

Appendix

A COMPARATIVE STUDY ON SOCIO-PSYCHOLOGICAL BARRIERS FACED BY WOMEN LEADERS AND STRATEGIES ADOPTED TO OVERCOME BARRIERS WITH SPECIAL REFERENCE TO IT//ITeS SECTOR IN BENGALURU AND COIMBATORE

Kindly put a tick mark in the box (Choose any ONE option)

1. Demographic Profile

Name (optional):

1.1. Age (Years): a) 25-35 b) 36-44 c) 45-50 d) Above 51

1.2. Marital Status: a) Married b) Single

1.3. Educational-
Qualification: a) UG b) PG c) Professional d) Others

1.4. Mother Tongue: a) Tamil b) Telugu c) Malayalam d) Kannada e) Hindi
f) Others

1.5. Area of the Study: a) Bengaluru b) Coimbatore

1.6. Nature of family: a) Nuclear Family b) Joint Family

2. In the following **Socio economic factors**, kindly put a tick mark in the box which suits you. (Choose any ONE option)

2.1 Level of Management: a) Executory level (middle level)

b) Operative level (low level)

2.2. Monthly Income: a) Up to ₹ 50,000 b) ₹ 50,001 - ₹ 75,000

c) ₹ 75,001 - ₹ 1, 00,000 d) ₹ 1,00,001 - ₹ 2,00,000

e) > ₹ 2, 00,001

2.3 Total Experience: a) 5-10 yrs b) 11-15 yrs c) 16- 20 yrs d) > 21 yrs.

2.4. Experience in- a) < 2 yrs b) 3- 6 yrs c) 7- 10 yrs d) > 10yrs
the Current Position:

3. Barriers Faced by Women Leaders

State your level of agreeability in the following statements relating to the barriers faced by women leaders. (5 as Strongly Agree, 4 as Agree, 3 as Neutral, 2 as Disagree, 1 as Strongly Disagree).

According to me

3.1 Sociological Barriers									
3.1.1 Cultural Barriers					SA (5)	A (4)	N (3)	DA (2)	SD (1)
3.1.1.1	Traditional attitude of women as weaker gender has an effect on their career progress.								
3.1.1.2	I feel excluded from informal social networking among other male leaders.								
3.1.1.3	Cultural prejudice minimizes the chances of women reaching managerial positions and also inhibits internal and external subordinate associates being comfortable enough to socialize or bond.								
3.1.1.4	Women are expected to take up more family responsibilities than men, where familial commitment and values are deeply entrenched in women.								
3.1.1.5	Think manager – Think male (masculine construction of leadership)								

3.1.2. Societal issues						
		SA (5)	A (4)	N (3)	DA (2)	SD (1)
3.1.2.1	Women are perceived as limited human capital. (skills, experience and knowledge an employee)					
3.1.2.2	Old-boy network prevails (male who have been educated at the same institutions or who have climbed the corporate ladder together).					
3.1.2.3	Queen bee syndrome is existing (senior women are unsupportive of other women).					
3.1.2.4	Facing Gender backlash/social stigma/negative social norms.					
3.1.3 Corporate structure issues						
3.1.3.1	My organizational structure interferes and inhibits female advancement.					
3.1.3.2	Limited/unhelpful support network around women at higher level.					
3.1.3.3	Male domination prevails in senior positions					
3.1.3.4	Inequality in terms of pay or opportunities and for women.					
3.2 Psychological Barriers						
3.2.1 The Glass Ceiling Barriers						
3.2.1.1 Management Perception						
3.2.1.1.1	Challenging/high visibility projects for women.					
3.2.1.1.2	I feel there is an invisible barrier or discomfort among male employees in having female superiors					
3.2.1.1.3	My management supports equality of gender and promotes career advancement of women and assigns.					
3.2.1.1.4	Competitiveness/assertiveness in women is viewed as a negative trait.					
3.2.1.1.5	Dealing with unfavourable gender stereotypes.					
3.2.1.1.6	Organizational perception is that women may eventually leave due to familial commitments.					
3.2.1.2 Work Environment						
3.2.1.2.1	I face frequent putdown of being too soft or too hard.					
3.2.1.2.2	I faced unprofessional behaviour (Oral, gesture, unwanted e-mails etc.) in my work environment.					
3.2.1.3 Work- life balance						
3.2.1.3.1	I have to leave home early in the morning and often come from the office very late in the evening and the long hours of work make me stressed and short tempered.					
3.2.1.3.2	I am un able to balance my work and family issues.					
3.2.1.3.3	To reach this position, I have taken less amount of time off for child rearing and other familial responsibilities & often I feel guilty for not spending enough time with family due of work					
3.2.1.3.4	My family/ social circle provide me the strength and support to face the challenges in business/ work.					
3.2.1.3 Quality of Health						
3.2.1.4.1	I find it difficult to take care of my health.					
3.2.1.4.2	As my business/work drains away my energy and time, I feel sick at home.					
3.2.1.4.3	My health problems are related to long and strenuous work schedule.					
3.2.2 Structural Barriers						
3.2.2.1 Lack of effective mentorship						
3.2.2.1.1	Lack of sufficient number of women role models in top level management.					
3.2.2.1.2	Absence of mentoring prevents women from getting executive exposure.					
3.2.2.1.3	I had an effective mentorship to reach the present position.					
3.2.2.2 Lack of effective Network						
3.2.2.2.1	Networking activities are commonly male oriented					
3.2.2.2.2	Women's employee networks within organisation helps women to grow as an individual.					
3.2.2.2.3	My social support network is very helpful to deal with my dependent care issues.					
3.2.3 Individual Mind-sets Barriers						
3.2.3.1 Lack of Self-Confidence						
3.2.3.1.1	Compared to men, women lack sufficient self-confidence and ambition for leadership positions.					

3.2.3.1. 2	I feel that I may not be liked and accepted by the people whom I work with.	SA (5)	A (4)	N (3)	DA (2)	SD (1)
3.2.3.1. 3	I think that I will not be able to satisfy the demands of various associates I deal with.					
3.2.3.2 Risk Aversion						
3.2.3.2. 1	I lack enthusiasm in taking on high-stake and challenging assignments due to high level of risk.					
3.2.3.2. 2	I feel that I have heavy workload, which couldn't be finished during an ordinary workday.					
3.2.3.2. 3	Unable to cope well in risky situations.					
3.2.3.3. Occupational Stress						
3.2.3.3. 1	My leadership role is my main source of occupational stress for me.					
3.2.3.3. 2	Occupational stress has a negative impact on my performance.					
3.2.3.3. 3	Intellectual / Technical demands of a job are the source of stress for me					
3.2.3.4 Lack of Psychological Empowerment						
3.2.3.4. 1	I am not self- assured about my capability to perform my work.					
3.2.3.4. 2	I have not mastered the skills necessary for my job.					
3.2.3.4. 3	I decide on my own how to go about doing my work.					
3.2.3.5 Lack of Job Satisfaction - During most of the situations I do not get						
3.2.3.5. 1	The chance to do something to make use of my abilities.					
3.2.3.5. 2	The freedom to use my own judgment and try my own methods of doing the job					
3.2.3.5. 3	Praise for doing a good job.					
3.2.4. Faulty Perceptions – Self Image						
3.2.4.1	I have a feeling of being undervalued					
3.2.4.1	I perceive that men make better managers than women					
3.2.4.2	I feel that others interpret my behaviour based on my gender rather than on my leadership abilities.					
3.2.5 Less Career Advancement						
3.2.5.1	I lack enthusiasm in taking on high-stake and challenging assignments.					
3.2.5.2	I feel I have insufficient general or line management experience					
3.2.5.3	Lack of suitable supportive systems(leadership training& flexible work solutions)					

4. Strategies Adopted by Women Leaders

State your level of agreeability in the following statements relating to the various strategies adopted for overcoming barriers in women leadership. (5 as Strongly Agree, 4 as Agree, 3 as Neutral, 2 as Disagree, 1 as Strongly Disagree)

4. Strategies		SA (5)	A (4)	N (3)	DA (2)	SD (1)
4.1	Establishment of solid policies and appointment in leadership positions regardless of gender and personal preferences to enhance women participation in top leadership positions.					
4.2	Improvement of work regulations regarding leave vacations and flexi timing options.					
4.3	Ensure decentralization in the organization and delegation of more authority and power for women in organizations.					
4.4	Prevent sexual harassment against women through educational & capacity building to overcome the barriers.					
4.5	Design media programs on women development for changing the society attitudes towards the value of women in top workforce through exposure of training programs, workshops and education curricula and the role models of successful women in different phases and leadership positions to improve women leadership skills.					
4.6	Involvement of women in higher positions in national development committees and support women association to enhance women empowerment in all sectors.					
4.7	Enhance a positive culture (belief and society attitudes) to overcome challenges and barriers towards women development.					
4.8	Giving women high visibility assignments.					
4.9	Drive the change for inclusive culture.					

		SA (5)	A (4)	N (3)	DA (2)	SD (1)
4.10	Identify clear promotion criteria for leadership positions that consider efficiency, justice, capabilities and talent as essential issues for promotion.					
4.11	Build the business case for gender diversity and encouraged to design a more friendly work structure for women.					
4.12	Having a strong support network with friendly work structure and organisations should have a transparent, clear policy and regulation.					
4.13	The organization having goals for diversity will help the women to achieve their goal to the full extent.					
4.14	Structural role definition (involving modifying external, structurally imposed expectations relative to one's role)					
4.15	Personal role definition (aiming at changing the personal concept of role demands for career and family)					
4.16	Reactive role behaviour (relying on existing role behaviours with no attempt to modify the personal role definition)					
4.17	Prioritizing family fun& living simply (relaxing and enjoying life, limiting activities that restricted family time, controlling finances, adopting high but realistic expectations as a method for simplifying life and managing the responsibilities of a dual-earner household, creative time-saving strategies)					
4.18	Cognitive reappraisal, social support (spouse, family members, and friends) setting priorities and recreation.					
4.19	Aware of gendered structures in organisations and society as a whole.					
4.20	Higher self-esteem, whole identity – the possibility of being women and competent.					
4.21	Emotion-focused coping – cognitive reappraisal (attempts to reduce feelings of stress by changing the way a situation is viewed)					
4.22	Positive thinking, advice seeking (expectations for positive outcomes to find the good in a bad situation, taking an advice before important decisions and seeking social support) and Self-care (Yoga, Physical exercise, Spa treatments etc.).					
4.23	Focused coping –direct action (changing things for the better or do that which is necessary to solve the problem)					
4.24	Developing, adhering to own career goals and attaining a high level of business development.					
4.25	Networking with influential colleagues, mentor or sponsor within the organisation and discussion about career aspirations.					
4.26	Seeking out difficult or highly visible job assignments.					
4.27	Effective time-management and improve self-discipline					
4.28	Being able to relocate and developing leadership skills outside the office and gain international experience.					

Suggestions

Kindly offer your valuable suggestions for further improvement

Thank you for your valuable response!!!!