SUMMARY OF FINDINGS

This chapter presents the major findings of the study, indicating the more crucial and relevant outcomes of the research. The results and conclusion of hypothesis tests are highlighted in this chapter.

The objectives in the study are mainly framed to study the barriers faced by women executives in their professional growth. Barriers do present for any employees’ being a male or a female within the organization. But for few executives these barriers will act as a hurdle in their career path and not allowing the women executives to grow higher in their career. These barriers can be minimized with the help of strong support from both the organization and society. For women executives’ family stands as her first priority than her career, by having a view on this ideology organization should develop policies which will support her to balance her family life and work life. From the literature survey it was found that for most of the barriers affecting women executives’ career growth it is found to be their family factors, the work environment where they work, gender equality, job nature, relationship with their peer and so on.

These items were broadly grouped in two factors i.e., under organizational barriers and self created barriers. The variables grouped under these factors were obtained from the interview done with women executives in the top management in person and finalized. From the
analysis it is found that the factors considered in the research are reliable to proceed further in the research.

Organizational factors is further sub divided into three major factors namely Work environment, Job satisfaction and Fairness and equity. Each factor consists of variable which support the researcher to conduct the analysis. Self created factors are grouped under family factors where it consists of variables to support the research.

To test the hypothesis the researcher first has to conduct the descriptive analysis, then inferential analysis and finally hypothesis testing can be done. As the data collected is nominal categorical in nature Chi-square test is used for testing the hypothesis and Chi-square is done by using the frequency of the data, so the descriptive analysis is done by using frequency technique.

**Socio-Demographic Position:**

- 10 companies from 4 major sectors in Mysore city were the participant organizations.
- Majority of the respondents were in the age group of 20-30 years, and graduates constituted the majority of the respondents.
- Majority of the respondents (62%) are married and 54 percent of the respondents had the responsibility of taking caring the geriatric members of the family.
✓ As majority of the respondents are placed under nuclear family type their decisions are mainly influenced by their life partners and their work.

**Women participation in the organization:**

From the survey data it is found that 59 percent of the respondents had put in less than 10 years of experience, 15 percent respondents lie within the experience level of 10-15 years and only 6 percent of the respondents have more than 20 years of experience. Here we can find a reduction in the percentage of women representation as they move higher in the organization.

Most of the respondent (71 %) had worked in less than 3 organizations; this indicates that women generally do not prefer to change their jobs as often men. Most of the respondents (30%) secured at least one promotion during their service and among these (5%) were promoted for more than five times. Though the representation of women at top ranks was very less, they (83%) had the willingness to accept higher responsibilities in their job.

**Factors influencing glass ceiling:**

From the analysis it was found that 56.95 percent of the employees do disagree on the presence of glass ceiling in the organization, but 43.04 percent do agree for the presence of glass ceiling in the organization. From
the analysis it was found that majority of the women executive do agree for work environment factors followed by fairness and equity factors, followed by job satisfaction factors and family factors. Further when the researcher analyzed to know whether these factors have any association with that of glass ceiling factors. It was found that work environment, family factors and fairness and equity factors have a significant association with glass ceiling factors. Even though job satisfaction is necessary in the career it has not much impact on the glass ceiling barriers for the surveyed women executives.

Work environment factor consist of nineteen items, which created an association with glass ceiling. Among these items, it was found that the representation women executives at the top ranks are limited indicating that men still had dominance in holding senior ranks and it had an high impact on women executives career growth. Women executives feel that if women employees do hold the senior position then it will motivate and support the juniors who are in the race to reach the top position by developing women friendly policies in the organization. Added to this, women were not included in many of the corporate activities such as Strategic direction setting, corporate planning, budgeting and so on. To reach the top positions or in promotional process to the top management, the experience in these corporate activities will act as a boon to the employees. As women are lacking experience in these activities they struggling to grow higher in the organization.
As women are not much participating in the corporate activities they also denied by the organizational information’s. In instances where management created offsite opportunities for women, very few women executives have utilized this opportunities and most of them have unable to utilize the opportunity for various reasons. From the response collected from the survey respondents it was found that presence of a crèche at the workplace was found to be more effective in managing the stress levels and which will positively impact on women executive professional growth.

To reach the top management position along with these items other factors also impact like experience, knowledge and so on. From the responses it was found that majority of the organization surveyed has equal employment opportunity in their organization. It is found that organization provide flexible work time to their employees, create opportunity in off-site assignments, inculcate good redressal policies in the structure. Even though organization is providing a space for them to grow they deny accepting senior roles and are not willing to make any sacrifices even if there is a scope for them to move into higher ranks. From the response it is found that women are not explored in strategic roles and finance is an area where it has a predominant role in the strategic positions. From the responses it was found that women executives are lacking behind in the financial knowledge, so it may be the reason why women are less exposed to strategic positions.
From the study it is found that for the select women executive, the job satisfaction factor did not have a significant impact on glass ceiling. As a result, the null hypothesis was accepted and alternative hypothesis was not accepted. As a null hypothesis is accepted no further inferences are drawn for the items considered under this factor.

For women family still remains as the first priority in their life. As a result, they more than willingly sacrifice to meet the expectations of the family than managing their career. An important pattern noticed is that in most cases, women discontinued their jobs post marriage for various personal commitments. This is yet another barrier affecting her career choices. The instances are many and most often it is only women who compromise to quit their jobs and relocate to their spouse’s job location. Even after a sabbatical, she is willing to join back to work; she finds it difficult to manage the dual roles. This is a self created barrier and the glass ceiling can be viewed more from the personal situations of women. The career breaks impact on glass ceiling by acting as a barrier. Once women take a break for couple of months and want to come back to the job then they find it hard for both organization and women to cope with the present industrial demand and environmental condition.
Finally, the researcher was interested to know what factors help in breaking the glass ceiling. The findings were

- 87% acknowledged that they worked harder to differentiate themselves as better performers than men.
- 81% suggested that it is very important to adjust to the situations as it comes for their professional excellence.
- 72% expressed they willingly accepted a new role or a position.

From the analysis, it is concluded that women are confronted with many barriers originating from work and family. But, this does not limit her aspirations on the job and these barriers are not strong enough to emotionally cut off from job responsibilities. In the midst of these, she remains competitive by developing those skills and knowledge required on the job.