(^\text{76}\) today women have gained remarkable tributes for their sincerity and hard work in their workplace, but still earn comparatively lesser emoluments than their male colleagues. They also feel difficult to reach top corporate positions. The author stated some common restraints such as individual, organizational and societal level restraints. Finally the article concluded with the suggestions that women’s employment and appraisal in the organization should be based on merit. The management must acknowledge the facts that bound their dual commitments. Once women receive the support and guidance from the management, they can excel in their professional world.

Fulmer and Bleak (2008)\(^\text{77}\) identified five essential standards: lead with the top, connect leadership development to the business itself, construct an integrated leadership strategy, be coherent in the execution of leadership programs, and hold leaders and the organization accountable. Although top leadership must advocate leadership development, it is the responsibility of leaders at all levels, line managers as well as human resource managers, to develop organizational leaders.

There is a growing body of research that point to wide array of attributes that has come to be known as emotional intelligence, which pays a ratifying role in shaping outstanding leaders. Emotional intelligence is increasingly being used to winnow the effective leaders from ineffective leaders. Emotionally intelligent leaders are highly self-motivated and slider
on in the face of adverse situations. They have amazing ability to control their moods. David Goleman argues that they are five important competencies that comprise emotional intelligence are self-awareness, self-regulation, motivation, empathy and social skills. Social regulation, self-awareness and motivation signify the self-management skills of leader. Empathy and social skill points to leaders’ ability to forge relationship and bond big time with others. (NR Aravamudhan, 2010)78

Hess and Bacigalupo (2011)79 link El competencies with decision-making process, and find that El skills can enhance individuals and group decisions and outcomes, because decision makers who have high level of El can increase the probability of a more positive decision outcome by assessing the potential emotional outcomes of others They also can build and maintain good relationship with others so that it can generate better decision outcomes.

Payal Channaia (2012)80 in his article opined that, women constitute only 11% of fortune 1000 company board seats and 25% of fortune 1000 companies still have no women in boards. The author identified the various factors like Structural issues, favoritism, self-sabotaging habits that check women from balancing career and family. To face the competition, women should overcome these self-imposed obstacles and establish a strong personal brand by promoting themselves at every opportunity.

According to Preeti Vyas Giannetti (CEO, Vyas Giannetti Creative) 2012,81 The Glass Ceiling is one of Life's Obstacles, it is a reality that we have had to live with. Women feel it the most when going up the pyramid in their career. After all, it is tough to behave like a man and become a part of the ubiquitous men’s club that women encounter as they move up the career path. Till mid-management, women perform really well. They are great team players, with a good dose of sincerity, which can be relied on, and fare consistently well. But that is also the time when women
enter their childbearing and rearing stage. Either they choose to stay at home or have to handle the pressures of being at work with a child at home. If the child needs attention, it is the mother who is often called back from her work. Such a double-shift role tends to take a toll on some women. A sort of mental resignation also creeps in at times when women don’t go after career progression and rises because the husband is then seen as the chief breadwinner. But such challenges are a reality that we have to live with. For those women for whom their work is a passion, it would be easier to excel at their work despite what goes on in their homes. Women should regard the Glass Ceiling as one of life’s obstacles and not ‘The’ obstacle in their career. It just has to be taken in our stride. It becomes easier if we can stay our course. As for the Glass Ceiling itself, it would erode once people fully appreciate the different leadership style of women. They are great team-makers in the workforce; they try to put everyone on the same page rather than make her team toe the line blindly. Contrary to belief, they also tend to take more risks and try out a different way of solving problems than men.

The researchers focused on non-traditional forms of intelligence such as emotional intelligence, which can contribute towards effective leadership. The article also examined the relationship between emotional intelligence and gender dependent leadership, as more women are entering the workforce. It is found that female leaders naturally and mostly use transformational style of leadership it would further contribute to shattering the “Glass Ceiling”, as women would increasingly get selected to occupy managerial positions owing to their effective leadership capabilities. It would also encourage the mentoring and leadership development of women. They also concluded that women leaders having equal potential as compared to their male counterparts which are required for becoming an influential leader. Organizations must not be stereotyped in their approach and adopt a fair and diverse leadership development. The relationships between gender,
having high emotional intelligence and being a successful business leader are all interrelated (Pooja, Dr. Pranab Kumar, 2013)\textsuperscript{82}.

Women are making significant advances in at least one important industry in India is banking and financial sector. The country's biggest bank by assets and controls about one-fifth of India's total banking assets, named Arundhati Bhattacharya, a former chief financial officer, as its chairwoman. She became the first woman to hold the top post in the bank's 200-plus-year history. Within the private sector, Chanda Kochhar is chairwoman and managing director of ICICI Bank (NYSE:IBN), India's largest private bank and second-largest of all banks by assets; while Shikha Sharma heads the Axis Bank (NSE: AXISBANK). In addition, Indian women lead the local subsidiaries of foreign-based banking giants like JPMorgan Chase & Co. (NYSE:JPM), Morgan Stanley (NYSE:MS), Bank of America Corp. (NYSE:BAC) and Royal Bank of Scotland (LON: RBS). Furthermore, the managing director and chief executive officer of India's National Stock Exchange -- the biggest bourse in the country - is Chitra Ramkrishna, also a woman. Finally, the Reserve Bank of India -- the nation's central bank -- has had three women deputy governors in its recent history: Shyamala Gopinath, K.J. Udeshi, and Usha Thorat. Women are prospering in India's banking and financial industry for a number of reasons, including efforts by the industry itself to attract more women and the perceived “suitability” of women working in an office, among other factors. Dr. Swati Piramal, a non-executive director on the board of ICICI Bank and vice-chairwoman of Piramal Enterprises Ltd. (NSE:PEL), explained that females are quite suited to the banking profession. "Women tend to be more conservative, more structured, more careful about money, good leaders and better team players," (Palash Ghosh, 2014)\textsuperscript{83}.

A woman, the subtle gender bias that persists in organizations and in society disrupts the learning cycle at the heart of becoming a leader. This
research also points to some steps that companies can take in order to rectify the situation. It’s not enough to identify and instill the “right” skills and competencies as if in a social vacuum. The framework must support a woman’s motivation to lead and also increase the likelihood that others will recognize and encourage her efforts. They feel empowered, not victimized and put themselves forward for leadership roles when they are qualified but have been overlooked. They can seek out sponsors and others to support and develop them in those roles. They can negotiate for work arrangements that fit both their lives and their organizations’ performance requirements. Such understanding makes it easier for women to “lean in.” (Herminia Ibarra Robin J. Ely Deborah M. Kolb, 2013)\(^{84}\).

Emotional intelligence research has shown that certain EQ attributes are male-specific, female-specific or gender-neutral. Although there is intersection, in general, men and women tend to be strong in different EQ attributes. For example, women score higher than men do in areas of empathy and social responsibility, which are generally considered female-specific emotional intelligence attributes. In contrast, men outperform women on stress tolerance on stress tolerance measures, which are generally considered male-specific emotional intelligence attributes. Other types of EQ attributes include emotional self-awareness, emotional expression, independence, flexibility, problem solving, impulse control, interpersonal relationships and optimism. Some of these attributes are considered gender-neutral; however, the gender-specific attributes may play a significant role in how we perceive men and women as leaders in the workplace. (Shawn Andrews, 2013)\(^{85}\).

According to Ms. Davda, CEO of Tata Starbucks says that the Glass Ceiling concept is irrelevant in the corporate world. For excelling in their career women should have capabilities, determination and passion. It is about how women want to target their life and balance it. And Ms.Kudva’s
opinion about this is that women have to work hard in their early period of their career to prove themselves. The gender problem will not prop up once they reach the senior levels. But nowadays things are more conducive for women at all stages of the work period. She also suggests that women need different skills at varying career stages. Women need analytical and technical skills in the early stages where as they need attitude and focus if they want move ahead. In addition, they should have strong communication skills and seeking things from another point of view, which may make a big difference. (Priyanka Kakodkar, The Hindu, Business Review Page No: 15)$^{86}$. 

Quality of work life is a process in an organization, which enables its members at all levels to participate actively and effectively in shaping organizational environment, methods and outcomes. The study focused on the subjective matter of QWL i.e. its key elements like job security, job performance, employee satisfaction etc. and concluded that the identification of the measures of quality of life is indeed a difficult task, though there is a sort of common agreement on its concept of employee wellbeing. Evidently there are objective (physical and structural design) factors that provide work place setting and intervening policy factors that affect work processes of employees. As regards to the outcome factors the immediate effects on psychology of employees (positive attitudes, commitment, and satisfaction) and ultimate effects on performance of organization are being considered by researchers. Finally it is very true to say that high degree of QWL leads to job satisfaction, which ultimately results in effective and efficient performance. (Shefali Srivastava, Rooma Kanpur, 2014)$^{87}$. 

Sally M Reisinin (2014)$^{88}$ articulated that gifted young females should explore careers, future education and plan and pursue professional opportunities that will challenge their intellect as well as fit into their personal plans for the future. Talented women should learn to assess and
determine whether they are developing their own talent. The exploration of the personality issues and personal choices facing talented girls and women should be encouraged. Personality development is intricate and complex. What one young girl regards as an impossible obstacle, another may regard as an intriguing challenge. Exploring how and when they develop these characteristics will help all of us to better guide gifted females in their journeys through all stages in their lives.

Gender diversity is critical to innovation and maximizing the bottom line. Yet women working in tech-intensive industries—both in technical and business roles—face an uphill battle to advance. Once women are working in these industries, organizations must do more to retain them and avoid costly turnover. In addition, women who end up taking their talents to another industry are extremely difficult to get back. Organization should assess the unique facets of its organizational culture to identify areas for improvement, evaluate its current recruitment, advancement, and retention strategies for women, transform its culture with concrete strategies to close the gender gap to become an employer of choice for high-potential women. (Catalyst, 2015)89.

Maria Williamson and Ruth Wilkie (2015)90 suggested that, Organizations should make the most of their female work force need to consider what strategies they have in place to prevent unconscious bias from occurring at all levels of management. Making managers accountable for improving gender balance at all levels is one strategy that has been found to work and that flexibility is available when needed has been shown to result in improved firm performance and productivity. Firms that continue to maintain links to those on parental leave are much more likely to retain their highly skilled female staff when they are ready to return to the workplace.

Cynthia Stuckey, (2015)91 proposed six strategies to attract and retain women in leadership roles such as Reverse Mentoring – pairs top
leaders with female mentors who have been identified as future leaders. The mentor and mentee meet regularly, each learning from other. It is also called reciprocal mentoring. **Encouraging Self Care** – employees have the opportunity to care of themselves by working out during the day and getting massages or facials without having to leave their worksite. This enables women to find balance and stay healthy. **The Buddy system** – The Company matches senior leaders to rising female talent for one to two years. The objective of the study is to build confidence, create visibility of talent internally and provide access to search assignments. **Flexible Work Schedules** - flexible working hours work from home etc. **Transparent and Collaborative Career Mapping** – development plans, stretch assignments, promotions, and network opportunities are equally given to both men and women who have been rated with similar capabilities. The last one is **Unique Family support** – after school programs beyond day care like science camps, math session etc., to their children and to retain women in the workplace, companies must continue to evolve their employee benefits to meet their needs.

In a first, of its kind Tatas to groom 300 women leaders for top posts across group companies, India's largest conglomerate - is putting in place a cross-company mentoring programme. The project will have 300 high-potential women executives mentored by 180 CXOs and 35 CEOs from 45 group companies. In a first-of-its-kind initiative, the Tata Group will use cross-company mentoring so that a woman executive is not restricted to learning from the leaders of her company. Instead, she will get to select from a wider network of leaders. The Tata Group, which is the country's biggest employer of women at 1.45 lakh, has a limited number of women in CXO positions. Also, no woman currently occupies a corner office in any of the 100-plus Tata companies. The aim behind the diversified conglomerate's mentoring programme is to have more women in leadership positions. The group, which has a presence in almost all the sectors of the economy, is

84
tackling the issue with a sense of urgency as it currently has a gender diversity ratio of merely 10% at the top level. The mentoring programme is in the process of being rolled out, a top Tata executive told TOI. The first and critical phase, which has been completed, was to elicit support for the programme. The second phase is to map mentors with mentees as well as the logistics and technology framework, which is under finalization. "On the leadership journey, hand-holding by an experienced mentor can be a vital support to help us grow. Through the cross company mentoring programme, we provide an opportunity for our women professionals to fulfill their potential and move up the ladder," said N S Rajan, group chief HR officer of Tata Sons (Namrata Singh & Reeba Zachariah, 2016).

**EMPIRICAL REVIEWS**

Glass Ceiling effect or gender diversity issue in organizations along with cultural biases, gender stereotypes and the approaches that all organizations should take to encourage and promote eligible women in respectful and managerial positions. For the decades, it has been seen that the presence of women in senior managerial positions is very low in spite of having good scholastics, plethora of knowledge, quality and efficiency and this happens only due to the barriers like mental blockage or prejudices and Glass Ceiling phenomenon. Organizations publish their balance sheets to disclose their financial health and to motivate shareholders as per financial considerations but the invisible balance sheets of human resources are unbalanced from the long past as per gender is concerned and are discouraging our society and women (Sarmistha Nandy, Arnab Bhaskar and Sovonjit Ghosh, 2001).

Malliga Dasgupta (2010) explored the relationship between psychosocial variables and emotional intelligence of women employees in Information Technology Industry. The psychosocial variables included in the study were Quality of Work Life, Work Family Role Conflict and
Perceived Happiness of female IT professionals. The sample consisted of 30 female IT professionals of Kolkata. The findings positively correlated with Quality of Work Life and Happiness, indicating that it contributes toward achieving higher Quality of Work Life and greater perceived happiness and were negatively correlated with both the domains of Work family Role Conflict, indicating that Emotional Intelligence tunes down the perception of Role conflict and thereby reduces the stress produced by it.

In January 2004 the study conducted by Catalyst, in this study, 353 companies were evaluated with regard to gender diversity in their top management and their financial performance. There were sufficient financial data to evaluate companies from five different sectors: consumer discretionary, consumer staples, financial, industrial, and information technology or telecommunications services. Two financial measures were used to evaluate the companies. These included Return on Equity (ROE) and Total Return to Shareholders (TRS). The findings showed a link between gender diversity in top management and positive financial performance. Companies with the highest representation of women on their top management teams experienced better financial performance than companies with the lowest representation of women. The ROE was 35 percent higher, and the TRS was 34 percent higher.

Groves (2005) investigated 108 senior leaders and 325 of their direct followers were examined to uncover the relationships between the genders of the leader, their social and emotional skills, and magnetic leadership. Female leaders scored higher on social and emotional skills, and follower ratings of magnetic leadership. In addition, social and emotional skills mediated the relationship between leader gender and magnetic leadership.

As leaders’ emotions are very important for the organizational productivity, emotionally intelligent leaders have become more critical for
the organizational development. A lot of researches and studies have been done on the relationship between the level of El and executives or managers in the academic community or business setting. One of the study done by Bnenza (2006) indicated that highest performing managers have higher emotional intelligence than other managers, which proved Goleman's El theory in leadership success.

Najafi (2006) examined the relationship between quality of work life and profiting of middle managers of Iranian Companies using Casio's components and found a positive and significant correlation between them. According to him, about 20% of profiting is due to quality of work life and the remaining 80% is the effect of other factors.

Hillman et al., (2007) in their studies used, Applied resource dependence theory to uncover organizational predictors of women on corporate boards of directors using panel data from the 1,000 largest U.S. firms based on sales from 1990 to 2003 and found that organizational size, industry type, firm diversification strategy, and linkages to other boards with women directors significantly influence the participation of females on corporate boards of directors.

The authors of this article conceptualized and empirically tested a strataplex model for leadership skills. Leadership skills are divided into four broad categories: cognitive, interpersonal, business and strategic. The "strataplex" model refers to how the four categories of skills vary based on respective management levels in an organization. The researchers tested the model on more than 1,000 new, midlevel and senior managers. The results showed that higher levels of management in the organization required greater leadership skills. The most important skill across all the levels of leadership was cognitive skill. This skill is thought to be the basis of all leadership skills because it encompasses the ability to acquire new knowledge and learn new ways of solving problems. Interestingly, business
skills and strategic skills were the two most important skills to acquire when moving into high levels of leadership. The research empirically demonstrated that leadership skills do differ at different management levels on the career ladder. Most importantly, business acumen and strategic skills must be acquired to be effective at the higher levels of management/leadership. HR professionals should take into account the change in competencies required as managers move into higher level leadership positions (Mumford and Morgeson, 2007).  

The article stated that leadership development increases women’s portfolios at all levels. They have discussed the seven developmental practices such as assessment, training and education programs, coaching, mentoring, networking, experiential learning and career planning provide opportunities for women to gain experience and enhance their knowledge, skills, and abilities through their various learning interactions. (Margaret M. Hopkins Deborah A. O’Neil, Angela Passarelli and Diana Bilimoria, 2008). The authors also offered recommendations for consulting psychologists and human resources professionals targeted the female clients and the organizational practices in order to advance women’s leadership development.  

This article analyzed the effect of demographic factors (Age, Education, Job tenure, Gender and Marital Status) on the level of Emotional Intelligence that leads to organizational performance among male and female employees of the banks operating within Pakistan. Totally 196 respondents responded to the adopted questionnaire of the Emotional Intelligence, retrieved from the book, Measuring Emotional Intelligence and related Constructs by Dr. Schutte, Nicola, for which Cronbach’s Alpha was used to calculate to confirm its reliability, which resulted in the score of 0.889. Using Statistical Package has done the major findings of the study and evaluation for Social Sciences (SPSS). They found that the female
segment of the bank employees is more emotionally intelligent than their male counterparts and the age of the male and female employees have inverse relationship with the Emotional Intelligence and as the level of education increases the Emotional Intelligence level increases as well. If the employees are satisfied, they will find themselves in a better position to perform well in an organization. (Saddam Hussain Rahim, Muhammad Imran Malik 2010)\textsuperscript{102}.

Malliga Dasgupta (2010)\textsuperscript{103} explored the relationship between psychosocial variables and emotional intelligence of women employees in Information Technology Industry. The psychosocial variables included in the study were Quality of Work Life, Work Family Role Conflict and Perceived Happiness of female IT professionals. The sample consisted of 30 female IT professionals of Kolkata. The findings positively correlated with Quality of Work Life and Happiness, indicating that it contributes toward achieving higher Quality of Work Life and greater perceived happiness and were negatively correlated with both the domains of Work family Role Conflict, indicating that Emotional Intelligence tunes down the perception of Role conflict and thereby reduces the stress produced by it.

Nayeri, et al., (2011)\textsuperscript{104} carried out a descriptive study to investigate the relationship between the QWL and productivity among 360 clinical nurses working in the hospitals of Tehran University of Medical Sciences. Findings showed that the QWL is at a moderate level among 61.4% of the participants. Only 3.6% of the nurses reported that they were satisfied with their work. None of those who reported the productivity as low reported their work life quality to be desirable. Spearman-rho test showed a significant relationship between productivity and one’s QWL (p < 0.001). Considering the results, the researchers opined that managers should adopt appropriate policies to promote the QWL to enhance productivity.
Jeyaratnam. M, Malarvizhi. V.R (2011) inferred the intensity of working conditions and the behavioral aspects of the employees in the study area. It concludes that the basic the quality of work life is to identify employee’s important needs and to satisfy strategy for those needs. The study also indicated that dissatisfaction might happen due to lack of recognition, tedious work, unhealthy peer relations, poor working conditions, low self-esteem, occupational stress, heavy work load, monotony, fatigue, time pressures, job insecurity, instability of job.

The study concluded that EI has a close correlation with leaders, leaders who have higher level of EI perform better than those who have lower level of EI. This means that the level of EI is the key determinant factor for your success in your work. Therefore, employees who are at different level of position show different level of EI, and the higher positions you are in, the higher level of EI you have. The researcher examined employees’ level of EI on four EI dimensions and the findings supported that the level of EI was positively associated with the rank of positions. This research also shows some variables that affect the level of EI such as gender difference, level of EI increases with age, experience and education. (Rui Li, 2012).

The study was analyzed the perception of Glass Ceiling about women through differences in demographic profile. The statistical space of the study was consisting of 400 employees from different educational institutes through Simple random sampling methodology. The data has been collected through self–administered questionnaire. SPSS has been used to analyze the data. The results indicated that to a significant degree, the perception diverse depending on the respondent’s variation in the demographic profile. Therefore, cultivating awareness about the work force diversity and equal employing opportunities in the society at the broader level and in the organization’s workforce on the narrowed level can be well thought-out and
powerful strategy to reduce the Glass Ceiling effect that women faces in the organizations. (*Awais Jabbar and Asma Imran, 2013*)

Some women like Indra Nooyi, Shikha Sharma, and Roopa Kudva etc. have managed to break the glass but the numbers are too few. In many countries esp. India, women are stereotyped as weak and emotionally fragile beings. They are also perceived as not being aggressive and shrewd enough to lead an organization. Therefore, they are neither made aware of, nor given opportunities that would hurtle them to the topmost positions. *Ambreen Wani (2013)* determined that while progress had been made across the globe but sadly women talent for leadership is largely untapped. Barriers to female progression continue to exist. Workplaces still favour the male worker. However, there is no denying the fact that modern organizations cannot progress without women power. World is changing to a new place. A place where gender segregation is no longer rigid. Women therefore want a gender intelligent workplace that takes these new realities into consideration. Women constitute half the population and therefore need to have equal representation at the workplace. Organizations need to go beyond superficial tokenism and devise effective strategies to bring women into the highest leadership strataums. The ceiling is breakable only with increased awareness and empowerment of the leaders of tomorrow.

The studies examined the key leadership competencies of women managers working in the IT (Information Technology) sector and understand why still women have not made greater inroads. This research is an exploratory one; it is designed to explore the leadership competencies of women managers and found that equal education and retention policies in organization have also changed to attract and retain women throughout their career especially after marriage like parenting and other domestic responsibilities. In this journey of leadership women with intelligence, experience, interpersonal skills and business awareness have succeeded in
empowering others and capturing hearts. Women with ability and competencies and who has a good support system from the organization where she works, her family and her spouse can definitely be a good leader. There is a need to also expand the role of successful women to be mentors to other aspiring women in the organization. (Sridevi Saminenl, Krishna Reddy, 2013)

This study attempted to evaluate the quality of work life of women employees working in selected garment factories in Coimbatore district of Tamil Nadu and analyzes the relationship between the productivity and quality of work life. Data were collected through questionnaire from a sample of 100 women employees. The results of the study revealed areas where the factories need to concentrate to bring about better quality of work life and thereby satisfied women work force. In today’s Industrial World, Workers are considered as the most important assets of the organization. An assured good quality of work life not only attracts young and new talent but also retain the existing experienced talent. The study indicated that increase in quality of work life results in increase in productivity. The study recommended that an attractive pay scale can be offered and permissible leave limits can be extended. Grievance handling procedures can be made at a satisfactory level. It is further recommended that all the workers could be included in critical decision making situations (S.Subhashini and C.S.Ramani Gopal, 2013).
Chart 2.3
Reviews pertaining to the Influential factors of Glass Ceiling

Influential Factors of Glass Ceiling

- Emotional Intelligence
  - Feels confident to work
  - Stamps out to a group
  - Calms others in stressful situations
  - See obstacles as an opportunity
  - Respect others at work

- Individual Changes
  - Co-operative approach
  - Expressing interest in challenging job
  - Willingness to learn
  - Work with Sincerity
  - Taking initiatives

- Leadership Competency
  - Effective communication
  - Enthusiastic engagements
  - Brings out best in people
  - Take rapid decisions
  - Good networking skills

- Organizational Initiatives
  - Mentoring Programme
  - Implement succession planning
  - Offer Stretch roles
  - Exclusive training programs for women
  - Supportive HR Policies
  - Systematic career guidance

- Quality of Work Life
  - Clarity for goals
  - Flexible timing
  - Opportunity for promotion
  - Extended maternity leave
  - Motivation
  - Welfare measures
  - French benefits
Table 2.1
A detailed tabulation below shows the use of Review of Literature in the Study

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2.4 INFERENACE FROM THE REVIEWS

It is observed that in India despite increase in women’s education, participation of women in management job is significantly low as compared to men. Only a few studies that have been carried out so far provide a very monotonous outlook about women representation in top management in India. Those studies though have tried to understand the reasons behind it yet they do not provide a comprehensive understanding of the barriers that retard their progress, and either has focused on individual and societal factors or organizational factors that act as impediments for their growth. High salaries and social status associated with the IT sector have attracted women to take up IT jobs; still there is a dearth for potential woman at the top of their career.
The IT Sector has always been garnering a lot of interest from different stakeholders, thanks to the impact of the IT explosion that has impacted practically every sphere of activity. With the considerable contribution made by several authors in areas connected to organizational, societal and individual factors leading to Glass Ceiling, there are yet other dimensions that have not been related and explored like Emotional intelligence, Leadership Competency, Organizational initiatives, Individual Changes and Quality of Work life as to mention a few. Hence the researcher has identified that as the appropriate research gap and zeroed in to study the other factors contribute significantly to the glass-ceiling concept. The extensive review of literature done by the scholar has thrown light in the diverse dimension of Glass Ceiling leading to clarity and comprehension. The same was done on the basis of blend of Indian and Foreign with both thematic and empirical to understand the nuances of Glass Ceiling of women employees. This have been helpful and used aptly by the scholar to draw a meaning and well-structured Questionnaire who’s detailed have been explained in the methodology of chapter 1. The next chapter is an attempt to make by the researcher to trace the Profile of IT industry and Women Employees of IT industry.
References & Notes


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