

**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**

THESIS

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CHAPTER 6

CONCLUSION AND SCOPE FOR FUTURE RESEARCH

6.1 CONCLUSION:

The main goal of the study is to compare the socio-psychological barriers faced by women leaders in Bengaluru and Coimbatore IT/ITeS Sector and analyse the strategies adopted to overcome these barriers. The results of the study based on the 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. The results revealed that majority of the respondents are married, post graduates and they belong to nuclear family, earning up to Rs.50000 per month and are operative (junior) level leaders which are found common among the respondents in Bengaluru and Coimbatore. There is a difference found in respondents' age, mother tongue, total experience and experience in their current position among the respondents in Bengaluru and Coimbatore. The study used a structured questionnaire to collect the data amongst the various women leaders in Bengaluru and Coimbatore IT/ITeS Sectors regarding sociological barriers such as cultural barriers, societal issues, corporate structure issues, and psychological barriers such as glass ceiling barriers, structural barriers, individual mind-sets barriers, faulty perception, less career advancements and various strategies. The findings of the study provided useful information to the upcoming women leaders in IT/ITeS Sector.

The respondents in Bengaluru and Coimbatore IT/ITeS Sector agreed that they face considerable sociological barriers and were neutral in their opinion about the psychological barriers. The results infer that sociological barriers prevail for women leaders in IT/ITeS Sector in Bengaluru and Coimbatore whereas they do not face much of psychological barriers; societal issues and corporate structure issues highly affect the sociological barriers in Bengaluru whereas in Coimbatore cultural barriers highly affect the sociological barriers which can be attributed to Coimbatore is not yet a metropolitan city so the cultural barriers are more; structural barriers highly affect psychological barriers in Bengaluru as well as Coimbatore which infers that women leaders lack effective mentorship and network irrespective of the area of the study.

The respondents' agreeability towards strategies adopted to overcome the barriers faced by women leaders in Bengaluru and Coimbatore IT/ITeS Sector was high. Identification of clear promotion criteria for leadership positions that consider efficiency, justice, capabilities and talent

as essential issues for women is the highest acceptable strategy in Bengaluru whereas effective time management and improve self-discipline is the highest acceptable strategy in Coimbatore which infers that organisations should set up clear promotion criteria for women taking into account of their efficiency, justice and capabilities and time management should also be taught. Women leaders accept strategies discussed in the study to overcome the various socio-psychological barriers.

The data from the study shows that socio-psychological barriers differ on the basis of respondents' age, marital status, mother tongue, monthly income and total work experience among respondents in IT/ITeS whereas they do not differ based on their educational qualification, nature of family, levels of management and experience in the current position. Strategies differ on the basis of the respondents' levels of management and experience in current position whereas it does not differ based on their age, marital status, educational qualification, mother tongue, nature of family, monthly income and total work experience.

Comparison of results between Bengaluru and Coimbatore IT/ITeS sector reveals that sociological barriers differ based on the respondents' age, marital status, educational qualification, mother tongue, monthly income and total work experience and do not differ based on their nature of family, levels of management and experience in the current position. Psychological barriers differ based on the respondents' age, marital status, educational qualification, mother tongue, monthly income and do not differ based on their nature of family, levels of management, total work experience and experience in the current position and strategies do not differ based on the respondents' demographic and socio-economic profile of the respondents in Bengaluru. Whereas sociological barriers and psychological barriers do not differ based on the demographic and socio-economic profile of the respondents and strategies differ based on the respondents' educational qualification, level of management and experience in the current position and do not differ based on their age, marital status, mother tongue, nature of family, monthly income and total work experience among the respondents in Coimbatore IT/ITeS sector. Relationship between sociological barriers and psychological barriers is found to be high among the respondents in Bengaluru when compared to Coimbatore in IT/ITeS Sector.

The results show that the general characteristics of Bengaluru and Coimbatore IT/ITeS Sector. It is observed from the analysis that there are a good number of younger executives in the IT/ITeS Sector. This shows that the IT/ITeS industries imbue the younger women leaders with confidence and opportunity. At the same time the results show that there are more women

leaders in the junior level positions compared to executive levels. The results show that majority of the respondents are in operative level (junior level) only, which matches with the Catalyst Knowledge Report (2017) in India, where it is found women are mostly in entry-level leadership roles.

The results of the present study concurs with the following items; socio-cultural beliefs, glass ceiling, structural barriers, individual mind-set and faulty perception hinders the career progression of women, efficiency, justice, capabilities and talent are required for women leaders when compared with previous studies conducted in different countries. The result of 'think manager- think male' in cultural barriers concurs with results of Couch and Sigler (2001), organizational structure interferes and inhibits female advancement, lack of psychological empowerment concurs with the study by Schmitt and Wirth (2009), corporate structure issues concurs with results of Forbes Coaches Council (2018). The socio-cultural values are attached with the role of women leaders and these considerably affect their career. Results of glass-ceiling barriers and lack of psychological empowerment concur with Schmitt and Wirth (2009) and Broughton and Miller (2009), results of work life balance and structural barriers concurs with Eagly, Sczesny (2009), work environment issues concurs with Forbes Coaches Council (2018) whereas it differs in the results of individual mind-set barriers.

6.2 Research Contributions:

It is recognised that a nation's wealth depends largely on two key factors i.e. gender equality and empowerment of women. It is also to be noticed that women play vital roles in social and economic development too. In India it is encouraging to see more womenfolk entering the portals of IT industry. This is the need of the hour when empowerment of women is appreciated and given due honours. At the same time one should not fail to observe the multifarious issues confronted by women. These hurdles, chiefly of the social and psychological domains curtail the growth of women in workforce. Career for women should be ladders to climb up and not slippery slopes to go down. It is the hope of the scholar that the present study will pave ways to alleviate the pains and uplift the position of career women beavering in the IT industry and make the journey a joy and blessing to them and others in the long run. The present research is first of its kind to examine the impact of sociological barriers, psychological barriers faced by women leaders and strategies.

6.3. Contributions to the Women Leaders:

The results of this study have several important contributions to women leaders in the IT/ITeS Sector. This study will help the IT/ITeS Sector to make appropriate policies for the betterment of the women leaders in executory level (mid-level) and operative level (junior level). This study will help the organization to know the different barriers faced by women leaders in their work places. The present study reveals that women leaders face sociological barriers like cultural, societal issues and corporate structure issues. Also, the study identified the psychological barriers like glass ceiling barriers, work environment, work-life balance, health issues, lack of mentoring and network, individual mind sets barriers like lack of self-confidence and job satisfaction, stress, less career advancement etc. Career rotation is another option, where men and women get equal opportunities to be the leader in the organization without discrimination. Organising awareness programs for women development and training, conducting workshops, educating and the role models of successful women in different phases or leadership positions will improve the women leadership skill and reduce the individual mind-set barriers. The study recommends the implementation of these strategies which will lead to reduction in the socio-psychological barriers of women in their careers. It will also motivate women and inspire them to take up leadership positions and achieve their goals.

6.4 Scope for Future Research:

The present study explored the socio-psychological barriers faced by women leaders and strategies adopted to overcome these barriers only in the IT/ITeS Sector. Future studies should include other Sectors too. The study focused only on women leaders, who are in the executory (mid-level) and operative (junior level) level. To verify the findings in this study, it would be suitable to undertake another study, which will focus on the administrative (top) level. The present study considers only Bengaluru and Coimbatore IT/ITeS Sector. Future studies should include wider areas in further generalising the findings of the study.