

Chapter - II
Review of Literature

CHAPTER -2

REVIEW OF LITERATURE

This chapter is the consolidation of the most relevant research, theories and models pertaining to sociological and psychological barriers faced by women leaders and strategies adopted to counter balance the barriers.

2.1 Women in Leadership

Bhattacharya et al., (2018) explored the progress of women to leadership positions in the IT and ITES Sector in Bengaluru, Mumbai, Delhi NCR, Chennai, Hyderabad and Pune. The study was conducted with 20 women leaders in leadership positions in the IT and ITES Sector, and purposive sampling method was used to collect the data through interview based exploratory case study method. The study identified that individual factors (willingness to take risks, emotional balance, and self-confidence) are significant for career advancement of women and organizational factors (diversity and inclusion practices, leadership commitment to advance women, talent management systems and capability building initiatives) back women to enhance their skills and knowledge to progress in their career path. The results of the study would help the human resource and diversity practitioners in creating gender-balanced and inclusive leadership in the firms that lead to allure, sustain and develop women talent for leadership roles.

Sedlmayr (2017) analysed the effect of leadership styles and access of women to top level business positions among 342 leaders and top managers in German speaking nations. The study found women received lower income and less management positions compared to men. General norms and cultural practices and a masculine, patriarchal corporate culture are seen as the major barriers to women's access to leadership positions. The study also found that knowledge and skills play key roles for women to occupy top level business position as women have a higher educational level in nearly in all Western and Eastern European nations. The study concluded that transformational leadership skills help men to reach top jobs whereas for women, this leadership style does not help much.

Rohini (2017) analysed Women Leaders in IT/ITeS Sector in Bengaluru. The study investigated the secret of success of women leaders in a highly globalized economy and found that success was related to intelligence, emotional and volition quotients of women leaders. Also, the research examined how these components help in achieving organisational effectiveness as well as how

family and home influence women leaders in carrying out their responsibilities at their workplace. The study found that values of the family in unison with those of the organization and the relationship between emotional and volition quotients is strongly established. Organizational effectiveness is strongly linked with vision, values, culture and morale. The study concluded that organizational effectiveness is high because of Vision, Values and Culture, and all these factors together make an impact on the overall performance of the women leaders.

Rincon et al., (2017) analysed women in leadership and identified gender barriers in senior management positions using European Commission database, Spanish National Statistics Institute and Catalyst Census (inclusive of Fortune 500 Companies). The study identified that women this day, do not represent even a third of the senior management positions and the gender imbalance in decision-making positions related to gender stereotypes and prejudices are prevalent. The study recommended to reduce gender imbalance and incorporate gender perspective and the study concluded that increasing the presence of women at executive levels is crucial to the social and cultural processes, as these help a permanent transformation towards gender equality and combining short-term measures provides the required support for women in order to reach management positions with other long-term measures.

Hannum et al., (2015) examined 35 women at the senior most levels of institutions of higher education towards their journey into senior leadership roles and experience of being a leader in today's higher education were also explored. The study found that coloured women are not offered leadership chances and are more likely to come under scrutiny and criticism than their white colleagues. The study concluded that, in a leadership role the positive aspects (having an influence, making an impact, broad scope of the job, power, authority, and autonomy, and being a role model) are essential to document so that it provides balanced perspective on the experiences of being a senior woman leader in higher education.

Johnson (2015) analysed the leadership styles and behaviours of African American women executives across six multiple economic sectors (Academia, Business, Government, Law, Military and Non-profit) among 21 top executive leaders and the results identified that transformational leadership was the dominant tendency across economic sectors. The study also found that several companies are attempting to create diversity, mentor programmes and role model for women to achieve higher leadership positions.

Ahmad and Naseer (2015) found that women are discriminated in terms of the leadership positions in organisations, given lower wages that also dispirit women to take higher roles, which

are complicated with workloads. The study exposed women likely to be taken on into less salaried jobs as owners entertain biases towards hiring women into higher paid positions as they think a male would do better and if women are permitted into the male dominated high paid jobs they often meet with hostile environments which results quitting from the job or obliging to accept a lower position.

Alzougool et al., (2015) analysed women leadership styles in private Sector in Jordan among 352 employees of eight different private Sectors. The results identified that women of that country frequently displayed various leadership styles. These were observed as Inspirational motivation styles and idealized influences (attribute) by their followers. The report identified a significant difference between women and men in two styles, the transformational and the passive avoidant. Based on these findings, the study hinted female leaders adopting the transformational leadership style may maintain and improve the effectiveness of leadership in private Sector.

Hora (2014) analysed the factors that affect women participation in leadership and decision-making position among 103 women in Ethiopia. The results revealed that, major barriers prevent women in decision-making positions and public leadership are lower education status, lack of acquisition of the necessary experience for taking part in public decision-making, socio-cultural attitudes i.e. negative attitudes of women's ability to lead and govern and lack of role models of women leaders. The study suggested to achieve higher leadership positions, access to higher education which helps them to develop skills and equip them with managerial decision-making techniques are required.

Titerk et al., (2014) examined the barriers to women's leadership in Turkey among a focus group of 32 women who participated in a Grundtvig project sponsored by the European Union (EU), using semi-structured survey method. The results demonstrated that EU particular projects are important to social development particularly of women. Also, the study found that women have an interest in developing their personal skills to become leaders in society and women in rural areas believed that they too can become leaders in society. The study stated the certain barriers to women's leadership in Turkey, i.e., socio-cultural factors and the responsibilities traditionally endorsed to women in a patriarchal system, such as children care, domestic tasks and low levels of education. The study concluded that, to increase the number of women leaders in society and politics, women should be supported and educated equally. Recurrent laws should

be changed and prejudices against women leaders should be eliminated, and quotas for women should be implemented to participation in politics.

Peters et al., (2013) investigated the psychology of women in leadership and discussed how the three psychological processes such as gender stereotype and gender-pay gap, glass cliff and self-leader and similar perceptions have adverse effects on women's leadership exposures and initiatives to avidly seek leadership positions. The vital findings are individuals leaning towards 'think manager — think male', stereotype masculine traits, employee's sensitivity to similarities and differences in their own traits related to leadership. Women see themselves not equal to stereotypically masculine leaders and so we witness reduction in career ambition and desire to quit. The key findings of the study show women are much more likely to opt out of leadership roles in organisations than men. The study concluded that appointing more women to leadership positions ensure women to be rewarded in no different way than men.

Singh and Prasad (2013) investigated the leadership challenges among 120 women leaders in Delhi. As the results showed, three independent variables such as work family barriers, organization culture and under investment in social capital were negatively related to progress in leadership position. The study concluded that women suffer in their careers as they cater to their family responsibilities and inhospitable organization culture and underinvestment in social capital. All these factors cause women to be distracted from leadership positions. The study made recommendations for enhancing the leadership traits like good education, tutoring, family support, and training and formalized mentoring, effective communication expertise and lifelong learning. These are essential for Indian women managers.

According to **Gita Patel (2013)** women have the flair to thrive as senior leaders. Still they rarely succeed into higher echelons due to lower sense of confidence to claim authority. Men and women differ in their negotiation of additional pay packages. Leadership identity becomes overly masculine causing women to avoid taking up leadership roles, as they compromise between being liked and perceived. Women are inclined to use communication and behaviour strategies which worked for them in the past. Whereas men imitate strategies used by their seniors, women tend to choose non-linear career paths, to be risk averse in top level leadership and sometimes tend to face legislative challenges. The study suggested that women seniors and corporate level decision-makers need more confidence and assertiveness, should embrace career flexibility and policy makers should run programs for networking, mentoring and separate leadership development programs for women.

Kulkarni and Bakhare (2012) examined women leadership in Indian corporates with reference to social perceptions using questionnaire-based study among women at the higher helms. The study highlighted the paradox in public attitude towards women as a leader; change is witnessed in the perception of Indian women as they have thwarted traditional norms and taken up careers in all fields; women face numerous challenges specifically related to family commitments in leadership positions. The study suggested increase in diversity and inclusivity programmes that will nurture more women leaders in the organization; offer cross industry mentoring for successor generations of women which will chaperon them through their challenges at the workplace.

Elumuti et al., (2009) investigated constraints faced by women in leadership positions and tested the relationship between managerial leadership styles and organizational effectiveness among 400 women in various US organisations. The study found that approximately 45% of women leaders perceive barriers which prevent them from entering management positions and so lower advancement remains for women. They aspire and advance for top management positions inspite whether they take action and motivate themselves or not and they face wrenches like discrimination, family-life demands, bias, and stereotypical issues. Women are perceived as more sensitive and encouraging leaders than men. The research concluded that the majority of women and men felt education and training could enhance of women in leadership roles.

2.2. Sociological Barriers

Mate et al., (2018) analysed the contrasting experiences of hurdles and enhancers that affect women's career and leadership development among young- to mid-career female academicians in Australia and Vietnam. The study identified the main barriers faced by women as competitive demand work life, male dominated culture and work family life that affect women's career path and leadership development in Australia whereas overt male-dominated organisational and societal cultures which limit their career and leadership development opportunities prevail in Vietnam. Chief enablers in Australia are guiding and developing professional networks to support their careers. In Vietnam having a sponsor or a powerful person in their organisation is a welcome sign to happily support their career advancement. The study concluded that women from both cultures identified developmental relationships (e.g. mentoring and sponsorship) with peers and senior figures within their organisations as key to surmounting the barriers they face. Mentoring was frequently identified by the Australian women as a means to advance their careers.

Christine and Dodo (2017) made a detailed study on participation phases of women in leadership and identified few challenges thereto in the rural district of Sanyati, Zimbabwe through in-depth interviews and questionnaire. The study found that women and men are socialized differently and reasoned that culture does not uplift women to leadership positions because male are figured to have an authoritative position in society and cultural and legal barriers affect the ascendancy of women into leadership. The study suggested that gender roles that objectively discriminate women from leadership should be discarded and approach which promotes women leadership should be implemented through advocacy for neutral roles and equality for everyone.

Eagly et al., (2017) examined dynamic gender stereotypes in Ghana. The study revealed that Ghana differed from the other nations particularly in the attitude of men to act less masculine and more feminine in their personality stereotypes and women vice versa. This behaviour pattern was shared with women in the other nations. Physical stereotypes among Ghanaian women are inclined to be masculine which reflect a mix of influences, both female empowerment supporting physical strength and power and media exposure advocating Western standards of feminine beauty. These counter stereotypical trends for personality stereotypes were relatively consistent across the countries.

Adefolaju (2016) in his study identified Nigerian women's willingness to be partners in the socio-economic drive of the country through breaking the burden away thus shifting from patriarchal practices to the stage of development; they have forayed into areas hitherto forbidden through waves of changing attitudes towards women. This awareness has led to their economic independence and the enablement to impact their environment positively which has been demonstrated in their self-reliance and increased productivity, though at a lower level than their male counterparts.

Abolade (2014) examined the impact of socio-cultural factors on the leadership quality of both male and female leaders among 150 respondents from five purposefully selected work organisations using a standardised questionnaire. The study revealed that mother's instinct among female promotes organisational effectiveness and female leader's staff centeredness positively affect organisational performance. And the right leadership quality could be an offshoot of society's culture which promotes organisational effectiveness, and socio-cultural factors play great roles in the quality of the leader and the effectiveness of the organisation at length. The study suggested discarding the socio-cultural beliefs and practices that inhibit good leadership in workplace and increase leadership training and holistic re-orientation. This makes

male and female leaders perform maximally to enhance better relationship in the workplace for the positive outcome of organisation performance.

Nchabira (2013) studied the constraints to career advancement of 326 women in Kenya's civil service in middle and senior management. The study examined the wrenches such as gender stereotype, social cultural beliefs, organizational structure, family responsibilities individual characteristics as well as the strategies to cope. The study used the women's lib theory to explain the status and experience of women in firms across organizational structure. The results of the study revealed that cultural barricades are among the most difficult to eradicate, as they are subtly imposed by the culture itself. The study provides indication on the effect of social cultural beliefs and offers suggestions to alter the society's perception on women.

Lahti (2013) studied women's possibilities for reaching leadership positions as there is lesser female number of leaders than male counterparts. This is common in Finland and also the world in general. The study results showed that societal, organizational and individual factors are the directly influencing factors regarding women's underrepresentation in managerial positions. Traditional gender roles, organizational culture and women's views and skills contribute to women's managerial career developments. The most potent amongst them is organizations, as they make the direct decision on promoting female leadership by recruiting and offering career advancements. The study also found that chances of women becoming leaders differ in various sectors and that the strong division of the Finnish labour market by gender impedes equality and women's career development.

Schwanke (2013) addressed how societal and corporate structures, bias and views of leadership curtail women's advancement to authority. The study emphasised that women are not given due recognition in the areas of governance, directorship, and executive leadership. The study found that the senior executive levels are reached by more men than women. There is only a small difference between women who avidly requested advancement and those less interested. This is in contrast to men seeking advancement by pleading. The study concluded that though women are apparent to have achieved victories towards equality in getting senior positions, the fact is they still do not share equal representation in executive posts. Complex, pervasive and ongoing barriers such as structural, prejudicial, and discriminatory hurdles stop the advancement of lots and lots of women who aspire to reach positions of power and are often misunderstood. The barriers create complex, subtle pervasive and multi-faceted labyrinth that thwarts any progress

they make. To correct this inequality, corporations must recognize and remove barriers which are to be of vital strength of the companies.

Kirai and Kobia (2012) analysed the impact of social and cultural beliefs on career progression among 324 women middle and senior management in Kenya's civil service. The study revealed that career progression of women is seriously restrained by factors such as early marriages, many children and many roles attributed to women. These factors are hard to do away with as they are seemed to be immutable. The research suggested government should modify the social cultural beliefs and encourage and incorporate the gender-neutral and gender sensitive curricula into the educational system.

Cheung and Halpern (2010) studied powerful women leaders (62 women) and how do they succeed in their professional and family arenas in a culture which is highly gender biased. The study discussed traits that show relationship to leadership, the value of teamwork and consensus gaining, and an effective work–family interface. Women with family care responsibilities interface better and also can break through the glass ceiling. Thus the research adopted a cross-cultural perspective to focus the significance of relational orientation and work–family integration in collectivistic cultures and culture of gender context. The study found that flexible working conditions and social support make it possible for women successfully to combine work and family.

Broughton and Miller (2009) examined the barriers which hinder women's progress in top level positions in Germany, Greece, Sweden, UK and USA using qualitative data. The study found perceived barriers such as gender stereotyping and behaviour in the line of management style. Being the only woman representative in a group of men can be uncomfortable especially in their early stage of the career. The study revealed that barriers are endured in the areas of difficulties in networking, confidence, skill to acquire the suitable kind of experience and also those issues related to combining work and child care. The women in senior management positions of the above mentioned five countries gave their feedbacks. These narrations were remarkably similar with the reference to the barriers they had confronted in their careers and the ways they tried to deal with them. The research concluded that in the experiences of female managers' culture and contexts play key roles. The issues faced in their careers tend to excel these national contexts.

McTavish et al., (2009) analysed gender balance in leadership in UK and the study found gender similarities and differences among all staff members (academic and non-academic). The

frequency of application for promotion by the male and female staff was uniform. Because of less friendly views of women leadership and culture in terms of support provided to female career advancement, women tend to identify that leadership and culture of the organization is largely masculine showing disparity between men and women at leadership levels.

2.3. Psychological Barriers

Kalaitzi et al., (2019) investigated leadership barriers noticed among women healthcare leaders in Greece. As per the results found, women leaders perceived stereotypes, work/life balance, lack of equal career advancement and confidence, gender gap and gender bias as impediments with the highest importance in constraining opportunities for pursuing leading positions in Greek healthcare scenario. Also the medium relative importance barriers include fifteen barriers both at personal and organizational level such as lack of family support, lack of leadership skills and glass ceiling, glass cliff, lack of mentoring and lack of flexible working environment. The study concluded that these barriers have direct effects in discouraging women seeking leading roles in education, practice and medical organizations.

Thomas et al., (2019) analysed the hindrances for gender balance and women in leadership among female staff members in Australian university. The study found a woman taking up long distances travel is not possible due to family commitments and constraints. The four barriers identified are limited job security and training offers, travel limitations and the need for planning, isolation, disconnection and barriers to network building. The study concluded that the impact of leadership and enabling systems are key to unpacking inequalities and attaining genuine gender equity.

Parkinson et al., (2018) investigated the barriers faced by women leaders among 480 women in Australia working under Department of Environment. The study found that gender equality existed, male dominated culture existed, women leaders do not want management to fast track or nurture women for leadership roles which they felt would lead to cynicism about the capability of women in senior roles, career prospects of women relied on the subjectivities of their higher-ups, discrimination against women existed in work place, career penalties existed more for women than men in caring for family, women have fewer role models and champions than men and less developed networks. The study suggested the following to improve women in leadership roles: structured sponsor system for women to be established, approval of training to be monitored and release to attend fires in deployment, change culture from a “boys’ club”, improve

the quality and accessibility of leadership training for women and support for family/work balance for women.

Alsubhi et al., (2018) analysed the hurdles faced by women leaders in higher education in Saudi. The study found that women experience assorted challenges, such as socio-cultural, organizational, economical and personal. Barriers also include difficulty in work life balance, family responsibility, gender stereotype, gender roles in the socio-cultural practices, bureaucracy and gender inequality. The study concluded job-performance of the women leaders decrease because of barriers but also trigger tussles with their male colleagues. The study suggested effective policy implication by the managing authorities which will lessen conflict and enrich women leadership.

Vidyakala et al., (2018) examined the various challenges (gender inequality, work life balance, occupational stress, risk aversion and faulty perception) faced by women entrepreneurs in the city of Coimbatore. The study used regression analysis to analyze the impact of the predictors (various challenges) on women entrepreneurship and found that work life balance has a major impact, followed by occupational stress on women entrepreneurs and all barriers had significant effect on women entrepreneurs. The study suggested to empower women to face challenges and so financial institutions should take actions to facilitate easy availability of credit. The various government and non-government agencies can assist in entrepreneurship development and women entrepreneurs require family support to reap a better output in their business.

Nikolaou (2017) analysed the challenges and barriers faced by female leaders being promoted to senior management roles. The study focused on dynamics of gender inequalities and the results of the study shows that traditional view of women, styles of leadership, gender stereotypes, unconscious bias, sexual harassment and lack of confidence are the challenges and barriers which prevent them from getting promoted to higher management positions.

Patel and Dutta (2017) identified problems and barriers confronted by women professionals in Gujarat. The study found women face sexual harassment, are under paid, subjected to mental pressure and suffer from lack of family support system. The study suggested flexible timing, child care leave and facilities, installing safety devices will help to overcome the problems women face in the workplace.

Makhija and Naidu (2017) performed a comparative study of organizational and role stress among 200 women professionals from academic and corporate Sectors in Bengaluru. The study

found that managing work pressures, handling every day responsibilities become greatly unbearable. Also women felt role ambiguity, role conflict, and role overload which have negative impact on them. The significant difference between the different age groups was found for self-role distance, inter-role distance, role stagnation, role expectation conflict, role ambiguity, role overload and role erosion. The study confirmed women in both academia and the corporate world face both organisational and occupational stresses. The research suggested organizations to give supportive measures for working women to overcome these challenges they face.

Supriya (2015) analyzed the issues faced by 50 women entrepreneurs in Rohtak District, Haryana. The study identified the major problems faced by women entrepreneurs as traditional mindsets, lack of networking, balancing work and family life, safety and security, lack of access to finance and lack of institutional support. The study suggested women entrepreneurs should be provided with the support from the institution, access to credit, safety and security and motivational support so that they overcome these drawbacks.

Hameed (2015) analyzed the problems of Indian women entrepreneurs. The research found inadequate finance, marketing problems, scarcity of raw materials, intense competition, managerial skills, aversion to risk taking, family squabbles, absence of appropriate training, complying with legal formalities etc. as problems and challenges encountered by women entrepreneurs. The study suggested provision of finance at concessional rates of interest and with convenient repayment facilities, training and development programs, establishment of marketing cooperatives and a coordinated determined approach to cross over these challenges faced by women entrepreneurs in India.

Plessis et al., (2015) investigated the presence of the glass ceiling and its negative effects on female executives in Vietnamese banking sector. The study found that glass ceiling existed. Barriers to women's career advancement include social stereotypes, less support by organisations towards women's career progression and lack of self-confidence as men and women are different in their leadership and management styles.

Vithanage and Arachchig (2015) in their research analysis explored work family balance and their relationship to job performance of 200 management faculty from Sri Lanka. The study found significant positive relationship between work-family balance and job performance; higher the work-family balance the higher would be the job performance; work-family balance depends on the variance of job performance.

Caliper White Paper (2014) investigated the characteristics of successful women in senior leadership positions, the study found guilty feelings of spending less time with family due to work pressure, unnecessary meddling family responsibilities with work and other current leaders' conflict. Male leaders are considered more effective and this is a common barrier experienced in today's workplace. The study also found that personality traits of women leaders match closely with "male leadership" traits, as women leaders are mostly straight forward in their communications style, are action-oriented, risk-takers, and skilled in solving complex problems. The study suggested the organizations to provide training, coaching, and role modeling to increase self-discipline and action orientation, which have proved to be helpful in overcoming barriers faced by women leaders.

Nandy et al., (2014) in their study traced the impact of corporate glass ceiling on Indian women employees. It also focused effect of glass ceiling or gender diversity issue along with cultural biases, prejudices and gender stereotypes. The barriers such as psychological, societal-related and organizational make women still fighting to strengthen their presence in the higher level of management positions. The study concluded that this scenario should be changed with the aid of positive societal changes and organizations should encourage and promote qualified women in managerial positions.

Nayak and Pandey (2014) examined the association between organizational excellence and work life balance. This study mainly evaluated the issues and challenges in work and family related issues due to increased multiple responsibilities of their work and family. The employee, her family, organization and the society are undesirably affected by poor work-life balance. By adopting appropriate coping strategies as work-life balance increase satisfaction, commitment, motivation and productivity can be increased. At the same time the strategies reduce the absenteeism and turnover rate.

Hejase et al., (2013) in their study investigated the features that affect women's behaviour and performance at top positions, and the reasons which inhibit from reaching the senior levels in organizations among 200 female leaders in various Lebanese Industries such as educational, banking and government sectors. The study found that 1 of 6 Board of Directors members are females which are attributed to the fact that women are still considered as less equal and less competent than men and are not allowed to participate in top managerial decisions. Women themselves find it hard to balance between their work life and Lebanese women are still way behind when it comes to senior level managerial positions which involve strategic planning and

decision making. The study suggested to create an appropriate work environment for women, pass a law that encourages firms to increase gender representation in hierarchy; if not, the biases and perceptions of people have against women will keep them from advancing.

Omotayo et al., (2013) found the glass ceiling effect on female career advancement among 198 Nigeria Police Force (NPF). Also there is an indicator of cultural role in the study. As per the study female gender makes a significant predictor of the career advancement and career plans. Here higher education contributes significantly to the dependent construct taken for the study. Though influence of male managerial behaviour contributed positively, it did not make significant statistical contribution to the prediction of the survey dependent construct. It is recommended that both public and private organizations think about enlightenment campaign and also incorporate equal opportunity employment policy.

Bombuwela and Chamaru (2013) examined 150 female executive level employees working in private Sector in Sri Lanka to know the effect of glass ceiling on women career development. The study revealed the glass ceiling and career development have a moderate negative relationship. It also showed women career development is impacted significantly by the organizational, individual and cultural factors. It was noted the family factor too had a significant effect on glass ceiling.

Jakobsh (2012) analysed barriers like glass ceiling, the 'old boys' network', and exclusion from informal social gatherings, sex discrimination, sexual harassment and lack of mentors which prevent women's leadership. The study found that in many organizations, governmental or corporate, most of the higher positions are occupied by men. Women are generally kept in the lower and support positions. The study mentioned these barriers, caused the occupational segregation for e.g., in a corporate world, executives' positions occupied only by men. So many women can't reach the top-level positions. The study suggested taking strategies to cross these barriers and reach leadership. The study concluded that from interactive to reorient approach towards leadership for everyone is a boon.

Kavitha et al., (2012) examined to assess the role of stress among 264 women employees in Chennai and Coimbatore IT Sectors were. The study used Organisational Role Stress-scale (ORS) and it covered a ten range of role stressors that experienced by an occupational group. Differences in the level of stress between married and unmarried employees on several roles stressors were investigated. The results showed the role overload and resource inadequacy have

emerged as potent role stressors. The analysis on the basis of marital status of the respondents showed a significant difference between the married and unmarried groups on organisational role stress. But the level of education does not emerge as a significant differentiator of stressors. The outcome of the study found that women professionals in information technology are experiencing organizational roles stress.

Bhuvanalatha (2012) collected the responses of 200 women leaders in higher education institutions in Tamil Nadu to assess their perception towards academic leadership, effectiveness and satisfaction towards leadership quality, skill and role, problems and barriers encountered during administration of academia. The findings revealed significant positive correlation between effectiveness of leadership qualities and skills and satisfaction towards administrative capacity of leadership to sustain success in development of academia. The results of the regression analysis showed that effectiveness of leadership qualities and skills, issues in association with administration and barriers and obstacles for advancement of women serve as significant predictor variables for satisfaction towards administrative capacity of leadership to sustain success in development of academia. Factor analysis showed that barriers and obstacles for advancement of women are due to gender disparities. The study concluded that in academic leadership, good leadership skills, confidence on leadership role, problem facing skills and strong mind towards barriers lead to effective leadership and satisfaction.

O'Neill et al., (2011) studied the experiences of women facing many challenges when trying to gain recognition or promotions in the workplace. The study discussed the gender diversity missing in managerial leadership. The study sought external validation to scientific research. This proved self-monitoring helps women to become more effective leaders.

Okafor et al., (2011) explored the obstacles to women leadership and managerial aspiration in Nigeria among 397 women managers in various subsectors such as manufacturing, banking, insurance and public Sector. A significant relationship between the gender stereo type of a women manager and their career aspiration was found by the study. It was also noted that family issues and factors, both individual and organizational affect their career. To overcome the barriers and to become effective leaders in their occupation the study recommended implementing gender-sensitivity in the organization, leadership training, education and mentoring to women.

Mathew and Panchanatham (2011) identified the important factors influencing Work-Life Balance (WLB) using 26 women entrepreneurs' responses in South India. The study used cluster-random sampling method and statistical tools such as factor analysis, regression analysis, ANOVA and t-test. The results showed the following major factors influenced the WLB of women entrepreneurs such as dependent care giving issues, role overload, health issues, problems in time management and lack of proper social support. There was also a significant difference in the level of WLB issues faced by the different categories of women entrepreneurs. The study suggested encouraging public awareness regarding WLB issues and also to realign societal attitudes.

Coward (2010) examined the absence of socially nurtured psychological mentalities of women and the psychological issues. The study gave solutions to the complex problems through recommendations to the educational community on academic courses and career guidance as these diminish negative psychology. The prejudiced incidents and discrimination could be strongly battled if the legislation is reviewed.

Neale and Ozkanli (2010) did a comparative study to know the organizational barriers women in senior management in Turkish and New Zealand universities. The representation of women (especially at Rector/Vice Chancellor level) was consistently low when the first phase of the research in eight countries was completed. The next phase interviewed both male and female senior managers, current and former Rectors/Vice Chancellors. Totally 50 interviews were conducted 24 in Turkey and 26 in New Zealand. The study found multi-national cross cultural perspectives of gender and time management, role conflict between work/life balances as the major obstacles to women becoming and being managers in Turkish and New Zealand universities.

Barreto et al., (2009) conducted a study to prove glass ceiling is still rampant in the 21st century. The study analysed both positive and negative developments with regard to glass ceiling. The research found the important reason for the limited success of women leaders as gender inequalities, sexual harassment, work life conflict, cultural stereotypes, and stress. The study discovered relevance of particular aspects of the glass ceiling which is the real barrier to career advancement for many women. Some of the solutions proposed to improve women's position at work are leveraging of social networks for women's advancement, gender equality and increase in the numerical representation of women in leadership positions, feasibility and efficiency.

Afza and Newaz (2008) examined the aspects that decide the presence of glass ceiling and its influence on women career advancement among 100 respondents working in banks, telecom, insurance, pharmaceuticals, media, NGO, textile and Universities in Bangladesh. The study examined how the different industries and service sector in Bangladesh were affected by the glass ceiling. The factors responsible for glass ceiling effects are management perception, work environment, work life conflict, sexual harassment and organizational policy. The study found that management perception and work environment were the most significant factors in glass ceiling. Organisational policy and work life conflict were the second most significant factors. Also the study identified attitude towards organization and family support as some other factors influencing career advancement of women in organizations.

Catalyst et al., (2007) found that inspite of achieving leadership in some areas in the recent past, only minimal change has been witnessed in the attitude and experience of women in the work spot. The top barriers to advancement were identified as exclusion from informal networks of communication, gender-based stereotypes, lack of role models, lack of mentoring, and lack of significant general management or line experience. The stress for women in the work environment is spread by the above-mentioned barriers.

Claramma (2007) studied how the career prospects of women professionals in Kerala were affected by the presence and pervasiveness of glass-ceiling. 350 women professionals in three different cities in Kerala (Thiruvananthapuram, Kochi and Kozhikode) were taken for study. The study adopted theories of Symbolic Interaction and Gender Inequality. Among all professional groups, the coping strategies are found to be similar though the different strategies were adopted to meet the demands of career on family. The work domain is seen as a slightly greater source of conflict than the family domain. The career prospects of women professionals are ruined by the glass-ceiling as it refuses appreciation deserved by women leaders.

Bloom et al., (2006) addressed the problems pertaining to work life balance practices of 732 respondents in the US, France, Germany and the UK. The study showed that the result of work-life balance is significantly related with better management. This proved that the firms functioning well prove more productive and beneficial for their employees.

Wentling (2003) analysed the second phase of the career progress and ambitions of 30 women leaders in middle management in business firms in USA among using longitudinal research study. The analysis showed that the positions aspired by most women managers remain

unaccomplished. This is because some of the women have negative thoughts about the progress made by them. However, the majority of the women managers continue to aspire to top level management positions and believe that they will attain these positions.

Cotter et al., (2001) found the criteria in perceptive effects of glass ceiling. The study found that work experience, education, occupation with the current employer, and familial factors affect productivity (e.g., marital /parental status); inequality grows over the life course; barriers to mobility that exist initially tend to become more severe in the future.

Schein (2001) examined the psychological barriers to women's progress in management and the global view about these barriers. The study pointed out three forms of the Schein Descriptive Index (SDI), i.e. women in general, men in general and successful middle managers. The six characteristics meeting the criteria are leadership ability, ambitious, competitive, desires responsibility, skilled in business matters, competent and analytical ability. The result showed women were considered lower than men on all aspects. At the same time it is found women vary cross-culturally in their attitudes.

2.4. Strategies

Rahman and Mizanur (2018) focused on challenges and coping strategies of 23 women leaders in Bangladesh in administrative divisions. The study identified that the women leaders in Bangladesh usually face three major challenges towards ensuring their participation which include male domination, corruption and faulty legal provisions. The research suggested few coping strategies such as democratization and inclusivity of the Union Council structure which will enhance women leaders' participation in the overall governance of the Union Council.

Chisholmburns et al., (2017) focused on the strategies among women leaders in healthcare (including pharmacy) and academia. The research demonstrated the benefits related with the inclusion of women in organizational leaderships. A number of barriers that inhibit the progress and ambitions of capable women leaders in the field of pharmacy are cultural biases and stereotypes, challenges involving work-life balance, and a lack of mentors and sponsors. Strategies including involvements to reduce gender bias, leadership development programs, access to mentors and sponsors, and changes to family-related policies should be encouraged to overcome these barriers.

Smith et al., (2017) in their research article focused women in politics and overcoming their barriers in leadership positions among women leaders. The research provides information regarding experiences of women politicians in the Guelph community. The findings show women are facing numerous cultural, psychological, institutional, and socioeconomic barriers. The study offered some solutions that are policy changes, systemic and cultural changes, as well as various programs and tools to encourage women to participate in leadership.

Yousefi et al., (2017) analysed the organisational workplace conflicts and the difficulties of handling different management styles as well as heavy workload that causes job stress. The study revealed that employees with job stress leads to low levels of productivity, increased absenteeism and employee's quitting. The results of the study suggested that coping strategies of stress such as job sharing, flexible timing, working from home and mental wellness programme can be effective for organizations as well as reduce job stress.

Patwardhan and Mayya (2016) investigated gender-oriented barriers regarding career advancement of women managers in Indian five-star hotels. More family responsibilities than for men, lack of flexible work solutions, and stereotypes against women are the barriers focused by study. The study identified male managers feel strongly that leadership skills, communications skills and attitude are most important for women to advance in their careers. The analysis shows that the variables found to be statistically significant are social structure and culture, gender inequality and gaining social capital and this factor also has an effect on human resources strategy.

Diehl et al., (2016) investigated a cross-sector analysis of gender-based obstructions faced by women in executive leadership in higher education and religious organization. The focus of the study was the critical Human Resource Development (HRD) theory by applying the concept of sexism hidden in the workplace to leadership and by delineating both social and organizational practices that create gender inequities in leadership. Twenty-seven gender-based leadership barriers which operate at the macro (societal), meso (group or organizational), and micro (individual) levels of society was the key area of the study. The strategies suggested by the study were; mentoring and training programs for women, creating organizational policies –equal opportunity, taking affirmative actions, anti-harassment, flexi time and family leave etc. Such strategies address the barriers at all levels so that they are made visible. By this it is easy to eliminate them and bring in the leadership capacity of both men and women.

Rap and Yoon (2016) explained various organisational and cultural barriers in the women's career advancement as well as strategies for addressing these obstacles. The article revealed organizational and social barriers which are non-inclusive. They are work environment and culture, unequal development opportunities, heightened stress and familial obligations to prevent women from successfully advancing in their careers. The study recommended some strategies for women in their career advancement, i.e. build the business case for gender diversity, address the gender biases through employee training and drive the change for inclusive culture.

Tabitha (2015) analysed about strategies that would enhance participation of women in higher education leadership in public universities in Uganda chiefly in senior and management level positions of the International higher education sector. The study revealed few strategies and policies to improve women's representation of career path in senior levels. The study found that women in senior level in universities faced a difficulty which is discrimination. The study also suggested the need for higher input of energy by women to achieve their goals as men do. The study suggested few organizational cultural changes that are essential to increase women in leadership position such as affirmative action programmes, appointing a task group for women in senior academic positions provide training, mentoring and network support for them. The findings suggested reducing the gender equality by following the strategies such as assistance to change the organizational culture of a university as well as encourage women's participation in leadership position.

Barnwell (2015) examined strategies to overcome obstacles to a more effective leadership styles among 20 small business leaders and 250 employees. The analysis of leaders' actions regarding strategies for crossing over barriers to employee engagement indicated a strategic need for meetings, candid and sincere sharing of views, and time of real involvement. This was suggested for employees to avoid engaging in non-productive activities. The assessment of these strategies provides insight that organizational leaders could use to carry out effective practices. The study revealed social change by facilitating proactive recognition by organizational leaders of strategies for overcoming barriers curtailing the adoption of a more effective leadership style. The study revealed these contributions could help leaders in reducing bureaucratization and shifting attitudes from impersonal judgment and extreme separation to engaging employees. Hence, these shifts could prove to improve the employees' views on their future at their respective organizations, which may, in turn, positively affect their relationships with their families and communities.

Varghese (2015) stated women apply to senior leadership roles at proportionally lower rates than men. The study suggested inclusive leadership - listening to diverse perspectives to strengthen work practices, decision making and policy development, it will be creating staffs who feel included as valuable team members in their office are more likely to be encouraged and to feel trusted and capacitate to perform well. The study asserted strategies like embedding substantive equality, promoting flexibility and work-life balance, cultural change help women to achieve their full potential.

Bryant and Clement (2015) analysed various coping strategies of female peer leaders among college students of sports club. The study plotted the coping strategies against stress. The strategies fall into two main categories such as problem focused coping strategies (seeking instrumental/informational social support- advice from counsellors, therapists, or parents) and emotion-focused coping strategies (seeking emotional social support, exercising or playing a sport, avoiding, ignoring, or blocking out stressors, sleeping or resting). As per the study the participants used emotion-focused strategies to cope with stress. Seeking emotional social support and avoidance were used largely used than seeking instrumental/information social support.

Latashacain (2015) examined the strategies for African American women at the senior executive positions facing barriers. The study revealed barriers such as lack of diversity and equal opportunities, glass ceiling, work-life balance and mentorship in the workplace which prohibit them from achieving executive leadership roles in their careers. The research revealed several strategies for success among African American women, such as overcoming race and gender discrimination and tolerating opposition in a male dominated work environment. The study implicated a positive social change by increasing awareness among business leaders of racial inequalities in the workplace. The study stated the above mentioned strategies will diminish workplace discrimination and foster a more favourable environment in view of promoting African American women in executive leadership positions.

Shah (2015) conducted a survey report about how the organizations are going to develop women as leaders. The report revealed that the company does not specify certain programs for women-only development. An overwhelming 87% of survey respondents stated that there are more men in senior positions within their organization. The three strategies considered by the study for developing women as leaders are, evaluate to work-life balance for employees, commit to company-wide leadership programs that are relevant, create ongoing opportunities to develop

women leaders throughout their career cycle, efficient time and flexibility. The report concluded that to develop into leader, a woman requires continuous education. If the organizations invest in training to develop and support women leaders they will have better business results also.

Halim et al., (2014) investigated communication strategies among seven eligible female entrepreneurial leaders in Malaysia. The study stated three kinds of communication strategies such as Mother (role as a comforter sympathizer to colleagues), Iron maiden (forthright, tough and dangerous) and Pet (shows less authority - minimizing the power distance between workers) are followed. Overall, Iron Maiden and Mother Role offers senior women a voice to demonstrate considerable personal power with their teams when necessary. The results show that a leader should be aware of the factors that concentrate on relationships, symbolic communication, body language, and cognitive complexity for an effective communication strategy.

Rensburg (2013) analysed, in South Africa the organisational response strategies implemented to remove career advancement barriers among the experienced 101 female managers from middle and senior management level. The result shows that the highest ranked career advancement barriers were found to be work-life balance, excessive modesty and lack of networking. The study found that most successful strategies to remove career advancement barriers are flexible working, fair performance review processes, equal pay, appointing women in leadership positions with profit and loss responsibility and mentoring. The study recommended improvement of women's representation at senior management level. Organisations should see to it that both males and females are held responsible for the encouragement, growth, selection and advancement of women managers.

Elliott et al., (2013) revealed important strategies for women's leadership learning insight from the academic perspective. The study emphasized some of the strategies wanted for women's leadership learning such as contradicting gender stereotypes, cultural conditioning that means women are mingled to have a community rather than self-centred focus; accessing networks, role models, deliberating and developing strengths and gaining qualifications. So the study suggested that these strategies supported to do their job effectively and those are aspiring to their leadership positions.

Hinashah (2013) examined where strategies and policies could create an enabling environment for women's entrepreneurship in India. The study was carried out based on the existing research and secondary data, case studies of successful women entrepreneurs as well as primary data

collected among 63 women entrepreneurs in 12 states across India. It indicates that backing a new enterprise came essentially from informal sources, with a very small ratio of women seeking help from Government schemes and projects. The results of the study is that sociocultural factors stand as important barriers in women's entrepreneurial activities, while combining work and family life is also a major challenge. The study recommended promotion of more enabling environment for women's entrepreneurship in India such as government upgradation of policies, offer of soft loans, subsidies, training, access to technology and market, infrastructure and social service, and removal of socio-cultural barriers.

Turliuc and Buliga (2013) conducted a study on the experience of work family conflict and the coping strategies on the basis of reviewing theoretical models and typologies. In their research they pointed out challenges (social context, work family interface and conflict) of efficiently combining the work and family life in the contemporary society and the strategies that individuals use to cope with the specific demands become an important objective in the work-family literature. The study explained various forms of coping strategies- structural role definition, personal role definition, reactive role behaviour etc. The paper concluded that every aspect of the work-family interface – coping relationship, suggest a greater efficiency of direct action, cognitive reappraisal, social support and time management as general coping themes.

Maaitah et al., (2012) examined the obstacles preventing women's progress to higher political and leadership positions of 500 working women in various organisations in Jordan. Strategies to facilitate women's advancement to higher political and leadership positions were suggested by the study. Barriers such as political and legal, personal, family, socio-cultural, economic barriers and discrimination were identified. The study also strengthening of women leadership abilities and capabilities prepossessed the formulation of firm gender-sensitive policies, awareness of role of women in development and participation in the making of democracy.

Kerryheath (2012) conducted a study to enable women aspiring both families and careers by analyzing the work-life balance strategies of women in leadership. The study used snow ball sampling method and the data collected from interviews of 22 women leaders. The study utilized the Giele (2008) life-story framework to explore the identity, relational style, drive and motivation, and adaptive styles of women. The results showed that work-family conflict has been found to be associated with more negative work, family and individual well-being outcomes. Therefore, women who possess less job satisfaction are more likely to quit. The strategies suggested by the study are meaningful work, mentor, work hard, prioritize, confidence,

organizations outside of work, support system, philosophy, intentional parenting, education/professional development/try new things, self-care (play hard, hobbies), work strategies, proximity of work to home/school, technology, take break from work while kids are babies, integrating/segregating work & family and manage emotions. The study indicated that there are many women who are implementing these strategies in their lives that lead to well-balanced and fulfilled lives.

Smith et al., (2012) explored a new measure called the Career Pathways Survey (CPS) which allows quantitative comparisons of women's beliefs and attitudes about glass ceilings. The study was conducted among 243 women employees from all levels of management, and expanded CPS to another sample of 307 women in Australia. Both studies yielded four factor models of attitudes to glass ceilings such as resilience, acceptance, resignation and denial. The analysis shows these factors demonstrated good internal consistency. The study found that career path permits a comparison of positive attitudes towards aspiring for promotions via flexibility and denial scores and provides feedback on negative attitudes towards seeking promotions via resignation and acceptance scores. The study concluded this new measure can be recommended for studies related to attitude of women and men towards gender inequality in organizational leadership.

Shah and Shah (2012) analysed women's involvement in the educational spheres and found their access to senior leadership positions defined by culture and beliefs of a society. The paper draws on a study of Women College Heads in Pakistan, where complex factors such as gender power relations, role stereotyping, role socialization and public/domestic divide interact to determine what is acceptable in that culture. The study concluded culturally-informed strategies are implemented by these professionals to exercise their role as heads of higher education institutions in the presence of multiple cultural hiccups.

Weidenfeller (2012) described a phenomenological study of breaking through the glass wall and understanding the meaning of experience of being a women entrepreneur. The study conducted in an in-depth interview with 12 participants resulting in five essential themes that provide in their experience i.e., (1) desire to control their destiny; (2) aspire to be in leadership positions with impact; (3) achieve influence through connect-and-collaborate style; (4) pledge culture change while staying focused on results and (5) self-knowledge and resiliency to address challenges. These five aspects emerged in their careers and lives. Women who managed to become an entrepreneur should adopt the above strategies.

Bernard (2009) examined the stress experienced by women and the coping strategies used by them who hold leadership positions in corporate American, educational and government agencies. The study was conducted in qualitative and quantitative methods among 73 (6 face to face interview and 67 survey) women leaders. The study identified that women leaders experience inadequate levels of work spot stress that include role boundary, ambiguity and overload pertaining to their roles. The research revealed empirically significant correlation between stress and duration of service. The study identified several coping strategies, which include problem solving, active involvement, emotion-focused and avoidance. The results revealed that strategies are efforts to actively relieve stressful circumstances and regulate emotionally stressful events but did not cater to utilising coping resources such as recreation, self-care, rational cognitive thinking, and social support to the fullest.

Kiamba (2008) explored social and cultural barriers inhibiting success for women in leadership positions. The paper revealed African women are still facing many challenges to get leadership positions. The paper discussed the barriers relates to cultural expectations, traditional beliefs, gender inequality, women's own fear of success and balance between work and family. Finally, the study addressed few strategies to ensure equitable representation in leadership positions such as gender equality in different structures of the both private and public sectors with affirmative action, quota system (where a certain number of positions are allocated to women), and through presidential appointments (in the case of parliament and cabinet).

Onubogu (2007) reported the common parliamentary conference, strategies to overcome barriers preventing women's equal participation in leadership and decision-making positions. The paper revealed women are restricted in leadership levels due to cultural expectations, stereotypes and over burden family responsibilities. Finally, the study presented some useful and practical strategies for women such as demonstrating the impact of women's contribution to leadership and decision-making, gender equality and equity, providing training for awareness raising, advocacy, general leadership skills and mentorship of younger women. These strategies enhance more opportunity for women in their leadership roles.

Chesler and Mark (2002) conducted a study on gender-informed mentoring strategies for women engineering scholars and young faculty. The study adopted strategies for improving the presence, retention, and advancement of women graduate students and faculty in engineering. The research mainly focused on mentoring as a key element and discussed traditional mentoring strategies and non-traditional mentoring which include peer, multiple and collective mentorships

that prove to be more successful for most women. A more democratic and cooperative atmosphere can be provided by the organization and this strategy promotes success both for a person and the profession.

Lim and Teo (1996) analysed gender differences in occupational stress and coping strategies among IT personnel in Singapore. The study examined with six aspects of Occupational Stress Indicator (OSI) and two managing coping strategies, the ANCOVA results show gender differences exist in five of the OSI dimensions, namely: managerial role, career and achievement, organizational structure and climate, factors intrinsic to the job and relationships with others are significantly higher scores on sources of stress and no significant difference in gender was found for stress originating from home-work interface. The results show gender differences for two coping strategies, namely social support and logic. Female IT personnel were more likely to seek social support than male IT personnel in dealing with stress. Male IT personnel were more likely to engage in logic and Female IT personnel shows significantly lower scores on logic. The study concluded that the organization should take steps to assist employees, especially female IT personnel's, in their professional development and career achievement.

2.5. Hypothesis Development and Theoretical Frame Work:

To understand the barriers faced by women leaders, it is helpful to have a framework and from which testable hypothesis is drawn. Theoretical framework in this research enables strategies adopted to overcome the socio-psychological barriers faced by women leaders.

2.5.1 Hypothesis Development:

Based on the objectives, the following research hypotheses were developed for the study:

- H₀:** There is no significant difference between the age and socio-psychological barriers.
- H₁:** There is significant difference between the age and socio-psychological barriers.
- H₀:** There is no significant difference between the marital status and socio-psychological barriers.
- H₁:** There is significant difference between the marital status and socio-psychological barriers.
- H₀:** There is no significant difference between the educational qualification and socio-psychological barriers.
- H₁:** There is significant difference between the educational qualification and socio-psychological barriers.

- H₀:** There is no significant difference between the mother tongue and socio-psychological barriers.
- H₁:** There is significant difference between the mother tongue and socio-psychological barriers.
- H₀:** There is no significant difference between the nature of family and socio-psychological barriers.
- H₁:** There is significant difference between the nature of family and socio-psychological barriers.
- H₀:** There is no significant difference between the level of management and socio-psychological barriers.
- H₁:** There is significant difference between the level of management and socio-psychological barriers.
- H₀:** There is no significant difference between the monthly income and socio-psychological barriers.
- H₁:** There is significant difference between the monthly income and socio-psychological barriers.
- H₀:** There is no significant difference between the total work experience and socio-psychological barriers.
- H₁:** There is significant difference between the total work experience and socio-psychological barriers.
- H₀:** There is no significant difference between the experience in the current position and socio-psychological barriers.
- H₁:** There is significant difference between the experience in the current position and socio-psychological barriers.
- H₀:** There is no significant difference between the age and strategies.
- H₁:** There is significant difference between the age and strategies.
- H₀:** There is no significant difference between the marital status and strategies.
- H₁:** There is significant difference between the marital status and strategies.
- H₀:** There is no significant difference between the educational qualification and strategies.
- H₁:** There is significant difference between the educational qualification and strategies.
- H₀:** There is no significant difference between the mother tongue and strategies.
- H₁:** There is significant difference between the mother tongue and strategies.
- H₀:** There is no significant difference between the nature of family and strategies.
- H₁:** There is significant difference between the nature of family and strategies.

- H₀:** There is no significant difference between the level of management and strategies.
- H₁:** There is significant difference between the level of management and strategies.
- H₀:** There is no significant difference between the monthly income and strategies.
- H₁:** There is significant difference between the monthly income and strategies.
- H₀:** There is no significant difference between the total work experience and strategies.
- H₁:** There is significant difference between the total work experience and strategies.
- H₀:** There is no significant difference between the experience in the current position and strategies.
- H₁:** There is significant difference between the experience in the current position and strategies.
- H₀:** There is no significant difference across the areas of the respondents with respect to their perception on the sociological barriers.
- H₁:** There is significant difference across the areas of the respondents with respect to their perception on the sociological barriers.
- H₀:** There is no significant difference across the areas of the respondents with respect to their perception on the psychological barriers.
- H₁:** There is significant difference across the areas of the respondents with respect to their perception on the psychological barriers.
- H₀:** There is no significant difference across the areas of the respondents with respect to their perception on the strategies.
- H₁:** There is significant difference across the areas of the respondents with respect to their perception on the strategies.

2.5.2. Theoretical Framework

To better understand the consequences of women leaders facing barriers in their leadership position, a framework is established which describes the relationship between the two types of barriers i.e. sociological barriers, psychological barriers and strategies. The model shows that there are various barriers faced by women leaders in their leadership position and strategies adopted to overcome these barriers. It shows the rational links among the variables. The following framework is established between sociological barriers, cultural barriers and strategies. On the basis of review literature, a proposed theoretical model (Figure 6) is given:

Figure 6: Effect of Socio-Psychological Barriers on Strategies - Theoretical Framework

