Chapter 5

Summary of Findings, Suggestions and Conclusion
CHAPTER V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

The basis of the study was to explore the factors, which influence the Glass Ceiling, and strategies to hammer the Glass Ceiling. In this chapter, the researcher has highlighted the major outcomes of the study derived from the detailed analysis of primary data relating to work information of women employees in IT sector and their barriers; and techniques to break the Glass Ceiling. Moreover the researcher has made a stab to make valid suggestions to the organization, society and to the individual, which could help to hammer the Glass Ceiling.

5.1 FINDINGS

5.1.1 Findings Pertaining To Objective 1

❖ Concept of Glass Ceiling and its Impact on Women Employees of IT Sector. (Theoretical Framework)

- Glass Ceiling refers to an artificial barrier based on attitudinal or organizational bias that prevent qualified women from advancing upward in to senior management level.

- Though the number of women in corporate sector is increasing significantly the phenomenon of Glass Ceiling is still prevalent in India as well as in other countries.

- The percentage of women in managerial position in India is roughly 3% to 6%. There is Significant Scarcity in the number of women at the top Positions and boardrooms.
Many individual women are as professionally ambitious as any individual man. Yet analysis of the literature survey clearly indicates that almost in all fields of activity, more men than women aspire to the most senior jobs.

Women have to work harder than men in general to gain recognition and for career progression. One of the main reasons for this in India is societal pressure on women.

The major barriers that restrict women to enter into managerial jobs are at organizational, societal, work life conflict, individual levels and work environment. Factors that restrict women to reach the top stratum are blocked opportunity, lack of support of employers, limited access to information, training, marriage and motherhood, work life conflict, immobility of women stereotypical attitude toward women managers.

Though 40% of women are in workforce today, only 11% of fortune 1000 company board rooms have women executives on them, while 25% of fortune 1000 companies have no women on their boards (Payal Chanania, 2012).

The biggest barrier for women in top management levels is the “Old Boy Network”. This “Old-Boy Network” consists of males sitting together around a table and making all the decisions.

Family support strongly contributes to the career aspiration of women. Work life conflict and social attitudes are the major barriers that a woman employee faces. To overcome this barrier, flexibility should be encouraged by the organizations.

Breaking the Glass Ceiling is complicated and requires action on several fronts. Federal and state governments, employers, academic...
institutions, and women themselves are essential players in breaking down barriers that are holding women back.

- Governmental policy and legislation can dismantle Prejudiced Practices and Simulated barriers. Programmes and practices can be organised for the better understanding of the barriers and to break them down.

- Woman in the corporate world should accept the reality that is prevalent, and accordingly check out their plan for profession. They should follow the role models and have mentors to break the Glass Ceiling.

- Organizational initiatives, work life balance, individual changes, emotional intelligence, leadership competency and quality of work life also play a vital role to hammer the Glass Ceiling.

5.1.2 Findings Pertaining to Objective 2

❖ Profile of the Respondents

- The major respondents of the group are up to 25, 25 to 30 years which follows 31 to 35 years. Only few respondents in the age group of 36 to 40 years and above 40 years.

- Most of the respondents have P.G (42%) and Professional degree (31%) as their qualification; only few were holding U.G degree.

- Major respondents are under senior (45%) and middle management (44.8%) whereas small sample from junior management (9.5%).

- The sample unit is almost equally collected from both married (54.5%) and single respondents (45.5%).

- The majority of (78%) the women employees are from nuclear family.
• Most of the respondents (60.9%) have at least 4 to at most 6 members in their family, which followed by less than 4 members (33.5%).

• In the category of 6 to 10 years of experience there was a majority response of 58.1%, and a meager response to above 15 years.

• 71% of women are falling under the category of up to 5 lakhs per annum whereas 2.3% were under highly paid cadre.

• Predominantly, the respondents started their career in IT sector; only few were migrated from the other sectors.

• Mostly the respondent’s spouse is having professional (41.9%) or P.G degree (39.1%) as their qualification.

• The occupations of most of the respondent’s spouse (60.1%) belong to other professionals.

❖ Relationship Between Work Information and Barriers with related to Demographic Variables.

• Findings related to Work Information with respect to Cadre Qualification and Experience using Anova.

➢ Irrespective of cadre to which the respondents belong and their qualification, the work information differs emphasizing strongly the existence of a Glass Ceiling based on their significance values of 0.585 and 0.115 respectively. In other words their cadre or qualification does not enable the respondents to advance quickly in their career graph does not give them job security nor allows them to participate actively in decision making to name a few.

➢ The experience of respondents enables them to benefit from certain aspects of work information like working condition, relationship with colleagues, level of stratification, recognition etc., This could be due to
induction of women in to the work force with experience from outside too which may need time for adaptation. It is inferred from the significance value of 0.023.

- Findings related to **Organizational Barrier** with respect to **Cadre Qualification and Experience** using **Anova**.

  - Irrespective of the cadre to which the respondents belong, the qualification and experience of women employees face barriers such as higher standards for women, lack of decision-making power, and lack of genuine commitment to gender equality, pay differentials, luke warm participation from the management etc., to reach the next level. In other words their cadre, experience, qualification do not support them to climb the career ladder and reach managerial positions. It is concluded from the significance values of cadre (0.343), experience (0.641) and qualification (0.114).

- Findings related to **Work Environment** with respect to **Cadre Qualification and Experience** using **Anova**.

  - The analysis confirmed that women in IT industry are facing the obstacles like non acceptance of female bosses, different standards of performance analysis, competitiveness in women is viewed as a negative trait, isolation of women, unsupportive external environment etc., though they are highly qualified, well experienced or placed in top level. These are the factors which does not allow women employees to participate in board room. This inference is drawn from the significance values of 0.90, 0.413, and 0.936 relating to qualification, cadre and experience respectively.

- Findings related to **Work Life Conflict** and **Individual Barrier** with **Family Size** using **Anova**.
The family size plays a vital role in balancing the work and life is the inference drawn based on the significance value of 0.000. More members in a family tend to increase the responsibility of a women employee. Responsibilities can include caring for a spouse, child, parent, sibling and other dependent members of the family.

The significance value of 0.282 implies that in case of individual barrier, size of family does not play a dynamic role. All the respondents were agreed that they are less concerned about their remuneration, career growth, lack of confidence, networking skill, avoid taking responsibilities etc., and giving more importance to motherhood and family.

- Findings related to **Work Information** and **Work Environment** with **Age** and **Qualification** respectively using **Kurskal Wallis Test**.

  The age of respondents for communicating work related information has no significant impact on the work environment. This is proved from the calculated value of 0.173 when compared to the table value of 0.05 It clearly confirms that irrespective of age, women employees feel the same about their work related information like recognition of work, opportunity for career progression, women benefit plans, co-operation of male colleagues etc.,

  Similarly, though the respondents are well educated or highly qualified, they are still facing various problems in work place like non-acceptance of male contemporaries, under representation of and for women, sexual harassment, old boy network etc., which affect their career progression. This inference is based on lack of significance (0.090) between the variables.

- Findings related to **Work Life Conflict** with **Marital Status** and **Family Type** using **T-Test**.
The result of t test significantly (0.002) indicates that married women have a dual responsibility and more pressure than single or unmarried women, some anecdotal evidence suggests that people expect single individuals to be able and willing to work longer hours than married people, because the single people may have fewer obligations outside of work.

The significance value of 0.333 implies that employees from joint family have more responsibility and those from nuclear family are also struggling to nurture their children.

- Findings related to **Individual Barriers with Marital Status** by using Mann Whitney Test.

The mean rank of single respondents shows that they have significantly (0.019) less individual barriers when compared to their married women peers. Single women employees perform well in the work place than married women. The reason attributed to it is their commitment to the family and other circumstances are considered less when compared to married employees.

5.1.3 **Findings Pertaining to Objective 3**

**Factor analysis** revealed all the factors such as organizational barriers, work environment, societal barrier, work life conflict, individual barriers and influential elements like emotional intelligence leadership competency, organizational initiatives, individual changes and quality of work life are strongly associated among themselves.

- Findings relating to **Barriers to Glass Ceiling**

- KMO and Bartlett’s test of Sphericity value is very high in case of work environment (0.927), organizational barrier is (0.923) which follows work life conflict (0.886), individual barrier (0.861) and
societal barrier (0.837). This shows the high validity and suitability of the responses collected to the problem being addressed through the study.

- In all cases examining the factors that deter a career progression, the calculated significance value is 0.000, which is less than reference value of 0.05. This indicates all the above said factors are strongly act as barriers to create Glass Ceiling.

- Under rotation component matrix the barriers were grouped under Lopsided HR policy factor, Career deterrent factor Prejudiced women employees factor, Family Restraint Factor Stereotype factor, Male Chauvinism Factor, Stress factor, Oppressive Attitude factor, Paucity Factor, Conventional factor.

Finding relating to **Influential Factors to Hammer the Glass Ceiling**

- KMO value of influential factors lies between 0.80 and 0.93, which is very closer to 1, indicating greater suitability.

- In all cases examining the influential factors that hammer the Glass Ceiling, the calculated significance value is 0.000, which indicates the factors namely emotional intelligence, organizational initiatives, individual changes, leadership competency and quality of work life act as resilient influential elements to break the Glass Ceiling among women employees in IT sector.

- Under rotation component matrix the barriers were grouped under Astuteness Factor, Self-reliant factor, confronting job, Women welfare programme, Authenticity, Sagacity, Stretchy work place, and Peripheral benefits.
5.1.4 Findings Pertaining to Objective 4

❖ **Association between Barriers using Correlation Matrix**

- The significance value of all the factors creating Glass Ceiling is 0.00, which indicates that the correlation is significant at 0.001 levels. It implies that there is a close correlation between organizational barriers, societal barriers, Work environment, Work life conflict and Individual barriers.

- It is found that not even one relationship between the variables in the table exists to indicate a very strong or perfect correlation and found that none of the relationships between the variables are imperfect or have a negative correlation.

- There is a strong correlation between the Organizational barrier C1 and Work environment C3 (0.739).

- A moderate relationship between organizational barrier C1 and Individual barrier C5 (0.551), Societal barriers C2 and Work conflict C4 (0.565), Work environment C3 and Work life conflict C4 (0.581), Work environment C3 and Individual barrier C5 (0.575), Organizational barrier C1 and Work life conflict C4 (0.481), Societal barrier C2 and Work environment C3 (0.479) and Work life and Individual barrier. (0.472).

❖ **Association between Influential Factors using Correlation Matrix**

- The significance value of all the influential factors is 0.00, which indicates that the correlation is significant at 0.001 levels.

- There is a strong correlation between the variables Leadership Competency C3 and Individual Changes C4 (0.770), Quality of Work
Life C5 and Individual changes C4 (0.712) and Quality of Work Life C5 and Leadership Competency C3 (0.704).

- Moderate relationship between the variables C1 emotional intelligence and other variables C2, C3, C4, C5 like organizational initiatives, leadership competency, individual changes and quality of work life, C2 Organizational initiatives and C3, C4 and C5 such as leadership competency, individual changes and quality of work life.

- Relationship between Quality of Work Life with Barriers of Glass Ceiling using Multiple Regression

  - The coefficient value of 0.7189 indicates that the relationship between quality of work life and the independent variables are quite strong and positive.
  
  - The value of R square is 0.4736 indicates that about 47.36% of the variation in Quality of Work life is improved by the various sources and the measurement towards barriers in organizational, Individual, Societal, work environment and work life conflict as the independent variables and R square value is significant at 1% level.

  - X<sub>1</sub>0.631 represents the improvising in organizational support and opportunity in partial effect, holding the other variables as constant this coefficient value is significant at 1% level.

  - The coefficient of X<sub>2</sub> is 0.341 represents the partial effect of Individual barriers on carrier development and responsibilities, holding the other variables as constant.

  - The coefficient of X<sub>3</sub> is 0.078 represents the societal barriers for culture development holding the other variables as constant.
- The coefficient of $X_4$ is 0.084 represents the work environment for the performance improvement is positive that adjustment score would increase by 0.084.

- The coefficient of $X_5$ is 0.143 represents the partial effect of work life conflict on Quality of Work life, holding the other variables as constant.

- All the four variables from X1 to X4 are significant at 1% level and X5 is significant at 5% level.

The **Multiple Regression Equation** is

$$Y = 1.819 + 0.631X_1 + 0.341X_2 + 0.078X_3 + 0.084X_4 + 0.143X_5$$

It is found that the Quality of Work Life of respondents of the study depends on a positive contribution from $X_1$, $X_2$, $X_3$, $X_4$ and $X_5$ where

$X_1$  Organizational Barriers

$X_2$  Individual Barriers

$X_3$  Societal Barriers

$X_4$  Work Environment

$X_5$  Work Life Conflict

### 5.1.5 Findings Pertaining to Objective 5

The non-parametric KS analysis revealed the relationship of Glass Ceiling, with motivational insights such as interesting work, recognition, awards and rewards, compensation, friendly co-workers, promotion and mentoring, strategies of Glass Ceiling and influential factors like family support, reviewing HR polices succession planning, emotional intelligence, quality of work life, behavioral attitude and leadership competency.
The mean score has been used in the descending order to assign ranks to the factors leading to motivational insights and influential factors. Higher mean score values indicate a high rank vice versa.

- **Motivational Insights**
  - The significance value of all the variables is 0.000 that shows that there is a close relationship between motivational insights and Glass Ceiling.
  - The variables are ranked on the basis of mean score, mentoring having high mean value of 3.79 and ranked as 1, promotion 3.65 and ranked as 2, awards and rewards 3.60 and ranked as 3\(^{rd}\), compensation 3.27 and ranked as 4\(^{th}\), friendly coworkers 2.91 and ranked as 5\(^{th}\), recognition 2.76 and ranked as 6\(^{th}\) and interesting work 2.06 and ranked as 7\(^{th}\).

- **Influential Factors**
  - The significance value of all the influential variables is 0.000, indicates that there is a close relationship between influential factors and strategies that help to hammer the Glass Ceiling.
  - The variables are ranked on the basis of mean score, reviewing the HR policy with high value of 3.66 and ranked as 1, emotional intelligence and leadership competency 3.35 and ranked as 2, succession planning (3.33) and ranked as 4\(^{th}\), behavioral attitude and ranked as 5\(^{th}\), quality of work life 2.44 and ranked as 5\(^{th}\), family support 1.94 and ranked as 7\(^{th}\).

- **Structural Equation Model**
  - It is observed that the model fit indices chi-square/df, is less than the recommended guideline value 5 Goodness of Fit Index, Adjusted
Goodness of Fit Index, Comparative Fit Index, Normed Fit Index, Relative Fit Index, Incremental Fit Index and Tucker Levis Index are perfectly satisfied the given recommended guideline values and also the Root Mean Square Error of Approximation (RMSEA) is less than 0.08. Hence it is concluded that the derived model has a high explanatory power in terms of describing the interrelationship among the latent exogenous and latent endogenous constructs.

- The p values for all the variables are less than 0.001, which are significant at 0.1%. The contribution of Influential Factor on Barriers is also significant and the standard errors of variables in the above table are less than 1 which explains the given model performance is good. Thus it concludes the null hypothesis is rejected and alternative hypothesis is accepted.

- The AMOS output indicates that there is a positive influence of emotional intelligence, leadership competency, organizational initiatives, individual changes and Quality of work life on barriers of Glass Ceiling. The overall impact of influential factor is 63% to hammer the Glass Ceiling. Societal barriers (87%) and Work environment (81%) are the major blockades and leadership competency (87%) and individual changes (73%) plays vital role to hammer the Glass Ceiling.
5.2 **SUGGESTIONS**

The existence of Glass Ceiling and its impact on women employees in IT sector have been proved strongly with the help of analyzing various barriers like organizational barriers, societal barriers, work environment, work life conflict and individual barriers. The findings of the present study make us realize the importance of influential factors such as emotional intelligence, leadership competency, organizational initiatives, individual changes and quality of work life. Based on the findings of the current study it is felt that the following suggestions are worth implementing.

**5.2.1 Suggestions Evolved from the Study**

- **To the organization**
  - Companies should orient their recruitment policies to ensure equal representation of male and females at the entry level in order to bring about gender equity and inclusiveness.
  - The employment of women and their appraisal in the organization should be based on the merit rather than gender disparity. The management ought to eradicate gender as a barrier.
  - Companies should be transparent about their polices relating to employment, training and promotion.
  - The Human Resource Department should ensure that qualified and suitable employees advance in an organization on a common platform.
  - Promotion should always be linked to employee performance and management should resort to transfer together with promotion only if the situation warrants it. Such transfers should be done in keeping in mind the willingness of the promotee.
Companies should encourage its women employees to participate in programs that would refine their personality for development and also design programs for mentoring middle and junior level managers.

Companies should evolve leadership training to bring out the latent dominant “deal maker” in newly recruited women managers. The HR polices should clearly specify that to don leadership positions, women executives have to prove their prowess.

Women unlike their men colleagues have to juggle their responsibilities between managing their household work and job. The management should not only accept but also respect their fact whole heartedly and take possible steps to facilitate women executives with policies to ensure that these women executives do not suffer from guilt pangs to sacrifice one's responsibility for another.

The management should devise strategies on a brainstorming and participative manner on areas like flexible working hours, work from home, part time work, offering maternity leave, child care leave. “Keep in touch” plans for part time employees those on maternity leave, flexible break periods for feeding mothers, and separate room for breast feeding, provide crèche facility, flexibility to attend sick child etc.

People friendly practices to be developed to help women after a break to adjust to the change work environment.

The organization must treat sexual harassment and gender discrimination with the seriousness and create a positive environment. A proper Grievance Cell needs to be formed for women to report their grievances in this direction.
• Women employees may be permitted to access their challenging assignments that are visible and significant to both themselves and the organization on a win-win strategy.

• A sexual harassment of women at workplace (Prevention, Prohibition and Redressal) Act 2013 to be devised and circulated among all the employees to create mental zone victims.

• Every Organization should have at least one-woman executive on Board as per amendment of the Companies Act 2013. Through this, competent women should be identified and enabled them to stretch themselves to represent as many companies as possible to meet the requirements.

• With a dearth for leadership talent and skills, the policies and procedures should be transparent and focus on merit and talent hunting without gender bias.

• Like, I- Travel Safe application has been developed by banks to ensure the safety and security of their employees, IT companies can develop apps to track the safety of their women employees from and to their office.

• Companies to tie up with NGOs in monitoring and recording of performances of employees in organizations to ensure that Acts of Discrimination and Prejudice are practices of the past only.

❖ To the Women Employee

• Education in most places, act as positive booster and self-motivator. By acquiring knowledge and continuous update one can raise her self-confidence and capable of capitalizing on her strengths and overcoming their weakness.
• Informal education by becoming members in professional bodies like ISTD, AIMA etc. attending conferences and workshop help to keep alert with updated information.

• Plan their career, by deciding where they want to be in 5, 10 and 15 years now by embedding flexibility in their career plans to pave the path to higher designations.

• They have to inculcate the practice of benchmarking themselves against people who have attained certain positions and imagine why and how they could fit into the same picture.

• Work environment have to convince them about the need to do their best and not equate it against members. Besides, it helps them to understand they are competing against themselves and not the world. This benefits them to hone constructive qualities to move ahead in both their personal and official lives.

• It is time that women realize that they are their own Glass Ceilings. They should push themselves beyond their comfort zone to ensure that gender discrimination becomes the order of the past.

• There is a pressing need for keeping on air their crystal balls namely work and family responsibilities in such a manner that none are dropped. Hence women ought to spend time for them to distress in order to keep the crystal balls intact.

• Women employees have to resort to whistle blowing, when they are subjected to sexual harassment at work place, irrespective of the manner. They should inform the fact to the management that their cause should be heard and given justice through appropriate policies.

• Women to dissuade men at work place from indulging in personal nuisance like use of foul language, flirting etc., by insisting on a subtle
change by appreciating those who raise their voice for the cause of injustice meted out to women.

- Women have to build their own networks and take determined steps to develop contacts with people in the same industry that entails dissemination of valuable information for their career growth and development.

5.2.2 **Open Suggestions by the Respondents**

- Good support system of the family and work place.
- Companies should recruit equal number of male and female in the entry level.
- More transparency among the staff and HR department is needed.
- Mentoring session must be designed.
- Companies should encourage its women employees to participate in decision-making and provide career-counseling programs.
- Women should have clear-cut aims and ambition in life.
- Upgrade Educational credentials.
- Develop and stick to career goals.
- Develop style comfortable to other gender.
- Move to different areas of companies.
- Gain international experience.
5.2.3 **Recommendations of few women executives who shattered “The Glass Ceiling”**

- **Chanda Kochhar, Managing Director** and **Chief Executive Officer ICICI Bank**.

- Women to exploit the value system inculcated from the family and have education to focus on what satisfies them and work hard with utmost dedication to achieve it.

- The path to satisfaction will nurture independent decision-making through the journey of self-discovery.

- Despite having a demanding successful and stressful career, a woman should switch her role to that of a wife, mother or daughter in law at the home front.

- This equips them with the ability to handle difficult situation and emerge stronger.

- Women should inculcate the art and need of adapting to circumstances and refrain from the fear of unknown.

- They should nurture and cherish personal relationships and family bonding and understand how the reciprocation of unconditional love and support goes a long way in career progression.

- Most importantly women should repose trust and faith in their children as the younger talent shoulder larger responsibilities.

- Take one step at a time to achieve the dream at what do you want to get, savoring every step that makes the journey complete. In this process they should not compromise on the values of fair play and honesty.
• Women should understand that life is a blend of good and bad times and learn to handle both with maturity.

❖ **Indra Nooyi, Chairperson and Chief Executive Officer of PepsiCo,**

• Women employees should immerse themselves in work environment, in which they can develop their career and families.

• They must inculcate the habit of helping each other more in the workplace, when their peers are caught up in bottlenecks.

• The society, government, company and families should also pitch in their support to the women to discharge their duties without being shadowed by guilt.

• The Leadership Quotient among successful women executives lies in building the returns for themselves and those with them, which is certainly worth the struggle.

• They should remind themselves that fostering human connections and bonding with their management are essential for their overall success.

• Women employees should desist from quoting family issues as an excuse to leave work incomplete. For this, they need to develop a strong degree of maturity to balance their work and family effectively.

• Women employees to take plausible steps to ensure that their biological and career clocks are in proper sync, as by nature they tend to move in opposite directions. The responsibility bears down on women as their children grow, especially during adolescence. As age catches up on the women employees, so does the onus of shouldering the responsibility of geriatric care for their parents and in-laws bogs them down. To escape from a burn out owing to this, they
compulsorily need to spend at least an hour a day for de-stressing and charge their low batteries.

- They should attempt to build strong communicative skills, with an open mind to adapt to changes. However they should not harbor any misgivings and indulge in constructive debates if the situation warrants.

* Neelam Dhawan, Managing Director of Hewlett-Packard

- Although women are people managing within the family, they do not apply it in the work and hence fall behind networking and mentors. They should overcome this lest; it becomes setback in their career.

- Career breaks will become meaningful for women when they keep themselves updated during their months of absence especially in the IT sector.

- Women have to set aggressive career goals for themselves.

* Ms. Kalpana J. Morparia, Chief Executive Officer of South Asia and India Operations at JPMorgan Chase & Co.

- Women employees who have a career break should exploit encouragement from employers to pick up career progression from where they left.

- Women executives should take initiatives in term of creating networks by having women get together to share their experiences.

- The support they get from their domestic side and family support system like uprooting of parents or in-laws shifting to ensure uninterrupted career to be made use of by the women executives.
Shyamala Gopinath, Chairperson of HDFC Bank is a former Deputy Governor of the Reserve Bank of India

- Women should have confidence that they are competent enough to don leadership roles making them tough, decisive or demanding as the career may be.
- They should prioritize their own capacity and abilities and sculpt their career accordingly with the support of their family.
- Preference for the job should take back trait as against their career, which entails transfers and demanding work schedules.
- Women at junior and middle level have to take deliberate steps to overcome their inability to network on an informal basis and build professional relationships with peers, mentors and other individuals for knowledge sharing.
- They should become a part of the “Old Boys Club” to overcome challenges related to career advancement in terms of key assignments and posting.
5.3 CONCLUSION

The study has attempted to examine the current Glass Ceiling scenario and factors contributing career advancement of women in IT sector of Chennai city. The findings of the study ascertained that women representation at the top level management is proportionately very low compared to men. There is an unyielding Glass Ceiling that existing and repelling women’s drive in their upward hierarchy of career growth. The study concludes that the major barriers for promotion of women managers come from inattentiveness of the corporates towards women’s social roles and responsibilities. This suggest organization need to take an active part in attracting and retaining the talented women professionals as they may equally serve as genuine assets in the knowledge era. The HR department and the employees together must slog out the tactics to help attain work life balance, which makes the organization the happiest place to work in.

The study also accomplishes that emotional intelligence and leadership competency plays major role to hammer the Glass Ceiling. The success of a person depends on how they manage their emotions. Emotions are the state of mind, which can subsidize both positively and negatively to human behavior. Organizations depend on human resource and thus have to contribute positively in tweaking the behavior of individuals towards corporate goal. Similarly women employee who wishes to reach the top position should have the leadership competencies such as having good networking skill, encourage team building, self-confidence etc., Based on the analysis Quality of work life also plays vital role to hammer the Glass Ceiling. Hence women employees should be given a stress free work environment, which can achieved by elevating their jobs by allowing them to choose and plan for work such that fits for their convenience. Family support such as sharing the household work and helps to nurture their children, will backing the women employee to
Manju Agarwal (2016) suggested that women employees could opt to take a sabbatical instead of quitting their well-paid jobs. In recent years IT companies have also started to clear the hitches of their women employees by implementing the following initiatives like Microsoft, India which doubles maternity leave to six month and flexible work hours up to 2 years in case of young children. Similarly TCS, India does not break the service record of women who discontinue the work due to family commitments and decide to return later date.

In the past two years only as many as 145 women have joined the board of companies (Data Compiled by Prime Database Group). The reason attributed for this is the latest Amendment made in Companies Act 2013 that insisted on having at least a female representation on board. The capacity of women can be fully enhanced and showcased only when they are given apt opportunity to tap their innate skills. Like Banking Sector, IT companies also paves the way to women employees to participate on boardrooms. Return to the work place has to be encouraged. And if this is done, India will be richer by over Rs.15000 corers, merely by the annual inflow into GDP by women (Kishore 2016, The Hindu). Thus in-depth study of Glass Ceiling explains how women in this modern world can overcome probable hurdles, which they face at home and in office, and opens new floodgates for a bright career by encashing on the options available to them.

It may be right to conclude with the words of Kathleen Schafer (Leadership Guide, Speaker and Author)

“Leadership is not about men in suits. It is a way of life for those who know who they are and are willing to be their best to create the life they want to live.”
5.4 **SCOPE FOR FURTHER RESEARCH**

This research made an attempt to examine the existence of Glass Ceiling and its Impact on IT Sector with Special Reference to Women Employees in Selected IT Companies in Chennai City. The area of study is expansive which offers ample scope for future studies like:

- A comparative study can be undertaken on the Glass Ceiling among women employees of public, private companies and government companies.

- Research can be conducted to find right blend of emotional intelligence and leadership competency needed to succeed and reach elite positions.

- To identify the view of male contemporaries relating to Glass Ceiling among women employees.

- The study may be done to identify the factors leading to Glass Ceiling in the front and back end functions of women executives in the hospitality sector.

- To study the impact of quality of work life as a major influential factor among women police.