

Chapter - IV
Analysis and Discussion

CHAPTER 4

ANALYSIS AND DISCUSSION

This chapter presents the analysis and discussion of the data collected from 406 respondents among women leaders (executory level i.e. mid-level and operative level i.e. junior level) who are working in the IT/ITeS Sector in Bengaluru and Coimbatore. The following constructs: sociological barriers, psychological barriers and strategies are analyzed in this study. The quantitative evaluation of data was done using SPSS Statistics 21. All the questions were coded and represented by numeric term to measure the responses. Structural Equation Modeling (SEM) is done by using the Partial Least Squares (PLS) approach for this study. The data were subjected to advanced statistical analyses in Smart PLS.

This chapter contains seven sections. In the first section, **percentage analysis** is presented to determine the distribution of the respondents based on the demographic and socio-economic profile. The second section consists of **cross tabulation** where comparison of the counts of categorical responses between two or more independent groups is done for demographic and socio-economic profile of the respondents. The third section consists of **descriptive statistics** such as mean and standard deviation of sociological barriers, psychological barriers and strategies. The fourth section consists of **ANOVA** to test the significance between the demographic profile and socio-economic profile with sociological barriers, psychological barriers and strategies. The fifth section consists of **t-test** which is used to test the significance of area of the respondents with sociological barriers, psychological barriers and various strategies. The sixth section consists of **Correlation** which is used to identify the relationship between sociological barriers and psychological barriers. The last section represents the results of SEM using **Smart PLS**, to test the hypothesis.

4.1 Percentage Analysis:

In the current study percentage analysis is applied in the following areas:

- Demographic Profile
- Socio- Economic Profile

4.1.1. Demographic Profile:

The table 5 describes the demographic profile of the respondents which helps to understand the background of the respondents.

Table 5: Demographic Profile of the Respondents

Demographic Profile	Classification	Bengaluru		Coimbatore	
		No. of Respondents	Percentage (%)	No. of Respondents	Percentage (%)
Age of the Respondents (in years)	25-35	105	51.7	47	23.2
	36-44	72	35.5	100	49.3
	45-50	20	9.8	34	16.7
	Above 51	6	3.0	22	10.8
	Total	203	100.0	203	100.0
Marital Status of the Respondents	Married	155	76.4	166	81.8
	Single	48	23.6	37	18.2
	Total	203	100.0	203	100.0
Educational Qualification of the Respondents	UG	42	20.7	24	11.8
	PG	91	44.8	89	43.8
	Professional	67	33.0	78	38.5
	Others	3	1.5	12	5.9
	Total	203	100.0	203	100.0
Mother Tongue of the Respondents	Tamil	30	14.8	90	44.3
	Telugu	26	12.8	34	16.7
	Malayalam	44	21.7	70	34.5
	Kannada	17	8.4	1	.5
	Hindi	83	40.8	6	3.0
	Others	3	1.5	2	1.0
	Total	203	100.0	203	100.0
Nature of family of the Respondents	Nuclear Family	170	83.7	146	71.9
	Joint Family	33	16.3	57	28.1
	Total	203	100.0	203	100.0
Area of the Respondents	Area	203	100.0	203	100.0
	Total	203	100.0	203	100.0

Source: Primary data

- **Age of the Respondents:**

Bengaluru

From the above table, it is inferred that among 203 respondents, 51.7% respondents are in the age group of 25-35 years, 35.5% are between 36-44 years, 9.8% are between 45-50 years, 3.0% are above 51 years.

Coimbatore

The above table shows that among 203 respondents, 23.2% respondents are between the age group of 25-35 years, 49.3% are between 36-44 years, 16.7% are between 45-50 years and 10.8% are above 51 years.

- **Marital Status of the Respondents:**

Bengaluru

The above table shows that among 203 respondents, 76.4% respondents are married and 23.6% of respondents are single.

Coimbatore

The above table shows that among 203 respondents, 81.8% are married and 18.2% are single.

- **Educational Qualification of the Respondents:**

Bengaluru

The above table shows that among 203 respondents, 20.7 % respondents are undergraduates, 44.8% are postgraduates, 33.0 % possess professional qualification and 1.5% possess other qualification.

Coimbatore

The above table shows that among 203 respondents, 11.8% respondents are undergraduates, 43.8% are postgraduates, 38.5% possess professional qualification and 5.9% of the respondents possess other qualification.

- **Mother Tongue of the Respondents:**

Bengaluru

The table shows that among 203 respondents, 14.8% respondents' mother tongue is Tamil, 12.8% respondent's mother tongue is Telugu, 21.7% respondent's mother tongue is Malayalam, 8.4% respondent's mother tongue is Kannada, 40.8% respondent's mother tongue is Hindi and 1.5% of the respondent's mother tongue is other languages.

Coimbatore

The table shows that among 203 respondents, 44.3% respondents' mother tongue is Tamil, 16.7% respondent's mother tongue is Telugu, 34.5% respondent's mother tongue is Malayalam, .5% respondent's mother tongue is Kannada, 3.0 % respondent's mother tongue is Hindi and 1.0% of the respondent's mother tongue is other languages.

- **Nature of Family of the Respondents:**

Bengaluru

The above table shows that among 203 respondents, 83.7 % of the respondents belong to nuclear family and 16.3% of the respondents belong to joint family.

Coimbatore

The above table shows that among 203 respondents, 71.9% of the respondents belong to nuclear family and 28.1% of the respondents belong to joint family.

- **Area of the Respondents**

Bengaluru

The above table shows that among 406 respondents, 203 respondents are from Bengaluru IT/ITeS Sectors.

Coimbatore

The above table shows that among 406 respondents, 203 respondents are from Coimbatore IT/ITeS Sectors.

Conclusion:

Bengaluru

Majority of the respondents are in the age group of 25-35 years, 76.4% are married, 44.8% of the respondents possess post-graduate qualification, 40.8% of the respondent's mother tongue is Hindi and 83.7% are from nuclear families in Bengaluru IT/ITeS Sector.

Coimbatore

Majority of the respondents are in the age group of 36-44 years, 81.8% are married, 43.8% of the respondents possess post- graduate qualification, 44.3% of the respondent's mother tongue is Tamil and 71.9% are from nuclear families in Coimbatore IT/ITeS Sectors.

It's concluded from the study that majority of the respondents are married, possess post-graduate qualification and belong to nuclear families which is found common among respondents working in Bengaluru and Coimbatore IT/ITeS Sector.

4.1.2 Socio- Economic Profile:

The table 6 describes the socio-economic profile of the respondents selected for the study.

Table 6: Socio- Economic Profile of the Respondents

Socio- Economic Profile	Classification	Bengaluru		Coimbatore	
		No. of Respondents	Percentage (%)	No. of Respondents	Percentage (%)
Level of Management	Executory level	96	47.3	77	37.9
	Operative Level	107	52.7	126	62.1
	Total	203	100.0	203	100.0
Monthly Income (in Rs.)	Up to 50000	79	38.9	112	55.2
	50001-75000	52	25.6	47	23.2
	75001-100000	32	15.8	5	2.5
	100001-200000	10	4.9	24	11.8
	>200001	30	14.8	15	7.3
	Total	203	100.0	203	100.0
Total Experience (in Years)	5-10 yrs	91	44.8	60	29.6
	11-15 yrs	73	36.0	73	36.0
	16-20 yrs	32	15.8	26	12.7
	>21yrs	7	3.4	44	21.7
	Total	203	100.0	203	100.0
Experience in the Current Position (in Years)	<2 yrs	42	20.7	59	29.1
	3-6 yrs	77	37.9	51	25.1
	7-10 yrs	71	35.0	51	25.1
	>10 yrs	13	6.4	42	20.7
	Total	203	100.0	203	100.0

Source: Primary data

- **Level of Management of the Respondents:**

The study covered executive level (mid-level) and operative level (junior level) of women leaders from the IT/ITeS Sectors in Bengaluru and Coimbatore.

Bengaluru

The above table shows that among 203 respondents, 47.3% of the respondents are executive level and 52.7% of the respondents are operative level leaders.

Coimbatore

The above table shows that among 203 respondents, 37.9% of the respondents are executive level and 62.1% of the respondents are operative level leaders.

- **Monthly Income of the Respondents:**

Monthly income of the respondents is classified into up to Rs.50000 per month, Rs.50001-75000 per month, Rs.75001-100000 per month, Rs.100001-200000 per month and above Rs. 200001 per month.

Bengaluru

The above table shows that among 203 respondents, 38.9% of the respondents earn up to Rs.50000 per month, 25.6% earn between Rs.50001-75000, 15.8% earn between Rs.75001-100000, 4.9% earn between Rs.100001-200000, 14.8% earn above Rs. 200001 per month.

Coimbatore

The above table shows that among 203 respondents, 55.2% of the respondents earn up to Rs.50000 per month, 23.2% earn between Rs.50001-75000, 2.5% earn between Rs.75001-100000, 11.8% earn between Rs.100001-200000, 7.3% earn above Rs. 200001 per month.

- **Total Experience of the Respondents:**

Total experience of the respondents is classified into 5-10 years, 11-15 years, 16-20 years and above 21 years.

Bengaluru

The above table shows that among 203 respondents, 44.8% of the respondents' total work experience is between 5-10 years, 36.0% of the respondents total work experience is between 11-15 years, 15.8% of the respondents total work experience is between 16-20 years and 3.4% of the respondents total work experience is above 21 years.

Coimbatore

The above table shows that among 203 respondents, 29.6% of the respondents' total work experience is between 5-10 years, 36.0% of the respondents' total work experience is between 11-15 years, 12.7% of the respondents total work experience is between 16-20 years and 21.7% of the respondents total work experience is above 21 years.

- **Experience in the Current Position of the Respondents:**

Experience in the current position of the respondents is classified as less than 2 years, 3-6 years, 7-10 years and above 10 years.

Bengaluru

The above table shows that among 203 respondents, 20.7% of the respondents experience in the current position is less than 2 years, 37.9% of the respondents experience in the current position is between 3-6 years, 35.0% of the respondents experience in the current position is between 7-10 years and 6.4% of the respondents experience in the current position is above 10 years.

Coimbatore

The above table shows that among 203 respondents, 29.1% of the respondents experience in the current position is less than 2 years, 25.1% of the respondents experience in the current position is between 3-6 years, 25.1% of the respondents experience in the current position is between 7-10 years and 20.7% of the respondents experience in the current position is above 10 years.

Conclusion:

Bengaluru

Majority of the respondents, 52.7% are in operative level (junior level), 38.9% of the respondents earn up to Rs.50000 per month, 44.8% possess 5-10 years total work experience and 37.9% of the respondents' possess experience between 3-6 years in the current position in IT/ITeS Sectors in Bengaluru.

Coimbatore

Majority of the respondents, 62.1% are in operative level (junior level), 55.2% of the respondents earn up to Rs.50000 per month, 36.0% possess 11-15 years of total work experience and 29.1% of the respondents' experience in the current position is less than 2 years in IT/ITeS Sectors in Coimbatore.

It's concluded from the study that majority of the respondents are married, post graduates, belong to nuclear family, earn up to Rs.50000 per month and are operative (junior) level leaders which is found common among respondents working in Bengaluru and Coimbatore IT/ITeS Sector; whereas there is a difference found in respondents age, mother tongue, total experience and experience in their current position.

4.2 . Cross Tabulation:

The main aim of cross tabulation is to compare the counts of categorical responses between the independent groups. Cross tabulation has been used to know about the respondents' categorical responses like age, marital status, education, nature of family with level of management, monthly income, total experience and experience in the current position.

➤ 4.2.1.1 Age and Level of Management

The table 7 shows the cross tabulation of age and level of management.

Table 7: Cross Tabulation of Age and Level of Management

Age (in Years)	Bengaluru				Coimbatore		
		Level of Management		Total	Level of Management		Total
		Executory level	Operative level		Executory level	Operative level	
25-35	Count	52	53	105	23	24	47
	% within Age	49.5%	50.5%	100%	48.9%	51.1%	100%
36-44	Count	26	46	72	29	71	100
	% within Age	36.1%	63.9%	100%	29%	71%	100%
45-50	Count	18	2	20	15	19	34
	% within Age	90%	10%	100%	44.1%	55.9%	100%
Above 51	Count	0	6	6	10	12	22
	% within Age	0%	100%	100%	45.5%	54.5%	100%
Total	Count	96	107	203	77	126	203
	% within Age	47.3%	52.7%	100%	37.9%	62.1%	100%

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 105 respondents belong to the age group of 25-35 years. Out of this group, 52 are in the executory level of management and 53 are in operative level; 72 respondents are in the age group of 36-44 years. Out of this group, 26 are in executory level and 46 are in operative level management; 20 respondents are in the age group of 45-50 years. Out of this group, 18 are in

executory level and 2 are in operative level management; 6 respondents are above 51 years of age and are in operative level management.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 47 respondents belong to the age group of 25-35 years. Out of this group, 23 are in the executory level and 24 are in operative level management; 100 respondents are in the age group between 36-44 years. Out of this group, 29 are in executory level and 71 are in operative level management; 34 respondents are in the age group of 45-50 years. Out of this group, 15 are in executory level and 19 are in operative level management; 22 respondents are above 51 years of age. Out of this group, 10 are in executory level and 12 are in operative level management.

It is concluded that majority of the respondents are in the age group of 25-35 years, work in operative (junior) level management in Bengaluru and Coimbatore IT/ITeS Sector.

➤ 4.2.1.2 Marital Status and Level of Management

The table 8 shows the cross tabulation of marital status and level of management.

Table 8: Cross Tabulation of Marital Status and Level of Management

Marital Status	Bengaluru				Coimbatore		
		Level of Management		Total	Level of Management		Total
		Executory level	Operative level		Executory level	Operative level	
Married	Count	65	90	155	55	111	166
	% within Age	41.9%	58.1%	100%	33.1%	66.9%	100%
Single	Count	31	17	48	22	15	37
	% within Age	64.6%	35.4%	100%	59.5%	40.5%	100%
Total	Count	96	107	203	77	126	203
	% within Age	47.3%	52.7%	100%	37.9%	62.1%	100%

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 155 respondents are married. Out of this group, 65 are in the executory level and 90 are in

operative level; 48 respondents are single. Out of this group, 31 are in executory level and 17 are in operative level management.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 166 respondents are married. Out of this group, 55 are in the executory level and 111 are in operative level; 37 respondents are single. Out of this group, 22 are in executory level and 15 are in operative level management.

It is concluded that majority of the respondents are married and work in operative (junior) level management in Bengaluru and Coimbatore IT/ITeS Sector.

➤ 4.2.1.3 Educational Qualification and Level of Management

The table 9 shows the cross tabulation of educational qualification and level of management.

Table 9: Cross Tabulation of Educational Qualification and Level of Management

Educational Qualification	Bengaluru				Coimbatore		
		Level of Management		Total	Level of Management		Total
		Executory level	Operative level		Executory level	Operative level	
UG	Count	39	3	42	0	24	24
	% within Age	92.9%	7.1%	100%	0%	100%	100%
PG	Count	35	56	91	27	62	89
	% within Age	38.5%	61.5%	100%	30.3%	69.7%	100%
Professional	Count	21	46	67	43	35	78
	% within Age	31.3%	68.7%	100%	55.1%	44.9%	100%
Other Qualification	Count	1	2	3	7	5	12
	% within Age	33.3%	66.7%	100%	58.3%	41.7%	100%
Total	Count	96	107	203	77	126	203
	% within Age	47.3%	52.7%	100%	37.9%	62.1%	100%

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 42 respondents are undergraduates. Out of this group, 39 are in the executory level and 3 are in operative level; 91 respondents are postgraduates. Out of this group, 35 are in executory level and 56 are in operative level; 67 respondents possess professional qualification. Out of this group, 21 are in executory level and 46 are in operative level; 3 respondents possess other qualifications. Out of this group, 1 is in executory level and 2 are in operative level management.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 24 respondents are undergraduates. Out of this group, 24 are in operative level; 89 respondents are postgraduates. Out of this group, 27 are in executory level and 62 are in operative level; 78 respondents possess professional qualification. Out of this group, 43 are in executory level and 35 are in operative level; 12 respondents possess other qualifications. Out of this group, 7 in executory level and 5 are in operative level management.

It is concluded that majority of the respondents possess post-graduate qualification, work in operative (junior) level management in Bengaluru and Coimbatore IT/ITeS Sector.

4.2.1.4 Nature of Family and Level of Management

The table 10 shows the cross tabulation of nature of family and level of management.

Table 10: Cross Tabulation of Nature of Family and Level of Management

Nature of Family	Bengaluru				Coimbatore		
		Level of Management		Total	Level of Management		Total
		Executory level	Operative level		Executory level	Operative level	
Nuclear Family	Count	84	86	170	68	78	146
	% within Age	49.4%	50.6%	100%	46.6%	53.4%	100%
Joint Family	Count	12	21	33	9	48	57
	% within Age	36.4%	63.6%	100%	15.8%	84.2%	100%
Total	Count	96	107	203	77	126	203
	% within Age	47.3%	52.7%	100%	37.9%	62.1%	100%

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 170 respondents belong to nuclear family. Out of this group, 84 are in the executory level and 86 are in operative level; 33 respondents belong to joint family. Out of this group, 12 are in executory level and 21 are in operative level management.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 146 respondents belong to nuclear family. Out of this group, 68 are in the executory level and 78 are in operative level; 57 respondents belong to joint family. Out of this group, 9 are in executory level and 48 are in operative level management.

It is concluded that majority of the respondents belong to nuclear family and work in operative (junior) level management in Bengaluru and Coimbatore IT/ITeS Sector.

4.2.2.1 Age and Monthly Income

The table 11 shows the cross tabulation of age and monthly income.

Table 11: Cross Tabulation of Age and Monthly Income

Age (in Years)	Bengaluru							Coimbatore						
		Monthly Income (in Rs.)					Total	Monthly Income (in Rs.)					Total	
		Up to 50000	50001- 75000	75001- 100000	100001- 200000	>200001		Up to 50000	50001- 75000	75001- 100000	100001- 200000	>200001		
25-35	Count	60	0	24	0	21	105	40	5	2	0	0	47	
	% within Age	57.1%	0%	22.9%	0%	20%	100%	85.1%	10.6%	4.3%	0%	0%	100%	
36-44	Count	15	49	0	8	0	72	67	27	0	1	5	100	
	% within Age	20.8%	68.1%	0%	11.1%	0%	100%	67%	27%	0%	1%	5%	100%	
45-50	Count	0	1	8	2	9	20	1	8	1	14	10	34	
	% within Age	0%	5%	40%	10%	45%	100%	2.9%	23.5%	2.9%	41.2%	29.4%	100%	
Above 51	Count	4	2	0	0	0	6	4	7	2	9	0	22	
	% within Age	66.7%	33.3%	0%	0%	0%	100%	18.2%	31.8%	9.1%	40.9%	0%	100%	
Total	Count	79	52	32	10	30	203	112	47	5	24	15	203	
	%within Age	38.9%	25.6%	15.8%	4.9%	14.8%	100%	55.2%	23.2%	2.5%	11.8%	7.4%	100%	

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 105 respondents belong to the age group of 25-35 years. Out of this group, 60 earn up to Rs.50000 per month, 24 earn between Rs. 75001-100000 per month and 21 earn above Rs. 200001 per month; 72 respondents belong to the age group of 36-44 years. Out of this group, 15 earn up to Rs.50000 per month, 49 earn between Rs. 50001-75000 per month and 8 earn between Rs. 100001-200000 per month; 20 respondents belong to the age group of 45-50 years. Out of this group, 1 earn between Rs. 50001-75000 per month, 8 earn between Rs. 75001-100000 per month, 2 earn between Rs. 100001-200000 per month and 9 earn above Rs. 200001 per month; 6 respondents are above 51 years of age. Out of this group, 4 earn up to Rs.50000 per month and 2 earn between Rs. 50001-75000 per month.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 47 respondents belong to the age group of 25-35 years. Out of this group, 40 earn up to Rs.50000 per month, 5 earn between Rs. 50001-75000 per month and 2 earn between Rs.75001-100000 per month; 100 respondents belong to the age group of 36-44 years. Out of this group, 67 earn up to Rs.50000 per month, 27 earn between Rs. 50001-75000 per month, 1 earn between Rs. 100001-200000 per month and 5 earn above Rs. 200001 per month; 34 respondents belong to the age group of 45-50 years. Out of this group, 1 earns up to Rs.50000 per month, 8 earn between Rs.50001-75000 per month, 1 earns between Rs. 75001-100000 per month, 14 earn between Rs.100001-200000 per month and 10 earn above Rs. 200001 per month; 22 respondents are above 51 years of age. Out of this group, 4 earn up to Rs.50000 per month, 7 earn between Rs.50001-75000 per month, 2 earn between Rs. 75001-100000 per month and 9 earn between Rs. 100001-200000 per month.

It is concluded that majority of the respondents are in the age group of 25-35 years and 36-44 years, earn up to Rs.50000 per month and work in Bengaluru and Coimbatore IT/ITeS Sector.

➤ 4.2.2.2. Marital Status and Monthly Income

The table 12 shows the cross tabulation of marital status and monthly income.

Table 12: Cross Tabulation of Marital Status and Monthly Income

Marital Status	Bengaluru							Coimbatore					
		Monthly Income (in Rs.)					Total	Monthly Income (in Rs.)					Total
		Up to 50000	50001-75000	75001-100000	100001-200000	>200001		Up to 50000	50001-75000	75001-100000	100001-200000	>200001	
Married	Count	54	52	32	8	9	155	86	42	5	18	15	166
	% within Age	34.8%	33.5%	20.6%	5.2%	5.8%	100%	51.8%	25.3%	3.0%	10.8%	9.0%	100%
Single	Count	25	0	0	2	21	48	26	5	0	6	0	37
	% within Age	52.1%	0%	0%	4.2%	43.8%	100%	70.3%	13.5%	0%	16.2%	0%	100%
Total	Count	79	52	32	10	30	203	112	47	5	24	15	203
	%within Age	38.9%	25.6%	15.8%	4.9%	14.8%	100%	55.2%	23.2%	2.5%	11.8%	7.4%	100%

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 155 respondents are married. Out of this group, 54 earn up to Rs.50000 per month, 52 earn between Rs.50001-75000 per month, 32 earn between Rs.75001-100000 per month, 8 earn between Rs.100001-200000 per month and 9 earn above Rs.200001 per month; 48 respondents are single. Out of this group, 25 earn up to Rs.50000 per month, 2 earn between Rs.100001-200000 per month and 21 earn above Rs. 200001 per month.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 166 respondents are married. Out of this group, 86 earn up to Rs.50000 per month, 42 earn between Rs. 50001-75000 per month, 5 earn between Rs.75001-100000 per month, 18 earn between Rs.100001-200000 per month and 15 earn above Rs.200001 per month; 37 respondents are single. Out of this group, 26 earn up to Rs.50000 per month, 5 earn between Rs. 50001-75000 per month, 6 earn between Rs. 100001-200000 per month.

It is concluded that majority of the respondents are married, earn up to Rs.50000 per month and work in Bengaluru and Coimbatore IT/ITeS Sector.

➤ 4.2.2.3 Educational Qualification and Monthly Income

The table 13 shows the cross tabulation of educational qualification and monthly income.

Table 13: Cross Tabulation of Educational Qualification and Monthly Income

Educational Qualification	Bengaluru							Coimbatore						
		Monthly Income (in Rs.)					Total	Monthly Income (in Rs.)					Total	
		Up to 50000	50001-75000	75001-100000	100001-200000	>200001		Up to 50000	50001-75000	75001-100000	100001-200000	>200001		
UG	Count	24	0	8	2	8	42	16	0	0	8	0	24	
	% within Age	57.1%	0%	19.0%	4.8%	19%	100%	66.7%	0%	0%	33.3%	0%	100%	
PG	Count	24	41	7	8	11	91	48	17	3	15	6	89	
	% within Age	26.4%	45.1%	7.7%	8.8%	12.1%	100%	53.9%	19.1%	3.4%	16.9%	6.7%	100%	
Professional	Count	31	9	17	0	10	67	45	23	0	1	9	78	
	% within Age	46.3%	13.4%	25.4%	0%	14.9%	100%	57.7%	29.5%	0%	1.3%	11.5%	100%	
Other Qualification	Count	0	2	0	0	1	3	3	7	2	0	0	12	
	% within Age	0%	66.7%	0%	0%	33.3%	100%	25%	58.3%	16.7%	0%	0%	100%	
Total	Count	79	52	32	10	30	203	112	47	5	24	15	203	
	% within Age	38.9%	25.6%	15.8%	4.9%	14.8%	100%	55.2%	23.2%	2.5%	11.8%	7.4%	100%	

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 42 respondents are undergraduates. Out of this group, 24 earn up to Rs.50000 per month, 8 earn between Rs.75001-100000 per month, 2 earn between Rs.100001-200000 per month and 8 earn above Rs.200001 per month; 91 respondents are postgraduates. Out of this group, 24 earn up to Rs.50000 per month, 41 earn between Rs. 50001-75000 per month, 7 earn between Rs.75001-100000 per month, 8 earn between Rs.100001-200000 per month and 11 earn above Rs.200001 per month; 67 respondents possess professional graduates. Out of this group, 31 earn up to Rs.50000 per month, 9 earn between Rs.50001-75000 per month, 17 earn between Rs.75001-100000 per month, and 10 earn above Rs.200001 per month; 3 respondents possess other

qualifications. Out of this group, 2 earn between Rs.50001-75000 per month and 1 earn above Rs.200001 per month.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 24 respondents are undergraduates. Out of this group, 16 earn up to Rs.50000 per month and 8 earn between Rs. 100001-200000 per month; 89 respondents are postgraduates. Out of this group, 48 earn up to Rs.50000 per month, 17 earn between Rs. 50001-75000 per month, 3 earn between Rs. 75001-100000 per month, 15 earn between Rs. 100001-200000 per month and 6 earn above Rs. 200001 per month; 78 respondents possess professional graduates. Out of this group, 45 earn up to Rs.50000 per month, 23 earn between Rs. 50001-75000 per month, 1 earn between Rs.100001-200000 per month and 9 earn above Rs. 200001 per month; 12 respondents possess other qualifications. Out of this group, 3 earn up to Rs.50000 per month, 7 earn between Rs. 50001-75000 per month and 2 earn between Rs. 75001-100000 per month.

It is concluded that majority of the respondents possess post-graduate qualification, earn between Rs.50001 – 75000 per month and up to Rs.50000 per month and work in Bengaluru and Coimbatore IT/ITeS Sector respectively.

4.2.2.4 Nature of Family and Monthly Income

The table 14 shows the cross tabulation of nature of family and monthly income.

Table 14: Cross Tabulation of Nature of Family and Monthly Income

Nature of Family		Bengaluru						Coimbatore					
		Monthly Income (in Rs.)					Total	Monthly Income (in Rs.)					Total
		Up to 50000	50001-75000	75001-100000	100001-200000	>200001		Up to 50000	50001-75000	75001-100000	100001-200000	>200001	
Nuclear Family	Count	66	44	32	10	18	170	92	34	3	7	10	146
	% within Age	38.8%	25.9%	18.8%	5.9%	10.6%	100%	63%	23.3%	2.1%	4.8%	6.8%	100%
Joint Family	Count	13	8	0	0	12	33	20	13	2	17	5	57
	% within Age	39.4%	24.2%	0.0%	0.0%	36.4%	100%	35.1%	22.8%	3.5%	29.8%	8.8%	100%
Total	Count	79	52	32	10	30	203	112	47	5	24	15	203
	% within Age	38.9%	25.6%	15.8%	4.9%	14.8%	100%	55.2%	23.2%	2.5%	11.8%	7.4%	100%

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 170 respondents belong to nuclear family. Out of this group, 66 earn up to Rs.50000 per month, 44 earn between Rs. 50001-75000 per month, 32 earn between Rs. 75001-100000 per month, 10 earn between Rs. 100001-200000 per month and 18 earn above Rs. 200001 per month; 33 respondents belong to joint family. Out of this group, 13 earn up to Rs.50000 per month, 8 earn between Rs. 50001-75000 per month, 12 earn above Rs. 200001 per month.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 146 respondents belong to nuclear family. Out of this group, 92 earn up to Rs.50000 per month, 34 earn between Rs. 50001-75000 per month, 3 earn between Rs. 75001-100000 per month, 7 earn between Rs. 100001-200000 per month and 10 earn above Rs. 200001 per month; 57 respondents belong to joint family. Out of this group, 20 earn up to Rs.50000 per month, 13 earn between Rs. 50001-75000 per month, 2 earn between Rs. 75001-100000 per month, 17 earn between Rs. 100001-200000 per month and 5 earn above Rs. 200001 per month.

It is concluded that majority of the respondents belong to nuclear family, earn up to Rs.50000 per month and work in Bengaluru and Coimbatore IT/ITeS Sector.

➤ 4.2.3.1 Age and Total Experience

The table 15 shows the cross tabulation of age and total experience.

Table 15: Cross Tabulation of Age and Total Experience

Age (in years)	Bengaluru						Coimbatore				
		Total Experience (in years)				Total	Total Experience (in years)				Total
		5-10	11-15	16-20	>21		5-10	11-15	16-20	>21	
25-35	Count	82	23	0	0	105	36	11	0	0	47
	%within Age	78.1%	21.9%	0.0%	0.0%	100%	76.6%	23.4%	0.0%	0.0%	100%
36-44	Count	9	50	13	0	72	24	60	9	7	100
	%within Age	12.5%	69.4%	18.1%	0.0%	100%	24.0%	60.0%	9.0%	7.0%	100%
45-50	Count	0	0	19	1	20	0	2	17	15	34
	%within Age	0.0%	0.0%	95.0%	5.0%	100%	0.0%	5.9%	50.0%	44.1%	100%
Above 51	Count	0	0	0	6	6	0	0	0	22	22
	% within Age	0.0%	0.0%	0.0%	100%	100%	0.0%	0.0%	0.0%	100.0%	100%
Total	Count	91	73	32	7	203	60	73	26	44	203
	%within Age	44.8%	36.0%	15.8%	3.4%	100%	29.6%	36.0%	12.8%	21.7%	100%

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 105 respondents belong to the age group of 25-35 years. Out of this group, 82 have total work experience between 5-10 years, 23 have total work experience between 11-15 years; 72 respondents are in the age group between 36-44 years. Out of this group, 9 have total work experience between 5-10 years, 50 have total work experience between 11-15 years and 13 have total work experience between 16-20 years; 20 respondents are in the age group between 45-50 years. Out of this group, 19 have total work experience between 16-20 years and only 1 has total work experience above 21 years; 6 respondents are above 51 years of age and all are have total work experience above 21 years.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 47 respondents belong to the age group between 25-35 years. Out of this group, 36 have total work experience between 5-10 years, 11 have total work experience between 11-15 years; 100 respondents are in the age group between 36-44 years. Out of this group, 24 have total work experience between 5-10 years, 60 have total work experience between 11-15 years, 9 have total work experience between 16-20 years and 7 have total work experience above 21 years; 34 respondents are in the age group between 45-50 years, 2 have total work experience between 11-15 years, 17 have total work experience between 16-20 years and 15 has total work experience above 21 years; 22 respondents are above 51 years of age. Out of this group, 22 have total work experience above 21 years.

It is concluded that majority of the respondents are in the age group of 25-35 years and possess 5-10 years of total work experience in Bengaluru and are in the age group of 36-44 years and possess 11-15 years of total work experience in Coimbatore IT/ITeS Sector respectively.

➤ 4.2.3.2 Marital Status and Total Experience

The table 16 shows the cross tabulation of marital status and total experience.

Table 16: Cross Tabulation of Marital Status and Total Experience

Marital Status	Bengaluru						Coimbatore				
		Total Experience (in years)				Total	Total Experience (in years)				Total
		5-10	11-15	16-20	>21		5-10	11-15	16-20	>21	
Married	Count	45	73	30	7	155	30	73	20	43	166
	% within Age	29.0%	47.1%	19.4%	4.5%	100%	8.1%	44.0%	12.0%	25.9%	100%
Single	Count	46	0	2	0	48	30	0	6	1	37
	% within Age	95.8%	0.0%	4.2%	0.0%	100%	81.1%	0.0%	16.2%	2.7%	100%
Total	Count	91	73	32	7	203	60	73	26	44	203
	% within Age	44.8%	36.0%	15.8%	3.4%	100%	29.6%	36.0%	12.8%	21.7%	100%

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 155 respondents are married. Out of this group, 45 have total work experience between 5-10 years, 73 have total work experience between 11-15 years, 30 have total work experience between 16-20 years and 7 have total work experience above 21 years; 48 respondents are single. Out of this group, 46 have a total work experience between 5-10 years and 2 have total work experience between 16-20 years.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 166 respondents are married. Out of this group, 30 have total work experience between 5-10 years, 73 have total work experience between 11-15 years, 20 have total work experience between 16-20 years and 43 have total work experience above 21 years; 37 respondents are single. Out of this group, 30 have a total work experience between 5-10 years and 6 have total work experience between 16-20 years and only 1 has total work experience above 21 years.

It is concluded that majority of the respondents are married and possess 11-15 years of total work experience in Bengaluru and Coimbatore IT/ITeS Sector.

➤ 4.2.3.3 Educational Qualification and Total Experience:

The table 17 shows the cross tabulation of educational qualification and total experience.

Table 17: Cross Tabulation of Educational Qualification and Total Experience

Educational Qualification	Bengaluru						Coimbatore				
		Total Experience (in years)				Total	Total Experience (in years)				Total
		5-10	11-15	16-20	>21		5-10	11-15	16-20	>21	
UG	Count	24	0	18	0	42	14	1	0	9	24
	% within Age	57.1%	0%	42.9%	0%	100%	58.3%	4.2%	0%	37.5%	100%
PG	Count	36	48	2	5	91	31	36	13	9	89
	% within Age	39.6%	52.7%	2.2%	5.5%	100%	34.8%	40.4%	14.6%	10.1%	100%
Professional	Count	31	25	11	0	67	13	35	13	17	78
	% within Age	46.3%	37.3%	16.4%	0%	100%	16.7%	44.9%	16.7%	21.8%	100%
Other Qualification	Count	0	0	1	2	3	2	1	0	9	12
	% within Age	0.0%	0.0%	33.3%	66.7%	100%	16.7%	8.3%	0.0%	75.0%	100%
Total	Count	91	73	32	7	203	60	73	26	44	203
	% within Age	44.8%	36.0%	15.8%	3.4%	100%	29.6%	36.0%	12.8%	21.7%	100%

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 42 respondents are undergraduates. Out of this group, 24 have total work experience between 5-10 years, 18 have total work experience between 16-20 years; 91 respondents are postgraduates. Out of this group, 36 have total work experience between 5-10 years, 48 have total work experience between 11-15 years, 2 have total work experience between 16-20 years and 5 have total work experience above 21 years; 67 respondents are professional graduates. Out of this group, 31 have total work experience between 5-10 years, 25 have total work experience between 11-15 years and 11 have total work experience between 16-20 years; 3 respondents possess other qualifications out of which 1 has total work experience between 16-20 years and 2 have total work experience above 21 years.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 24 respondents are undergraduates. Out of this group, 14 have a total work experience between 5-10 years, 1 has total work experience between 11-15 years and 9 have total work experience above 21 years; 89 respondents are postgraduates. Out of this group, 31 have total work experience between 5-10 years, 36 have total work experience between 11-15 years, 13 have total work experience between 16-20 years and 9 have total work experience above 21 years; 78 respondents are professional graduates. Out of this group, 13 have total work experience between 5-10 years, 35 have total work experience between 11-15 years, 13 have total work experience between 16-20 years and 17 have total work experience above 21 years; 12 respondents possess other qualifications, 2 have total work experience between 5-10 years, 1 has total work experience between 11-15 years and 9 have total work experience above 21 years.

It is concluded that majority of the respondents possess post-graduate qualification, 11-15 years of total work experience in Bengaluru and Coimbatore IT/ITeS Sector.

➤ 4.2.3.4 Nature of Family and Total Experience

The table 18 shows the cross tabulation of nature of family and total experience.

Table 18: Cross Tabulation of Nature of Family and Total Experience

Nature of Family	Bengaluru						Coimbatore				
		Total Experience (in years)				Total	Total Experience (in years)				Total
		5-10	11-15	16-20	>21		5-10	11-15	16-20	>21	
Nuclear Family	Count	72	65	26	7	170	50	55	24	17	146
	% within Age	2.4%	38.2%	15.3%	4.1%	100%	34.2%	37.7%	6.4%	11.6%	100%
Joint Family	Count	19	8	6	0	33	10	18	2	27	57
	% within Age	7.6%	24.2%	18.2%	0.0%	100%	17.5%	31.6%	3.5%	47.4%	100%
Total	Count	91	73	32	7	203	60	73	26	44	203
	% within Age	44.8%	36.0%	15.8%	3.4%	100%	29.6%	36.0%	12.8%	21.7%	100%

Bengaluru

The above table shows that among the 203 respondents from Bengaluru IT/ITeS Sector, 170 respondents belong to nuclear family. Out of this group, 72 have total work experience between 5-10 years, 65 have total work experience between 11-15 years, 26 have total work experience between 16-20 years and 7 have total work experience above 21 years; 33 respondents belong to joint family. Out of this group, 19 have a total work experience between 5-10 years, 8 have total work experience between 11-15 years, 6 have total work experience between 16-20 years.

Coimbatore

The above table shows that among the 203 respondents from Coimbatore IT/ITeS Sector, 146 respondents belong to nuclear family. Out of this group, 50 have total work experience between 5-10 years, 55 have total work experience between 11-15 years, 24 have total work experience between 16-20 years and 17 have total work experience above 21 years; 57 respondents belong to joint family. Out of this group, 10 have a total work experience between 5-10 years, 18 have total work experience between 11-15 years, 2 have total work experience between 16-20 years and 27 have total work experience above 21 years.

It is concluded that majority of the respondents belong to nuclear family which is common in Bengaluru and Coimbatore and possess 5-10 years in Bengaluru and 11-15 years of total experience in Coimbatore IT/ITeS Sector.

➤ 4.2.4.1 Age and Experience in the Current Position

The table 19 shows the cross tabulation of age and experience in the current position.

Table 19: Cross Tabulation of Age and Experience in the Current Position

Age (in years)	Bengaluru						Coimbatore				
		Experience in the Current Position (in years)				Total	Experience in the Current Position (in years)				Total
		<2 yrs	3-6 yrs	7-10 yrs	>10 yrs		<2 yrs	3-6 yrs	7-10 yrs	>10 yrs	
25-35	Count	39	34	32	0	105	29	3	8	7	47
	% within Age	37.1%	32.4%	30.5%	0%	100%	61.7%	6.4%	17.0%	14.9%	100%
36-44	Count	2	41	29	0	72	23	40	17	20	100
	% within Age	2.8%	56.9%	40.3%	0%	100%	23.0%	40.0%	17.0%	20.0%	100%
45-50	Count	1	2	8	9	20	7	8	10	9	34
	% within Age	5.0%	10.0%	40.0%	45.0%	100%	20.6%	23.5%	29.4%	26.5%	100%
Above 51	Count	0	0	2	4	6	0	0	16	6	22
	% within Age	0.0%	0.0%	33.3%	66.7%	100%	0%	0.0%	72.7%	27.3%	100%
Total	Count	42	77	71	13	203	59	51	51	42	203
	% within Age	20.7%	37.9%	35.0%	6.4%	100%	29.1%	25.1%	25.1%	20.7%	100%

Bengaluru

The above table show that among the 203 respondents from Bengaluru IT/ITeS Sector, 105 respondents belong to the age group of 25-35 years. Out of this group, 39 have experience in the current position is less than 2 years, 34 have experience in the current position between 3-6 years and 32 have experience in the current position between 7-10 years; 72 respondents are in the age group between 36-44 years. Out of this group, 2 have experience in the current position is less than 2 years, 41 have experience in the current position between 3-6 years and 29 have experience in the current position between 7-10 years; 20 respondents are in the age group of 45-50 years. Out of this group, only 1 has less than 2 years' experience in the current position, 2 have between 3-6 years experience in the current position, 8 have 7-10 years experience in the current position and 9 have above 10 years experience in the current position; 6 respondents are above 51 years of age out of them 2 have experience in the current position between 7-10 years and 4 have experience in the current position above 10 years.

Coimbatore

The above table show that among the 203 respondents from Coimbatore IT/ITeS Sector, 47 respondents belong to the age group of 25-35 years. Out of this group, 29 have less than 2

years' experience in the current position, 3 have 3-6 years' experience in the current position between, 8 have between 7-10 years' experience in the current position and 7 have above 10 years' experience in the current position; 100 respondents are in the age group between 36- 44 years. Out of this group, 23 have less than 2 years' experience in the current position, 40 have between 3-6 years' experience in the current position and 17 have between 7-10 years' experience in the current position and 20 have above 10 years' experience in the current position; 34 respondents are in the age group of 45-50 years. Out of this group, 7 have less than 2 years' experience in the current position, 8 have between 3-6 years experience in the current position, 10 have 7-10 years' experience in the current position between and 9 have above 10 years experience in the current position; 22 respondents are above 51 years of age out of them 16 have experience in the current position between 7-10 years and 6 have above 10 years' experience in the current position.

It is concluded that majority of the respondents are in the age group of 36-44 years, possess 3-6 years of experience in the current position which is found common in Bengaluru and Coimbatore IT/ITeS Sector.

➤ 4.2.4.2 Marital Status and Experience in the Current Position

The table 20 shows the cross tabulation of marital status and experience in the current position.

Table 20: Cross Tabulation of Marital Status and Experience in the Current Position

Marital Status	Bengaluru						Coimbatore				
		Experience in the Current Position (in years)				Total	Experience in the Current Position (in years)				Total
		<2 yrs	3-6 yrs	7-10 yrs	>10 yrs		<2 yrs	3-6 yrs	7-10 yrs	>10 yrs	
Married	Count	20	65	57	13	155	36	45	44	41	166
	% within Age	12.9%	41.9%	36.8%	8.4%	100%	21.7%	27.1%	26.5%	24.7%	100%
Single	Count	22	12	14	0	48	23	6	7	1	37
	% within Age	45.8%	25.0%	29.2%	0%	100%	62.2%	16.2%	18.9%	2.7%	100%
Total	Count	42	77	71	13	203	59	51	51	42	203
	%within Age	20.7%	37.9%	35.0%	6.4%	100%	29.1%	25.1%	25.1%	20.7%	100%

Bengaluru

The above table show that among the 203 respondents from Bengaluru IT/ITeS Sector, 155 respondents are married. Out of this group, 20 have experience in the current position is less than 2 years, 65 have experience in the current position between 3-6 years, 57 have 7-10 years'

experience in the current position and 13 have above 10 years' experience in the current position; 48 respondents are single. Out of this group, 22 have less than 2 years of experience in the current position, 12 have 3-6 years' experience in the current position and 14 have 7-10 years' experience in the current position.

Coimbatore

The above table show that among the 203 respondents from Coimbatore IT/ITeS Sector, 166 respondents are married. Out of this group, 36 have less than 2 years' experience in the current position, 45 have 3-6 years' experience in the current position, 44 have 7-10 years' experience in the current position and 41 have above 10 years' experience in the current position; 37 respondents are single. Out of this group, 23 have less than 2 years' experience in the current position, 6 have 3-6 years' experience in the current position, 7 have 7-10 years' experience in the current position and only 1 has above 10 years' experience in the current position.

It is concluded that majority of the respondents are married, possess 3-6 years of experience in the current position which is found common in Bengaluru and Coimbatore IT/ITeS Sector.

➤ 4.2.4.3 Educational Qualification and Experience in the Current Position

The table 21 shows the cross tabulation of educational qualification and experience in the current position.

Table 21: Cross Tabulation of Educational Qualification and Experience in the Current Position

Educational qualification	Bengaluru						Coimbatore					
		Experience in the Current Position (in years)				Total	Experience in the Current Position (in years)				Total	
		<2	3-6	7-10	>10		<2	3-6	7-10	>10		
UG	Count	21	2	11	8	42	14	1	0	9	24	
	% within Age	50.0%	4.8%	26.2%	19.0%	100%	58.3%	4.2%	0%	37.5%	100%	
PG	Count	17	30	40	4	91	23	34	18	14	89	
	% within Age	18.7%	33.0%	44.0%	4.4%	100%	25.8%	38.2%	20.2%	15.7%	100%	
Professional	Count	4	45	18	0	67	21	15	25	17	78	
	% within Age	6.0%	67.2%	26.9%	0.0%	100%	26.9%	19.2%	32.1%	21.8%	100%	
Other Qualification	Count	0	0	2	1	3	1	1	8	2	12	
	% within Age	0.0%	0.0%	66.7%	33.3%	100%	8.3%	8.3%	66.7%	16.7%	100%	
Total	Count	42	77	71	13	203	59	51	51	42	203	
	% within Age	20.7%	37.9%	35.0%	6.4%	100%	29.1%	25.1%	25.1%	20.7%	100%	

Bengaluru

The above table show that among the 203 respondents from Bengaluru IT/ITeS Sector, 42 respondents are undergraduates. Out of this group, 21 have experience in the current position for less than 2 years, 2 have 3-6 years' experience in the current position, 11 have 7-10 years' experience in the current position and 8 have above 10 years' experience in the current position; 91 respondents are postgraduates. Out of this group, 17 have less than 2 years' experience in the current position, 30 have 3-6 years' experience in the current position, 40 have 7-10 years' experience in the current position and 4 have above 10 years' experience in the current position; 67 respondents possess professional qualification. Out of this group, 4 have less than 2 years experience in the current position, 45 have 3-6 years experience in the current position, 18 have 7-10 years experience in the current position; 3 respondents possess other qualifications. Out of this group, 2 have 7-10 years of experience in the current position and 1 has above 10 years' experience in the current position.

Coimbatore

The above table show that among the 203 respondents from Coimbatore IT/ITeS Sector, 24 respondents are undergraduates. Out of this group, 14 have less than 2years experience in the current position, 1 has 3-6 years' experience in the current position and 9 have above 10 years' experience in the current position; 89 respondents are postgraduates. Out of this group, 23 have less than 2 years' experience in the current position, 34 have 3-6 years' experience in the current position, 18 have 7-10 years' experience in the current position and 14 have above 10 years' experience in the current position; 78 respondents possess professional qualification. Out of this group, 21 have less than 2 years experience in the current position, 15 have 3-6 years experience in the current position, 25 have 7-10 years' experience in the current position and 17 have above 10 years' experience in the current position; 12 respondents possess other qualification. Out of this group, 1 each have less than 2 years experience and 3-6 years' experience in the current position, 8 have 7-10 years' experience in the current position and 2 have above 10 years' experience in the current position.

It is concluded that majority of the respondents possess professional qualification and post-graduate qualification, 3-6 years of experience in the current position which is found common in Bengaluru and Coimbatore IT/ITeS Sector.

➤ **4.2.4.4. Nature of Family and Experience in the Current Position**

The table 22 shows the cross tabulation of educational qualification and experience in the current position.

Table 22: Cross Tabulation of Nature of Family and Experience in the Current Position

Natural Family	Bengaluru						Coimbatore				
		Experience in the Current Position (in years)				Total	Experience in the Current Position (in years)				Total
		<2 yrs	3-6 yrs	7-10 yrs	>10 yrs		<2 yrs	3-6 yrs	7-10 yrs	>10 yrs	
Nuclear Family	Count	34	72	52	12	170	49	37	36	24	146
	% within Age	20.0%	42.4%	30.6%	7.1%	100%	33.6%	25.3%	24.7%	16.4%	100%
Joint Family	Count	8	5	19	1	33	10	14	15	18	57
	% within Age	24.2%	15.2%	57.6%	3.0%	100%	17.5%	24.6%	26.3%	31.6%	100%
Total	Count	42	77	71	13	203	59	51	51	42	203
	% within Age	20.7%	37.9%	35.0%	6.4%	100%	29.1%	25.1%	25.1%	20.7%	100%

Bengaluru

The above table show that among the 203 respondents from Bengaluru IT/ITeS Sector, 170 respondents belong to nuclear family. Out of this group, 34 have less than 2 years' experience in the current position, 72 have 3-6 years' experience in the current position, 52 have 7-10 years' experience in the current position and 12 have above 10 years' experience in the current position; 33 respondents belong to joint family. Out of this group, 8 have less than 2 years' experience in the current position, 5 have 3-6 years' experience in the current position, 19 have 7-10 years' experience in the current position and 1 has above 10 years' experience in the current position.

Coimbatore

The above table show that among the 203 respondents from Coimbatore IT/ITeS Sector, 146 respondents belong to nuclear family. Out of this group, 49 experience in the current position is less than 2 years, 37 have 3-6 years' experience in the current position, 36 have 7-10 years' experience in the current position and 24 have above 10 years' experience in the current position; 57 respondents belong to joint family. Out of this group, 10 have less than 2 years' experience in the current position, 14 have between 3-6 years' experience in the current position, 15 have 7-10 years' experience in the current position and 18 have above 10 years' experience in the current position.

It is concluded that majority of the respondents belong to nuclear family, possess 3-6 years in the current position in Bengaluru and less than 2years of experience in Coimbatore IT/ITeS Sector.

Conclusion:

The results of cross tabulation reveal that majority of the respondents (Bengaluru and Coimbatore IT/ITeS Sector) are in the age group of 25-35 years (Bengaluru) and 36-44 years (Coimbatore), married, post graduates, belong to nuclear family and they work in operative (junior) level management. Comparison of the respondents' age and monthly income shows that majority of them are in the age group of 25-35 years and 36-44 years and earn up to Rs.50000 per month. Majority of the respondents are married and belong to nuclear family, earn up to Rs.50000 per month. Comparison of the respondents' marital status and total work experience as well as experience in the current position shows that majority of the respondents possess 11-15 years of total work experience and 3-6 years of experience in the current position in Bengaluru and Coimbatore IT/ITeS Sector. Majority of the respondents possess post-graduate qualification, 11-15 years of total work experience in Bengaluru and Coimbatore IT/ITeS Sector. Comparison of the respondents' age and experience in the current position shows majority of the respondents are in the age group of 36-44 years, possess 3-6 years of experience in the current position and work in Bengaluru and Coimbatore IT/ITeS Sector.

Comparison of the respondents' qualification and monthly income shows that majority of the respondents possess post-graduate qualification, earn between Rs.50001 – 75000 per month in Bengaluru and up to Rs.50000 per month in Coimbatore IT/ITeS Sector. Majority of the respondents' in the age group of 25-35 years possess 5-10 years of total work experience in Bengaluru and in the age group of 36-44 years possess 11-15 years of total work experience in Coimbatore IT/ITeS Sector respectively. Majority of the respondents belong to nuclear family and possess 5-10 years in Bengaluru and 11-15 years of total experience in Coimbatore IT/ITeS Sector. Majority of the respondents possess 3-6 years of experience in the current position and have professional qualification in Bengaluru and post-graduate qualification in Coimbatore IT/ITeS Sector and majority of the respondents belong to nuclear family, possess 3-6 years in the current position in Bengaluru and less than 2 years of experience in Coimbatore IT/ITeS Sector.

4.3 Descriptive Statistics:

The main aim of descriptive statistics is to find the importance of each construct in the variable given by the respondents in the survey. Items are measured using 5-point Likert scale (5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree). The ratings of socio- psychological barriers and strategies vary between a minimum of 1 and a maximum of 5. Mean and standard deviation is calculated for each of the variables mentioned below.

Socio- Psychological Barriers Faced by Women leaders:

➤ **Sociological Barriers**

- Cultural Barriers
- Societal Barriers
- Corporate Structure Barriers

➤ **Psychological Barriers**

- Glass Ceiling Barriers
- Structural Barriers
- Individual Mind-sets Barriers
- Faulty Perceptions- self Image
- Less Career Advancement

Strategies Adopted to Overcome Barriers by Women Leaders

4.3.1 Sociological Barriers Faced by Women Leaders:

The following section details out the findings from the analysis of the various sociological barriers namely cultural barriers, societal issues and corporate structure issues.

4.3.1.1 Cultural Barriers:

The table 23 shows the analysis of cultural barriers faced by women leaders.

Table 23: Level of Agreeability towards Cultural Barriers

Cultural Barriers	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
Traditional attitude of women effects on their career progress	203	1	5	3.40	1.140	203	1	5	3.44	1.067
I feel excluded from informal social networking among other male leaders	203	1	5	3.17	1.091	203	1	5	3.26	1.096

Cultural Barriers	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
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	203	1	5	3.65	1.001	203	1	5	3.68	1.053
Women are expected to take up more familial commitment & values than men	203	1	5	3.53	1.082	203	1	5	3.80	.972
Think manager-think male	203	1	5	3.33	1.188	203	1	5	3.31	1.146
Average Mean				3.42					3.49	

Bengaluru:

The above table shows the respondents' level of agreeability for cultural barriers. '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' has the highest mean value (3.65) which implied that cultural inequity prevents women to reach managerial positions. 'I feel excluded from informal social networking among other male leaders' has the lowest mean value (3.17) which implied that women leaders do not feel excluded from social networking. However, all the cultural barriers have mean ratings of 3.2 - 3.7 which means that cultural barriers prevail for the respondents.

The average of total mean score 3.42 implies that respondents agree in their opinion towards cultural barriers.

Coimbatore:

The above table shows the respondents' level of agreeability for cultural barriers. 'Women are expected to take up more familial commitment & values than men' have the highest mean value (3.80) which implied that women have more familial commitment and values. 'Excluded from informal social networking among other male leaders' has the lowest mean value (3.26) which implied that women leaders do not feel excluded from social networking. However, all the cultural barriers have mean ratings of 3.3- 3.8 which means that cultural barriers prevail for the respondents.

The average of total mean score 3.49 implies that respondents agree in their opinion towards cultural barriers.

4.3.1.2. Societal Issues:

The table 24 shows the analysis of societal issues faced by women leaders in their leadership position.

Table 24: Level of Agreeability towards Societal Issues

Societal Issues	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
Women are perceived as limited capital	203	1	5	3.53	1.162	203	1	5	3.38	1.130
Old- boy network prevails	203	1	5	3.48	1.069	203	1	5	3.45	1.015
Queen bee syndrome is existing	203	1	5	3.63	1.193	203	1	5	3.38	1.134
Facing Gender backlash / social stigma / negative social norms	203	1	5	3.66	1.029	203	1	5	3.45	1.108
Average Mean				3.58					3.42	

Bengaluru:

The above table shows the respondents' level of agreeability for societal issues. 'Facing gender backlash /social stigma/negative social norms' has the highest mean value (3.66) which implied that gender inequalities and negative social norms are faced by women leaders. 'Old-boy network prevails' have the lowest mean value (3.48) which implied that when compared to other societal issues old boy network is least issue faced by women leaders. However, all the societal issues have mean ratings of 3.5 - 3.7

The average of total mean score 3.58 implied that respondents agree in their opinion towards societal issues.

Coimbatore:

The above table shows the respondents' level of agreeability for societal issues. 'Old-boy network prevails' (3.45) and 'facing gender backlash /social stigma/negative social norms' has the highest mean value (3.45) which implied that old boy network and gender inequalities, negative social norms are faced by women leaders. 'Women are perceived as limited capital (skills, experience & knowledge an employee) and Queen Bee syndrome exists' has the lowest mean value (3.38) which implied that women leaders in Coimbatore are perceived to have limited skills and they do not receive much support from senior women leaders. However, all the societal issues have mean ratings of 3.3 - 3.5.

The average of total mean score 3.42 implied that respondents agree in their opinion towards societal issues.

4.3.1.3. Corporate Structure Issues:

The table 25 shows the analysis of corporate structure issues faced by women leaders.

Table 25: Level of Agreeability towards Corporate Structure Issues

Corporate Structure Issues	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
Organizational structure interferes and inhibits female advancement	203	1	5	3.59	1.172	203	1	5	3.36	1.163
Limited/unhelpful support network around women at higher level	203	1	5	3.65	1.139	203	1	5	3.45	1.174
Male domination prevails in senior positions	203	1	5	3.37	1.257	203	1	5	3.26	1.257
Inequality in terms of pay or opportunities for women	203	1	5	3.30	1.073	203	1	5	2.97	1.112
Average Mean				3.58					3.26	

Bengaluru:

The above table shows the respondents' level of agreeability for corporate structure issues. 'Limited/unhelpful support network around women at higher level' has the highest mean value (3.65) which implied that women leaders do not have helpful support network. 'Inequality in terms of pay or opportunities for women' have the lowest mean value (3.30) which implied that compared to male leaders, women face inequality in their terms of pay and have lesser opportunities. However, all the corporate structure issues have mean ratings of 3.3- 3.7.

The average of total mean score 3.58 implied that respondents agree in their opinion towards corporate structure issues.

Coimbatore:

The above table shows the respondents' level of agreeability for corporate structure issues. 'Limited/unhelpful support network around women at higher level' has the highest mean value (3.45) which implied that women at higher level faces only limited network support. 'Inequality in terms of pay or opportunities for women' have the lowest mean value (2.97) which implied that compare to male, women cannot get the opportunities and equality in their terms of pay. However, all the corporate structure issues have mean ratings of 2.9- 3.5.

The average of total mean score 3.26 implies that respondents agree in their opinion towards corporate structure issues.

Conclusion:

It is concluded that respondents agree women leaders face considerable sociological barriers. Comparison of the average mean ratings of sociological barriers reveal that the respondents from the IT/ITeS Sector face more of societal issues (3.58) and corporate structure

issues (3.58) when compared to cultural barriers (3.42) in Bengaluru whereas in Coimbatore respondents face more of cultural barriers (3.49) when compared to corporate structure issues (3.26). 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. The result concurs with the study done by Nchabira (2013) in Kenya who stated that socio-cultural beliefs about women hinder the effective career progression of women at the middle and senior management levels.

4.3.2 Psychological Barriers Faced by Women leaders in Leadership position:

The following section details out the findings from the analysis of the various psychological barriers faced by women leaders namely glass ceiling barriers, structural barriers; individual mind set barriers, faulty perception and less career advancement.

4.3.2.1 The Glass Ceiling Barriers:

Glass ceiling barriers is one of the barriers of psychological barriers faced by women leaders in their leadership position. The table 26 shows the analysis of the glass ceiling barriers such as management perception, work environment, work-life management and quality of health in women leaders.

Table 26: Level of Agreeability towards Glass Ceiling Barriers

The Glass Ceiling Barriers	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
1. Management Perception										
Challenging/high visibility projects for women	203	1	5	3.60	1.087	203	1	5	3.30	1.195
Feel there is an invisible barrier or discomfort among male employees in having female superiors	203	1	5	3.58	1.084	203	1	5	3.63	1.084
Management supports equality of gender and career advancement of women	203	1	5	3.75	1.134	203	1	5	3.52	1.136
Competitiveness/assertiveness in women is viewed as a negative trait	203	1	5	3.47	1.264	203	1	5	3.37	1.250
Dealing with unfavourable gender stereotypes	203	1	5	3.61	1.122	203	1	5	3.37	1.138
Orgnl. Perception is that women may eventually leave due to familial commitments	203	1	5	3.61	1.187	203	1	5	3.44	1.134
Average Mean-1				3.60					3.44	

The Glass Ceiling Barriers	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
2. Work Environment										
I face frequent putdowns of being too soft or too hard.	203	1	5	3.60	1.136	203	1	5	3.39	1.064
I faced un professional behaviour in my work environment.	203	1	5	3.29	1.357	203	1	5	3.29	1.246
Average Mean-2				3.45					3.34	
3. Work-Life Balance										
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.	203	1	5	3.67	1.093	203	1	5	3.81	.963
Unable to balance my work and family issues	203	1	5	3.45	1.190	203	1	5	3.52	.997
To reach this position, I have taken less amount of time off for child rearing and other familial responsibilities & I often feel guilty for not spending enough time with family due of work	203	1	5	3.25	1.076	203	1	5	3.20	1.030
Family/social circle provides me the strength and support to face the challenges in business/ work.	203	1	5	3.77	1.139	203	1	5	3.79	.985
Average Mean-3				3.54					3.58	
4. Quality of Health										
Difficult to take care of my health.	203	1	5	3.44	1.020	203	2	5	3.55	.955
As my business/work drains away my energy and time, I feel sick at home	203	1	5	3.24	1.201	203	1	5	3.39	.991
My health problems are related to long and strenuous work schedule.	203	1	5	3.43	1.198	203	1	5	3.45	1.086
Average Mean-4				3.37					3.46	
Total Average Mean (1+2+3+4)				3.49					3.46	

❖ Management Perception:

The above table shows the respondents' level of agreeability for management perception.

Bengaluru:

'Management supports equality of gender and career advancement of women' has the highest mean value (3.75) which implied that their management provides required support to women for enhancing their career. 'Competitiveness/assertiveness in women viewed as a negative trait' has the lowest mean value (3.47) which implied that aggressiveness and competitiveness in women is not viewed as undesirable by the management. However, the management perception mean ratings are in the range of 3.5- 3.8.

The average of total mean score 3.60 implied that respondents agree in their opinion towards management perception.

Coimbatore:

‘I feel there is an invisible barrier or discomfort among male employees in having female superiors’ have the highest mean value (3.63) which implied that respondents felt male employees are having a discomfort when the superior is male. ‘Challenging/high visibility projects for women’ have the lowest mean value (3.30) which implied that respondents are not assigned challenging tasks. However, the management perception mean ratings are in the range of 3.3- 3.6.

The average of total mean score 3.44 implies that respondents agree in their opinion towards management perception.

❖ **Work Environment**

The above table shows the respondents’ level of agreeability for work environment.

Bengaluru:

‘Frequent putdown of being too soft or too hard’ has the highest mean value (3.60) which implied that respondents are considered to have a soft approach. ‘Facing unprofessional behaviour like oral, gesture, unwanted emails etc. in the work environment’ has the lowest mean value (3.29) which implied that respondents are not experiencing much improper professional behaviour. The work environment barriers mean ratings are between 3.3 - 3.6.

The average of total mean score 3.45 implies that respondents agree in their opinion towards work environment.

Coimbatore:

‘Frequent putdowns of being too soft or too hard’ has the highest mean value (3.39) which implied that respondents are considered to have a soft approach. ‘Facing unprofessional behaviour like oral, gesture, unwanted emails etc.in the work environment’ has the lowest mean value (3.29) which implied that respondents are not experiencing much improper professional behaviour. The work environment barriers mean ratings are between 3.3 - 3.4.

The average of total mean score 3.34 implies that respondents agree in their opinion towards work environment. Also, it is found that in work environment similar findings are found in both Bengaluru and Coimbatore.

❖ **Work- life balance:**

The above table shows the respondents' level of agreeability for work-life balance.

Bengaluru:

'Family / social circle provide the strength and support to face the challenges in business/work' has the highest mean value (3.77) which implied that respondents get support from their family and peer group. 'To reach this position, I have taken less amount of time off for child rearing and other familial responsibilities & often feel guilty for not spending enough time with family due of work' has the lowest mean (3.25) which implied that respondents are not feeling much guilty in spending not enough time with family. The work life balance barriers mean ratings are between 3.3- 3.8.

The average of total mean score 3.54 implies that respondents agree in their opinion towards work life balance barrier.

Coimbatore:

'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' has the highest mean value (3.81) which implied that respondents workload creates more stress. To reach this position, 'I have taken less amount of time off for child rearing and other familial responsibilities & I often feel guilty for not spending enough time with family due of work' has the lowest man value (3.20) which implied that respondents' are not feeling much guilty in spending not enough time with family. The work life balance mean ratings are between 3.2 - 3.8.

The average of total mean score 3.58 implies that respondents agree in their opinion towards work life balance barrier. Also it is found that 'I have taken less amount of time off for child rearing and other familial responsibilities & I often feel guilty for not spending enough time with family due of work' has the lowest mean value Bengaluru and Coimbatore which implies that the respondents are slowly coming out of their guilt feeling in not being the lone caretaker of the family/child.

❖ **Quality of Health**

The above table shows the respondents' level of agreeability for quality of health.

Bengaluru:

'Difficult to take care of health' has the highest mean value (3.44) which implied that respondents felt it is not much possible for them to take care of their health. 'As my business/work drains away the energy and time, I feel sick at home' has the lowest mean value

(3.24) which implied that respondents do not feel that their work load reduces their energy. Quality of health has the mean ratings are between 3.2 - 3.4.

The average of total mean score 3.37 implies that respondents agree in their opinion towards quality of health.

Coimbatore:

‘Difficult to take care of health’ has the highest mean value (3.55) which implied respondents felt it is not much possible for them to take care of their health. ‘As my business/work drains away the energy and time, I feel sick at home’ has the lowest mean value (3.39) which implied that respondents do not feel that their work load reduces their energy. The quality of health mean ratings are between 3.4 - 3.6.

The average of total mean score 3.46 implies that respondents agree in their opinion towards quality of health.

It is concluded that respondents agree that there are considerable glass ceiling barriers affecting women leaders. Comparison of average mean ratings in IT/ITeS Sector of Bengaluru revealed that management perception (3.60) is the main barrier and quality of health (3.37) is least barrier whereas, in Coimbatore work life balance (3.58) is the main and work environment (3.34) least faced in glass ceiling barriers. Average mean ratings of Bengaluru (3.49) and Coimbatore (3.46) IT/ITeS Sector shows, respondents agree in their opinion towards glass ceiling barriers. These transparent barriers prevent the upward mobility of women in organizations. The above results are almost similar to the findings of Afza and Newz (2008) in Bangladesh who stated that glass ceiling factors restricted the career opportunity of women.

4.3.2.2 Structural Barriers:

The table 27 shows the analysis of the structural barriers such as lack of effective mentorship and lack of effective network faced by women leaders.

Table 27: Level of Agreeability towards Structural Barriers

Structural Barriers	Bengaluru					Coimbatore					
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD	
1. Lack of Effective Mentorship											
Lack of sufficient number of women role models in top level management.	203	1	5	3.60	1.132	203	1	5	3.70	.925	
Absence of mentoring prevents women from getting executive exposure.	203	1	5	3.80	1.123	203	1	5	3.61	.996	
I had an effective mentorship to reach the present position.	203	1	5	3.93	1.046	203	1	5	3.87	.858	
Average Mean-1					3.77					3.73	

Structural Barriers	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
2. Lack of Effective Network										
Networking activities are commonly male oriented	203	1	5	3.49	1.140	203	1	5	3.41	1.056
Women's employee networks within organisation helps women to grow as an individual	203	1	5	3.85	1.100	203	1	5	3.77	.960
My social support network is very helpful to deal with my dependent care issues.	203	1	5	3.66	1.134	203	1	5	3.52	1.092
Average Mean-2				3.66					3.67	
Average Mean (1+2)				3.72					3.70	

❖ **Lack of Effective Mentorship:**

The above table shows the respondents' level of agreeability for lack of effective mentorship.

Bengaluru:

'Had an effective mentorship to reach the present position' has the highest mean value (3.93) which implied that respondents received mentorship to reach leadership position. 'Lack of sufficient number of women role models in top level management' has the lowest mean value (3.60) implied that there sufficient women role models for the women leaders. The lack of effective mentorship mean ratings are between 3.6 - 3.9.

The average of total mean score 3.77 implies that respondents agree in their opinion towards lack of effective mentorship.

Coimbatore:

'Had an effective mentorship to reach the present position' has the highest mean value (3.87) which implied that respondents received mentorship to reach leadership position. 'Absence of mentoring prevents women from getting executive exposure' has the lowest mean value (3.61) implied that they receive mentoring to reach level positions. The lack of effective mentorship mean ratings are between 3.6 - 3.9.

The average of total mean score 3.73 implies that respondents agree in their opinion towards lack of effective mentorship. Also, it is found that respondents had an effective mentorship to reach the present position has the highest mean value mean in Bengaluru and Coimbatore which implied that women leaders receive mentorship to take up leadership position.

❖ **Lack of Effective Network:**

The above table shows the respondents' level of agreeability for lack of effective network.

Bengaluru:

'Women employee networks within organisation helps women to grow as an individual' has the highest mean value (3.85) which implied that separate networking helps women to enhance their leadership qualities. 'Networking activities are commonly male oriented' has the lowest mean value (3.49) implied that women also are involved in networking activities. The lack of effective network mean ratings are between 3.5 - 3.9.

The average of total mean score 3.66 implies that respondents agree in their opinion regarding lack of effective network.

Coimbatore:

'Women employee networks within organisation helps women to grow as an individual' has the highest mean value (3.77) that separate networking helps women to enhance their leadership qualities. 'Networking activities are commonly male oriented' has the lowest mean value (3.41) implied that women also are involved in networking activities. The lack of effective network mean ratings are between 3.4 - 3.8.

The average of total mean score 3.67 implies that respondents agree in their opinion towards lack of effective network is high.

Conclusion:

It is concluded that respondents agree that there are considerable barriers structural barriers affecting women leaders. Comparison of average mean ratings in IT/ITeS Sector of Bengaluru and Coimbatore revealed that lack of effective mentorship is high and lack of effective network (3.66) is low in structural barriers. The findings are common for both Bengaluru and Coimbatore. Average mean ratings of Bengaluru (3.72) and Coimbatore (3.70) IT/ITeS Sector shows, respondents agree in their opinion towards structural barriers. These barriers prevent the upward mobility of women in organizations. The above results are almost related to the findings of Catalyst et.al (2007) in United States and Europe.

4.3.2.3 Individual Mind-Set Barriers:

The table 28 shows the analysis of the individual mind- set barriers such as lack of self-confidence, risk aversion, occupational stress, lack of psychological empowerment and lack of job satisfaction faced by women leaders in their leadership position.

Table 28: Level of Agreeability towards Individual Mind-Set Barriers

Individual Mind-Set Barriers	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
1. Lack of Self-Confidence										
Compared to men, women lack sufficient self-confidence and ambition for leadership positions.	203	1	5	2.81	1.158	203	1	5	2.99	1.188
I feel that I may not be liked and accepted by the people whom I work with.	203	1	5	2.84	1.270	203	1	5	2.98	1.235
I think that I will not be able to satisfy the demands of various associates I deal with.	203	1	5	3.12	1.192	203	1	5	3.27	1.113
Average Mean-1				2.92					3.08	
2. Risk Aversion										
Lack enthusiasm in taking on high-stake and challenging assignments due to high level risk.	203	1	5	3.14	1.145	203	1	5	3.29	1.172
I feel that I have heavy workload, which couldn't be finished during an ordinary workday.	203	1	5	3.26	1.110	203	1	5	3.25	1.107
Unable to cope well in risky situations.	203	1	5	3.21	1.247	203	1	5	3.28	1.088
Average Mean-2				3.20					3.27	
3. Occupational Stress										
My leadership role is my main source of occupational stress for me.	203	1	5	3.35	1.049	203	1	5	3.46	1.001
Occupational stress has a negative impact on my performance	203	1	5	3.21	1.081	203	1	5	3.18	1.038
Intellectual / Technical demands of a job are the source of stress for me	203	1	5	3.28	1.179	203	1	5	3.37	1.111
Average Mean-3				3.28					3.33	
4. Lack of Psychological Empowerment										
I am not self- assured about my capability to perform my work.	203	1	5	3.28	1.343	203	1	5	3.31	1.296
I have not mastered the skills necessary for my job.	203	1	5	3.31	1.308	203	1	5	3.30	1.200
I decide on my own how to go doing work.	203	1	5	3.51	1.187	203	1	5	3.36	1.237
Average Mean-4				3.37					3.32	
5. Lack of Job Satisfaction										
Do not get the chance to do something to make use of my abilities	203	1	5	3.46	1.148	203	1	5	3.30	1.145
Do not get the freedom to use my own judgment and try my own methods of doing the job	203	1	5	3.40	1.123	203	1	5	3.35	1.096
Do not get praise for doing a good job.	203	1	5	3.32	1.255	203	1	5	3.36	1.110
Average Mean-5				3.39					3.33	
Average Mean (1+2+3+4+5)				3.23					3.27	

❖ **Lack of Self-Confidence:**

The above table shows the respondents' level of agreeability for lack of self-confidence.

Bengaluru:

'I think that I will not be able to satisfy the demands of various associates I deal with' has highest mean value (3.12) which implied that respondents felt they will not be able to satisfy their associates. 'Compared to men, women's lack of sufficient self-confidence and ambition for leadership positions' has lowest mean value (2.81) which implied that women leaders do not lack in self-confidence and ambition. The lack of self- confidence has mean ratings of 2.8 - 3.1.

The average of total mean score 2.92 implies that respondents agree in their opinion towards lack of self- confidence.

Coimbatore:

'I think that I will not be able to satisfy the demands of various associates I deal with' has highest mean value (3.27) which implied that respondents felt they will not be able to satisfy their associates. 'I feel that I may not be liked and accepted by the people whom I work with' has lowest mean value (2.98) which implied that the respondents feel respondents do not think that they will not be accepted by the co-workers. The lack of self- confidence has mean ratings of 2.98 - 3.27.

The average of total mean score 3.08 implies that respondents are neutral in their opinion towards lack of self- confidence.

Comparison of average mean ratings revealed that 'I think that I will not be able to satisfy the demands of various associates I deal with' has highest mean value both in Bengaluru and Coimbatore whereas 'when compared to men, women's lack of sufficient self-confidence and ambition for leadership positions' has lowest mean value in Bengaluru and I feel that I may not be liked and accepted by the people whom I work with has lowest mean value in Coimbatore IT/ITeS Sector.

❖ **Risk Aversion:**

The above table shows the respondents' level of agreeability for risk aversion.

Bengaluru:

‘I feel that I have heavy workload, which couldn’t be finished during an ordinary workday’ has highest mean value (3.26) which implied that respondents are not able to complete their day to day work due to the heavy work load. Lack of enthusiasm in taking on high-stake and challenging assignments due to high level of risk has lowest mean value (3.14) which implied that women do not take up challenging assignments due to high level of risk. The risk aversion mean ratings are between 3.1-3.3.

The average of total mean score 3.20 implies that respondents are neutral in their opinion towards the risk aversion.

Coimbatore:

‘Lack of enthusiasm in taking on high-stake and challenging assignments due to high level of risk’ has highest mean value (3.29) which implied that due to risks, respondent do not like to take up challenging assignments. ‘I feel that I have heavy workload, which couldn’t be finished during an ordinary workday’ has lowest mean value (3.25) which implied that respondents are not able to complete their day to day work due to the heavy work load. The risk aversion mean ratings are between 3.3-3.3.

The average of total mean score 3.27 implies that respondents are neutral in their opinion towards risk aversion.

Comparison of average mean ratings in IT/ITeS Sector revealed that ‘I feel that I have heavy workload, which couldn’t be finished during an ordinary workday’ has highest mean value in Bengaluru and lowest mean value in Coimbatore. ‘Lack of enthusiasm in taking on high-stake and challenging assignments due to high level of risk’ has lowest mean value in Bengaluru and highest mean value in Coimbatore.

❖ Occupational Stress:

The above table shows the respondents’ level of agreeability for occupational stress.

Bengaluru:

Leadership role is main source of occupational stress has highest mean value (3.35) which implied that respondents feel their leadership role is the reason for their occupational stress. Occupational stress has a negative impact on my performance has lowest mean value

(3.21) which implied that respondents performance are not affected by occupational stress. The occupational stress mean ratings are between 3.2-3.3.

The average of total mean score 3.28 implies that respondents are neutral in their opinion towards occupational stress.

Coimbatore:

Leadership role is main source of occupational stress has highest mean value (3.46) which implied that respondents feel their leadership role is the reason for their occupational stress. Occupational stress has a negative impact on my performance has lowest mean value (3.18) which implied that respondent's performance is not affected by occupational stress. The occupational stress mean ratings are between 3.2-3.5.

The average of total mean score 3.33 implies that respondents are neutral in their opinion towards occupational stress.

Comparison of average mean ratings in IT/ITeS Sector revealed that leadership role is main source of occupational stress has highest mean value and occupational stress has a negative impact on my performance has lowest mean value. The findings are common for both Bengaluru and Coimbatore.

❖ Lack of Psychological Empowerment:

The above table shows the respondents' level of agreeability for lack of psychological empowerment.

Bengaluru:

'I decide on my own how to go about doing my work' has highest mean value (3.51) which implied that respondents decide on their own how to proceed in their work. 'I am not self-assured about my capability to perform my work' has lowest mean value (3.28) which implied that respondents do not lack self-assurance. The lack of psychological empowerment mean rating is between 3.3-3.5.

The average of total mean score 3.37 implies that respondents are neutral in their opinion towards lack of psychological empowerment.

Coimbatore:

‘I decide on my own how to go about doing my work’ has highest mean value (3.36) which implied that respondents decide on their own how to proceed in their work. ‘I have not mastered the skills necessary for my job’ has lowest mean value (3.30) which implied that respondent’s felt they have mastered the necessary skills for their job. The lack of psychological empowerment mean ratings are between 3.3-3.4.

The average of total mean score 3.32 implies that respondents are neutral in their opinion towards lack of psychological empowerment.

Comparison of average mean ratings in IT/ITeS Sector revealed that ‘I decide on my own how to go about doing my work’ has highest mean value in both Bengaluru and Coimbatore and ‘I am not self- assured about my capability to perform my work’ has lowest mean value in Bengaluru whereas I have not mastered the skills necessary for my job has lowest mean value in Coimbatore.

❖ Lack of Job Satisfaction:

The above table shows the respondents’ level of agreeability for lack of job satisfaction.

Bengaluru:

‘I do not get the chance to do something to make use of my abilities’ has highest mean value (3.46) which implied that during most of the situations respondents felt they do get enough opportunity to reveal their talents. ‘I do not get praise for doing a good job’ has lowest mean value (3.32) which implied that most of the situations respondents consider they are not complimented for the work done. The lack of job satisfaction mean ratings are between 3.3 -3.5.

The average of total mean score 3.39 implies that respondents agree in their opinion towards lack of job satisfaction.

Coimbatore:

‘I do not get praise for doing a good job’ has highest mean value (3.36) which implied that most of the situations respondents consider they are complimented for the work done. ‘I do not get the chance to do something to make use of my abilities’ has lowest mean value (3.30) which implied that during most of the situations respondents felt they do get enough opportunity to reveal their talents. The lack of job satisfaction mean ratings are between 3.3 -3.4.

The average of total mean score 3.33 implies that respondents agree in their opinion towards lack of job satisfaction.

Comparison of average mean ratings in IT/ITeS Sector revealed that the findings in lack of job satisfaction are vice versa in Bengaluru and Coimbatore.

Conclusion:

It is concluded that women leaders are neutral in their opinion about individual mind sets barriers. Comparison of average mean ratings in IT/ITeS Sector of Bengaluru and Coimbatore revealed that lack of job satisfaction is the high and lack of self- confidence is low which is similar in both the places and also occupational stress is high in Coimbatore amongst the individual mind-sets barriers. Individual mind set plays a vital role among leaders. The above results are almost related to the findings in Bengaluru, Mumbai, Delhi NCR, Chennai, Hyderabad and Pune the study also insisted the needs for change in individual mind-sets, to ensure development of skills and knowledge in women to advance in their career path.

4.3.2.4 Faulty Perception:

The table 29 presents the analysis of the faulty perception such type of psychological barrier faced by women leaders in their leadership position.

Table 29: Level of Agreeability towards Faulty Perception

Faulty Perception –Self Image	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
Feeling of being undervalued	203	1	5	2.94	1.319	203	1	5	3.02	1.324
Perceive that men make better managers than women	203	1	5	2.91	1.376	203	1	5	3.00	1.276
Feel that others interpret my behaviour based on my gender rather than on my leadership abilities.	203	1	5	2.95	1.396	203	1	5	3.06	1.233
Average Mean				2.93					3.03	

The above table shows the respondents’ level of agreeability for faulty perception about self-image.

Bengaluru:

‘I feel that others interpret my behaviour based on my gender rather than on my leadership abilities’ has highest mean value (2.95) which implied that others interpret the

behaviour on my gender rather than leadership skills. ‘Perceive that men make better managers than women’ have lowest mean value (2.91) which implied that respondents do not perceive that men are better leaders. The faulty perception mean ratings are between 2.91-2.95.

The average of total mean score 2.93 implies that respondents are neutral in their opinion towards faulty perception about self-image.

Coimbatore:

‘I feel that others interpret my behaviour based on my gender rather than on my leadership abilities’ has highest mean value (3.06) which implied that others interpret the behaviour on my gender rather than leadership skills. ‘Perceive that men make better managers than women’ have lowest mean value (3.00) which implied that respondents do not perceive that men are better leaders. The faulty perception mean ratings are between 3.0-3.1.

The average of total mean score 3.03 implies that respondents are neutral in their opinion towards faulty perception (self-image).

4.3.2.5 Less Career Advancement:

The table 30 presents the analysis of the less career advancement faced by women leaders.

Table 30: Level of Agreeability towards Less Career Advancement

Less Career Advancement	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
Lack enthusiasm in taking on high-stake and challenging assignments	203	1	5	3.34	1.389	203	1	5	3.29	1.274
I feel I have insufficient general or line management experience	203	1	5	3.05	1.306	203	1	5	3.00	1.188
Lack of suitable supportive systems (leadership training& flexible work solutions)	203	1	5	3.25	1.400	203	1	5	3.14	1.264
Average Mean				3.21					3.14	

The above table shows the respondents’ level of agreeability for less career advancement.

Bengaluru:

The above table shows the respondents’ agreeability level towards less career advancement. ‘Lack enthusiasm in taking on high-stake and challenging assignments’ has

highest mean value (3.34) which implied that women leaders lack enthusiasm to take up challenging tasks. 'I feel I have insufficient general or line management experience' has lowest mean value (3.05) which implied women leaders felt they possess sufficient general/management experience. The less career advancement mean ratings are between 3.05-3.34.

The average of total means score 3.21 implies that respondents are neutral in their opinion towards less career advancement.

Coimbatore:

'Lack enthusiasm in taking on high-stake and challenging assignments' has highest mean value (3.29) which implied that women leaders lack enthusiasm to take up challenging tasks. 'I feel I have insufficient general or line management experience' has lowest mean value (3.00) which implied women leaders felt they possess sufficient general/management experience. The less career advancement mean ratings are between 3.0-3.3.

The average of total mean score 3.14 implies that respondents are neutral in their opinion towards less career advancement.

Conclusion

It is concluded that respondents are neutral in their opinion in psychological barriers faced by women leaders. Comparison of the average mean ratings of psychological barriers reveal that the respondents from the IT/ITeS Sector face more of structural barriers in Bengaluru (3.72) as well as Coimbatore (3.70); faulty perceptions (self-image) is comparatively less in Bengaluru (2.93) as well as Coimbatore (3.03). The results of psychological barriers are similar in Bengaluru and Coimbatore. The result concurs with the study done by Plessis et.al (2015) in Vietnam. 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 with the results of individual mind-set barriers.

4.3.3 Strategies Adopted for Women in Leadership Position to Overcome Barriers:

The following section details out the findings from the analysis of the various strategies.

Strategies:

The table 31 presents the analysis of the sociological strategies such type of strategies adopted by women leaders to overcome barriers in leadership position.

Table 31: Level of Agreeability towards Strategies

Strategies	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
Establishment of solid policies and enhances women participation in top leadership level	203	1	5	4.14	.732	203	1	5	4.16	.741
Improvement of work regulations-leave vacations and flexi timing options.	203	2	5	4.17	.714	203	1	5	3.98	.811
Decentralization in the organization and delegation of more authority and power for women in organizations.	203	2	5	4.18	.745	203	2	5	3.79	.744
Prevent sexual harassment against women through educational & capacity building to overcome the barriers.	203	1	5	4.14	.714	203	2	5	4.05	.785
Design media programs & training programs for women development and changing the society attitudes	203	2	5	4.19	.721	203	1	5	4.06	.768
Involvement of women in higher positions in national development committees & support women association to enhance women empowerment in all Sectors.	203	1	5	4.12	.901	203	1	5	3.90	.925
Enhance a positive culture (belief and society attitudes) towards women development	203	1	5	4.28	.817	203	1	5	4.13	.881
Giving women high visibility assignments.	203	2	5	4.27	.666	203	1	5	4.20	.740
Drive the change for inclusive culture.	203	1	5	4.24	.899	203	1	5	4.03	.911
Identify clear promotion criteria for leadership positions that consider efficiency, justice, capabilities and talent as essential issues for women.	203	2	5	4.37	.749	203	1	5	4.15	.815
Build the business case for gender diversity and encouraged to design a more friendly work structure for women.	203	2	5	4.17	.748	203	1	5	4.04	.849
Strong support network and organisations should have a transparent, clear policy and regulation.	203	2	5	4.23	.718	203	1	5	4.15	.730
The organization having goals for diversity will help the women to achieve their goal to the full extent.	203	2	5	4.24	.775	203	1	5	4.16	.793
Structural role definition	203	1	5	4.15	.807	203	1	5	4.01	.884
Personal role definition	203	2	5	4.10	.745	203	1	5	4.01	.754
Reactive role behaviour	203	1	5	4.11	.843	203	1	5	4.05	.937

Strategies	Bengaluru					Coimbatore				
	N	Min.	Max.	Mean	SD	N	Min.	Max.	Mean	SD
Prioritizing family fun& living simply	203	1	5	4.19	.780	203	2	5	4.15	.716
Cognitive reappraisal, social support setting priorities and recreation.	203	2	5	4.33	.742	203	1	5	4.15	.825
Aware of gendered structures in organisations and society	203	1	5	4.10	.850	203	1	5	4.13	.817
Higher self-esteem, whole identity – the possibility of being women and competent.	203	1	5	4.28	.755	203	1	5	4.15	.697
Emotion-focused coping – cognitive reappraisal	203	1	5	4.12	.762	203	2	5	3.96	.740
Positive thinking, advice seeking and Self-care	203	1	5	4.32	.751	203	1	5	4.02	.764
Focused coping –direct action	203	2	5	4.24	.775	203	1	5	4.04	.776
Developing, adhering to own career goals and attaining a high level of business development.	203	2	5	4.31	.702	203	1	5	4.20	.720
Networking with influential colleagues, mentor or sponsor within the organisation and discussion about career aspirations.	203	2	5	4.21	.703	203	2	5	4.11	.684
Seeking out difficult or highly visible job assignments.	203	2	5	4.23	.750	203	1	5	4.02	.770
Effective time-management and improve self-discipline	203	1	5	4.22	.816	203	1	5	4.22	.797
Relocate and developing leadership skills outside the office and Gain international experience.	203	2	5	4.31	.769	203	1	5	4.19	.743
Average Mean				4.21					4.08	

Bengaluru:

The above table shows the respondents' level of agreeability for strategies. 'Identify clear promotion criteria for leadership positions that consider efficiency, justice, capabilities and talent as essential issues for women' has the highest mean value (4.37) which implied that organisations should identify and formulate clear promotion criteria and women should be evaluated on the basis of their efficiency, impartiality, and competencies. 'Personal role definition & aware of gendered structures in organisations and society' has lesser mean value (4.10) which implied that aiming at changing the personal concept of role demands for career & family and also providing awareness of gendered structures in organizations and society will help. The mean ratings are in the range of 4.1-4.4.

The average of total mean score 4.21 implies that respondents agree in their opinion towards strategies.

Coimbatore:

The above table shows the respondents' level of agreeability for strategies. 'Effective time-management and improve self-discipline' has highest mean value (4.22) which implied that respondents consider effective time management and improvement of self-discipline will enhance the career advancement in women leaders. 'Ensuring decentralization in the organization and delegation of authority and power for women in organization' has lesser mean value (3.79) which implied that ensuring decentralization and delegate more authority and power to women in organization can be considered. The mean ratings are in the range of 3.8-4.2.

The average of total mean score 4.08 implies that respondents agree in their opinion towards strategies.

It is concluded that respondents agree more towards the strategies to overcome the various socio-psychological barriers analysed. Comparison of average mean ratings in IT/ITeS Sector of Bengaluru and Coimbatore revealed identifying clear promotion criteria for leadership positions that consider efficiency, justice, capabilities and talent as essential issues for women has the highest mean in Bengaluru whereas effective time-management improves self-discipline has the highest mean in Coimbatore among the strategies adopted to overcome the barriers. The above results are similar to the research done by Smith et.al, (2017).

Conclusion:

The results of descriptive statistics reveal that respondents in Bengaluru and Coimbatore IT/ITeS Sector agree that they face considerable sociological barriers and are neutral in their opinion about psychological barriers faced. The results infer that sociological barriers prevail for women leaders in IT/ITeS Sector whereas they do not face much of psychological barriers; societal issues and corporate structure issues highly affect the sociological barriers in Bengaluru whereas cultural barriers highly affect the sociological barriers in Coimbatore which infers that as Coimbatore is not yet a metropolitan city 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.

The results also showed the respondents' agreeability towards strategies adopted to overcome the barriers faced by women leaders in Bengaluru and Coimbatore IT/ITeS Sector. The item, identify 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. Also it is important that the respondents be taught effective time management. Women leaders agree towards strategies discussed the in the study to overcome the various socio-psychological barriers.

4.4. One-way ANOVA:

ANOVA test is employed in this section to test the significance between the demographic & socio-economic profile and variables relating to socio- psychological barriers and strategies. It is measured by adding the rating given by the respondents to statements relating to the variables under question numbers 3.1- 4.28. Analysis of variance is done between demographic factors of the respondent's such as age, marital status, educational qualification, mother tongue, nature of family and socio-economic factors such as level of management, monthly income, total experience, experience in current position and the following parameters:

- 4.4.1 Socio-Psychological barriers
- 4.4.2 Strategies

4.4.1 Socio-Psychological barriers:

The socio-psychological barriers are measured by adding the rating given by respondents (women leaders) to the statements relating to barriers under questions 3.1.1- 3.2.5 (55 questions). These ratings are further analyzed based on the demographic & socio-economic profile of the respondents using Anova test.

4.4.1 Age and Socio-Psychological Barriers

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.

Table 32: Age and Socio-Psychological Barriers

Age		Sum of Squares	df	Mean Square	F	Sig.
Socio-Psychological Barriers	Between Groups	5.225	3	1.742	3.801	.010
	Within Groups	184.203	402	.458		
	Total	189.429	405			

*5% level of significance

It has been observed from the above table that the f value is 3.801 and the significant value is 0.010 which is less than 0.05 ($p < 0.05$) hence null hypothesis is rejected and alternate hypothesis is accepted. Therefore, it is concluded that socio-psychological barriers differ based on the age of the respondents.

4.4.2 Marital Status 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.

Table 33: Marital Status and Socio-Psychological Barriers

Marital Status		Sum of Squares	df	Mean Square	F	Sig.
Socio-Psychological Barriers	Between Groups	4.106	1	4.106	8.950	.003
	Within Groups	185.323	404	.459		
	Total	189.429	405			

*5% level of significance

It has been observed from the above table that the f value is 8.950 and the significant value is 0.003 which is less than 0.05 ($p < 0.05$) hence null hypothesis is rejected and alternate hypothesis is accepted. Therefore, it is concluded that socio-psychological barriers differ based on the marital status of the respondents.

4.4.3 Educational Qualification 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.

Table 34: Educational Qualification and Socio-Psychological Barriers

Educational Qualification		Sum of Squares	df	Mean Square	F	Sig.
Socio-Psychological Barriers	Between Groups	3.315	3	1.105	2.387	.069
	Within Groups	186.114	402	.463		
	Total	189.429	405			

*5% level of significance

It has been observed from the above table that the f value is 2.387 and the significant value is 0.069 which is greater than 0.05 ($p > 0.05$) hence null hypothesis is accepted and alternate hypothesis is rejected. Therefore, it is concluded that socio-psychological barriers do not differ based on the educational qualification of the respondents.

4.4.4 Mother Tongue 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.

Table 35: Mother Tongue and Socio-Psychological Barriers

Mother Tongue		Sum of Squares	df	Mean Square	F	Sig.
Socio-Psychological Barriers	Between Groups	6.196	5	1.239	2.705	.020
	Within Groups	183.233	400	.458		
	Total	189.429	405			

*5% level of significance

It has been observed from the above table that the f value is 2.705 and the significant value is 0.020 which is less than 0.05 ($p < 0.05$) hence null hypothesis is rejected and alternate hypothesis is accepted. Therefore, it is concluded that socio-psychological barriers differ based on the mother tongue of the respondents.

4.4.5 Nature of Family 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.

Table 36: Nature of Family and Socio-Psychological Barriers

Nature of Family		Sum of Squares	df	Mean Square	F	Sig.
Socio-Psychological Barriers	Between Groups	.304	1	.304	.649	.421
	Within Groups	189.125	404	.468		
	Total	189.429	405			

*5% level of significance

It has been observed from the above table that the f value is 0.649 and the significant value is 0.421 which is greater than 0.05 ($p > 0.05$) hence null hypothesis is accepted and alternate hypothesis is rejected. Therefore, it is concluded that socio-psychological barriers do not differ based on the nature of family of the respondents.

4.4.6 Level of Management 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.

Table 37: Level of Management and Socio-Psychological Barriers

Level of Management		Sum of Squares	df	Mean Square	F	Sig.
Socio-Psychological Barriers	Between Groups	.351	1	.351	.750	.387
	Within Groups	189.077	404	.468		
	Total	189.429	405			

*5% level of significance

It has been observed from the above table that the f value is 0.750 and the significant value is 0.387 which is greater than 0.05 ($p > 0.05$) hence null hypothesis is accepted and alternate hypothesis is rejected. Therefore, it is concluded that socio-psychological barriers do not differ based on the level of management of the respondents.

4.4.7 Monthly Income 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.

Table 38: Monthly Income and Socio-Psychological Barriers

Monthly Income		Sum of Squares	df	Mean Square	F	Sig.
Socio-Psychological Barriers	Between Groups	11.799	4	2.950	6.659	.000
	Within Groups	177.630	401	.443		
	Total	189.429	405			

*5% level of significance

It has been observed from the above table that the f value is 6.659 and the significant value is 0.000 which is less than 0.05 ($p < 0.05$) hence null hypothesis is rejected and alternate hypothesis is accepted. Therefore, it is concluded that socio-psychological barriers differ based on the monthly income of the respondents.

4.4.8 Total Work Experience 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.

Table 39: Total Work Experience and Socio-Psychological Barriers

Total Work Experience		Sum of Squares	df	Mean Square	F	Sig.
Socio-Psychological Barriers	Between Groups	3.903	3	1.301	2.819	.039
	Within Groups	185.526	402	.462		
	Total	189.429	405			

*5% level of significance

It has been observed from the above table that the f value is 2.819 and the significant value is 0.039 which is less than 0.05 ($p < 0.05$) hence null hypothesis is rejected and alternate hypothesis is accepted. Therefore, it is concluded that socio-psychological barriers differ based on the total work experience of the respondents.

4.4.9 Experience in the Current Position 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.

Table 40: Experience in the Current Position and Socio-Psychological Barriers

Experience in the Current Position		Sum of Squares	df	Mean Square	F	Sig.
Socio-Psychological Barriers	Between Groups	2.797	3	.932	2.008	.112
	Within Groups	186.632	402	.464		
	Total	189.429	405			

*5% level of significance

It has been observed from the above table that the f value is 2.008 and the significant value is 0.112 which is greater than 0.05 ($p > 0.05$) hence null hypothesis is accepted and alternate hypothesis is rejected. Therefore, it is concluded that socio-psychological barriers do not differ based on the experience in the current position of the respondents.

The results of the ANOVA test show that socio-psychological barriers differ based on the respondents' age, marital status, mother tongue, monthly income and total work experience among respondents in IT/ITeS Sector which is significant at 5% level. Socio-psychological barriers do not differ based on their educational qualification, nature of family, level of management and experience in the current position which is not significant at 5% level.

4.4.2 Strategies

The strategies are measured by adding the rating given by respondents to the statements relating to barriers under questions 4.1- 4.28 (28 questions). These ratings are further analyzed based on the demographic & socio-economic profile of the respondents (women leaders) using Anova test.

4.4.1 Age and Strategies

H₀: There is no significant difference between the age and strategies.

H₁: There is significant difference between the age and strategies.

Table 41: Age and Strategies

Age		Sum of Squares	df	Mean Square	F	Sig.
Strategies	Between Groups	.504	3	.168	.824	.481
	Within Groups	81.997	402	.204		
	Total	82.501	405			

*5% level of significance

It has been observed from the above table that the f value is 0.824 and the significant value is 0.481 which is greater than 0.05 ($p > 0.05$) hence null hypothesis is accepted and alternate hypothesis is rejected. Therefore, it is concluded that strategies do not differ based on the age of the respondents.

4.4.2 Marital Status 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.

Table 42: Marital Status and Strategies

Marital Status		Sum of Squares	df	Mean Square	F	Sig.
Strategies	Between Groups	.207	1	.207	1.017	.314
	Within Groups	82.294	404	.204		
	Total	82.501	405			

*5% level of significance

It has been observed from the above table that the f value is 1.017 and the significant value is 0.314 which is greater than 0.05 ($p > 0.05$) hence null hypothesis is accepted and alternate hypothesis is rejected. Therefore, it is concluded that strategies do not differ based on the marital status of the respondents.

4.4.3 Educational Qualification 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.

Table 43: Educational Qualification and Strategies

Educational Qualification		Sum of Squares	df	Mean Square	F	Sig.
Strategies	Between Groups	.977	3	.326	1.606	.187
	Within Groups	81.524	402	.203		
	Total	82.501	405			

*5% level of significance

It has been observed from the above table that the f value is 1.606 and the significant value is 0.187 which is greater than 0.05 ($p > 0.05$) hence null hypothesis is accepted and alternate hypothesis is rejected. Therefore, it is concluded that strategies do not differ based on the educational qualification of the respondents.

4.4.4 Mother Tongue 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.

Table 44: Mother Tongue and Strategies

Mother Tongue		Sum of Squares	df	Mean Square	F	Sig.
Strategies	Between Groups	.971	5	.194	.953	.446
	Within Groups	81.529	400	.204		
	Total	82.501	405			

*5% level of significance

It has been observed from the above table that the f value is 0.953 and the significant value is 0.446 which is greater than 0.05 ($p > 0.05$). Hence null hypothesis is accepted and alternate hypothesis is rejected. Therefore, it is concluded that strategies do not differ based on the mother tongue of the respondents.

4.4.5 Nature of Family 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.

Table 45: Nature of Family and Strategies

Nature of Family		Sum of Squares	df	Mean Square	F	Sig.
Strategies	Between Groups	.742	1	.742	3.667	.056
	Within Groups	81.759	404	.202		
	Total	82.501	405			

*5% level of significance

It has been observed from the above table that the f value is 3.667 and the significant value is 0.056 which is greater than 0.05 ($p > 0.05$). Hence null hypothesis is accepted and alternate hypothesis is rejected. Therefore, it is concluded that strategies do not differ based on their nature of family of the respondents.

4.4.6 Level of Management 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.

Table 46: Level of Management and Strategies

Level of Management		Sum of Squares	df	Mean Square	F	Sig.
Strategies	Between Groups	1.094	1	1.094	5.428	.020
	Within Groups	81.407	404	.202		
	Total	82.501	405			

*5% level of significance

It has been observed from the above table that the f value is 5.428 and the significant value is 0.020 which is less than 0.05 ($p < 0.05$). Hence null hypothesis is rejected and alternate hypothesis is accepted. Therefore, it is concluded that strategies differ based on the level of management of the respondents.

4.4.7 Monthly Income 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.

Table 47: Monthly Income and Strategies

Monthly Income		Sum of Squares	df	Mean Square	F	Sig.
Strategies	Between Groups	1.819	4	.455	2.260	.062
	Within Groups	80.682	401	.201		
	Total	82.501	405			

*5% level of significance

It has been observed from the above table that the f value is 2.260 and the significant value is 0.062 which is greater than 0.05 ($p > 0.05$). Hence null hypothesis is accepted and alternate hypothesis is rejected. Therefore, it is concluded that strategies do not differ based on the monthly income of the respondents.

4.4.8 Total Work Experience 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.

Table 48: Total Work Experience and Strategies

Total Work Experience		Sum of Squares	df	Mean Square	F	Sig.
Strategies	Between Groups	.431	3	.144	.704	.550
	Within Groups	82.070	402	.204		
	Total	82.501	405			

*5% level of significance

It has been observed from the above table that the f value is 0.704 and the significant value is 0.550 which is greater than 0.05 ($p > 0.05$). Hence null hypothesis is accepted and alternate hypothesis is rejected. Therefore, it is concluded that strategies do not differ based on the total experience of the respondents.

4.4.9 Experience in the Current Position 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.

Table 49: Experience in the Current Position and Strategies

Experience in the Current Position		Sum of Squares	df	Mean Square	F	Sig.
Strategies	Between Groups	3.105	3	1.035	5.240	.001
	Within Groups	79.396	402	.198		
	Total	82.501	405			

*5% level of significance

It has been observed from the above table that the f value is 5.240 and the significant value is 0.001 which is less than 0.05 ($p < 0.05$). Hence null hypothesis is rejected and alternate hypothesis is accepted. Therefore, it is concluded that strategies differ based on the experience in the current position of the respondents.

The results of the ANOVA shows that strategies differ based on the respondents' levels of management and experience in current position. Strategies do not differ based on their age, marital status, educational qualification, mother tongue, nature of family, monthly income and total work experience.

4.4.3. Demographic and Socio-Economic Profile of the Respondents and Sociological Barriers:

The following table 50 presents the analysis of sociological barriers with demographic and socio-economic profile of the respondents from Bengaluru and Coimbatore IT/ITeS Sector.

Table 50: Sociological Barriers

Demographic & Socio - Economic Profile of the Respondents		Sociological Barriers									
		Bengaluru					Coimbatore				
		Sum of Squares	df	Mean Square	F	Sig.	Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	7.776	3	2.592	4.370	.005	.736	3	.245	.487	.692
	Within Groups	118.035	199	.593			100.271	199	.504		
	Total	125.811	202				101.007	202			
Marital Status	Between Groups	4.081	1	4.081	6.739	.010	.032	1	.032	.063	.802
	Within Groups	121.730	201	.606			100.975	201	.502		
	Total	125.811	202				101.007	202			
Qualification	Between Groups	4.945	3	1.648	2.714	.046	.192	3	.064	.126	.945
	Within Groups	120.866	199	.607			100.815	199	.507		
	Total	125.811	202				101.007	202			
Mother Tongue	Between Groups	9.038	5	1.808	3.049	.011	2.938	5	.588	1.180	.320
	Within Groups	116.774	197	.593			98.069	197	.498		
	Total	125.811	202				101.007	202			
Nature of Family	Between Groups	.014	1	.014	.022	.882	.712	1	.712	1.427	.234
	Within Groups	125.797	201	.626			100.295	201	.499		
	Total	125.811	202				101.007	202			
Level of Mgt.	Between Groups	.730	1	.730	1.172	.280	.024	1	.024	.047	.828
	Within Groups	125.082	201	.622			100.983	201	.502		
	Total	125.811	202				101.007	202			
Monthly Income	Between Groups	12.627	4	3.157	5.523	.000	3.750	4	.938	1.909	.110
	Within Groups	113.184	198	.572			97.256	198	.491		
	Total	125.811	202				101.007	202			
Total Experience	Between Groups	5.161	3	1.720	2.837	.039	1.771	3	.590	1.184	.317
	Within Groups	120.650	199	.606			99.236	199	.499		
	Total	125.811	202				101.007	202			
Experience in Current Position	Between Groups	1.227	3	.409	.653	.582	.626	3	.209	.414	.743
	Within Groups	124.584	199	.626			100.381	199	.504		
	Total	125.811	202				101.007	202			

*5% level of significance

➤ **Age and Sociological Barriers**

Bengaluru

It has been observed from the above table that the f value is 4.370 and the significant value is 0.005 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that sociological barriers differ based on the age of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is .487 and the significant value is 0.692 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that sociological barriers do not differ based on the age of the respondents in Coimbatore.

➤ **Marital Status and Sociological Barriers**

Bengaluru

It has been observed from the above table that the f value is 6.739 and the significant value is 0.010 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that sociological barriers differ based on the marital status of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is .063 and the significant value is 0.802 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that sociological barriers do not differ based on the marital status of the respondents in Coimbatore.

➤ **Educational Qualification and Sociological Barriers**

Bengaluru

It has been observed from the above table that the f value is 2.714 and the significant value is 0.046 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that sociological barriers differ based on the educational qualification of the respondents in Bengaluru.

Coimbatore

It has been observed from the f value is .126 and the significant value is 0.945 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that sociological barriers do not differ based on the educational qualification of the respondents in Coimbatore.

➤ **Mother Tongue and Sociological Barriers:**

Bengaluru

It has been observed from the above table that the f value is 3.049 and the significant value is 0.011 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that sociological barriers differ based on the mother tongue of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 1.180 and the significant value is 0.320 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that sociological barriers do not differ based on the mother tongue of the respondents in Coimbatore.

➤ **Nature of Family and Sociological Barriers**

Bengaluru

It has been observed from the above table that the f value is 0.022 and the significant value is 0.882 which is greater than 0.05 ($p > 0.05$). It is concluded that sociological barriers do not differ based on their nature of family of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 1.427 and the significant value is 0.234 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that sociological barriers do not differ based on the nature of family of the respondents in Coimbatore.

➤ **Level of Management and Sociological Barriers**

Bengaluru

It has been observed from the above table that the f value is 1.172 and the significant value is 0.280 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that sociological barriers do not differ based on the level of management of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 0.047 and the significant value is 0.828 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that sociological barriers do not differ based on the level of management of the respondents in Coimbatore.

➤ **Monthly Income and Sociological Barriers**

Bengaluru

It has been observed from the above table that the f value is 5.523 and the significant value is 0.000 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that sociological barriers differ based on the monthly income of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 1.909 and the significant value is 0.110 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that sociological barriers do not differ based on the monthly income of the respondents in Coimbatore.

➤ Total Experience and Sociological Barriers

Bengaluru

It has been observed from the above table that the f value is 2.837 and the significant value is 0.039 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that sociological barriers differ based on the total experience of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 1.184 and the significant value is 0.317 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that sociological barriers do not differ based on the total experience of the respondents in Coimbatore.

➤ Experience in the Current Position and Sociological Barriers

Bengaluru

It has been observed from the above table that the f value is 0.653 and the significant value is 0.582 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that sociological barriers do not differ based on the experience in the current position of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 0.414 and the significant value is 0.743 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that sociological barriers do not differ based on the experience in the current position of the respondents in Coimbatore.

The results of the ANOVA show that sociological barriers differ based on the respondents' age, marital status, educational qualification, mother tongue, monthly income and total work experience and does not differ based on their nature of family, level of management and experience in the current position among respondents in Bengaluru IT/ITeS sector. Whereas among the respondents in Coimbatore IT/ITeS sector sociological barriers do not differ based on the demographic and socio-economic profile of the respondents.

4.4.4. Demographic and Socio-Economic Profile of the Respondents and Psychological Barriers:

The following table 51 presents the analysis of psychological barriers with demographic and socio-economic profile of the respondents in Bengaluru and Coimbatore IT/ITeS Sector.

Table 51: Psychological Barriers

Demographic & Socio - Economic Profile of the Respondents		Psychological Barriers									
		Bengaluru					Coimbatore				
		Sum of Squares	df	Mean Square	F	Sig.	Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	8.723	3	2.908	4.933	.003	1.076	3	.359	.952	.417
	Within Groups	117.306	199	.589			74.990	199	.377		
	Total	126.029	202				76.066	202			
Marital Status	Between Groups	6.485	1	6.485	10.905	.001	.137	1	.137	.363	.548
	Within Groups	119.544	201	.595			75.929	201	.378		
	Total	126.029	202				76.066	202			
Qualification	Between Groups	5.594	3	1.865	3.081	.029	1.899	3	.633	1.699	.169
	Within Groups	120.436	199	.605			74.167	199	.373		
	Total	126.029	202				76.066	202			
Mother Tongue	Between Groups	11.410	5	2.282	3.922	.002	.866	5	.173	.454	.810
	Within Groups	114.620	197	.582			75.200	197	.382		
	Total	126.029	202				76.066	202			
Nature of Family	Between Groups	.029	1	.029	.046	.830	.610	1	.610	1.624	.204
	Within Groups	126.000	201	.627			75.457	201	.375		
	Total	126.029	202				76.066	202			
Level of Management	Between Groups	.380	1	.380	.607	.437	.013	1	.013	.033	.855
	Within Groups	125.650	201	.625			76.054	201	.378		
	Total	126.029	202				76.066	202			
Monthly Income	Between Groups	13.719	4	3.430	6.047	.000	3.527	4	.882	2.407	.051
	Within Groups	112.311	198	.567			72.539	198	.366		
	Total	126.029	202				76.066	202			
Total Experience	Between Groups	4.289	3	1.430	2.337	.075	2.155	3	.718	1.934	.125
	Within Groups	121.740	199	.612			73.911	199	.371		
	Total	126.029	202				76.066	202			
Experience in the Current Position	Between Groups	3.104	3	1.035	1.675	.174	1.267	3	.422	1.124	.340
	Within Groups	122.926	199	.618			74.799	199	.376		
	Total	126.029	202				76.066	202			

*5% level of significance

➤ **Age and Psychological Barriers**

Bengaluru

It has been observed from the above table that the f value is 4.933 and the significant value is 0.003 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that psychological barriers differ based on the age of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is .952 and the significant value is 0.417 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the age of the respondents in Coimbatore.

➤ **Marital Status and Psychological Barriers**

Bengaluru

It has been observed from the above table that the f value is 10.905 and the significant value is 0.001 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that psychological barriers differ based on the marital status of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is .363 and the significant value is 0.548 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the marital status of the respondents in Coimbatore.

➤ **Educational Qualification and Psychological Barriers**

Bengaluru

It has been observed from the above table that the f value is 3.081 and the significant value is 0.029 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that psychological barriers differ based on the educational qualification of the respondents in Bengaluru.

Coimbatore

It has been observed from the f value is 1.699 and the significant value is 0.169 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the educational qualification of the respondents in Coimbatore.

➤ **Mother Tongue and Psychological Barriers**

Bengaluru

It has been observed from the above table that the f value is 3.922 and the significant value is 0.002 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that psychological barriers differ based on the mother tongue of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 0.454 and the significant value is 0.810 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the mother tongue of the respondents in Coimbatore.

➤ Nature of Family and Psychological Barriers

Bengaluru

It has been observed from the above table that the f value is 0.046 and the significant value is 0.830 which is greater than 0.05 ($p > 0.05$). It is concluded that psychological barriers do not differ based on their nature of family of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 1.624 and the significant value is 0.204 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the nature of family of the respondents in Coimbatore.

➤ Level of Management and Psychological Barriers

Bengaluru

It has been observed from the above table that the f value is 0.607 and the significant value is 0.437 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the level of management of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 0.033 and the significant value is 0.855 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the level of management of the respondents in Coimbatore.

➤ Monthly Income and Psychological Barriers

Bengaluru

It has been observed from the above table that the f value is 6.047 and the significant value is 0.000 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that psychological barriers differ based on the monthly income of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 2.407 and the significant value is 0.051 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the monthly income of the respondents in Coimbatore.

➤ **Total Experience and Psychological Barriers**

Bengaluru

It has been observed from the above table that the f value is 2.337 and the significant value is 0.075 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the total experience of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 1.934 and the significant value is 0.125 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the total experience of the respondents in Coimbatore.

➤ **Experience in the Current Position and Psychological Barriers**

Bengaluru

It has been observed from the above table that the f value is 1.675 and the significant value is 0.174 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the experience in the current position of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 1.124 and the significant value is 0.340 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that psychological barriers do not differ based on the experience in the current position of the respondents in Coimbatore.

The results of the ANOVA show that psychological barriers differ based on the respondents' age, marital status, educational qualification, mother tongue and monthly income and do not differ based on their nature of family, level of management, total work experience and experience in the current position among the respondents in Bengaluru IT/ITeS Sector. Whereas among Coimbatore IT/ITeS Sector psychological barriers do not differ based on the respondent's demographic and socio-economic profile.

4.4.6. Demographic and Socio-Economic Profile of the Respondents and Strategies:

The following table 52 presents the analysis of strategies with demographic and socio-economic profile of the respondents in Bengaluru and Coimbatore IT/ITeS Sector.

Table 52: Strategies

Results of ANOVA											
Strategies											
Demographic & Socio-Economic Profile of the Respondents		Bengaluru					Coimbatore				
		Sum of Squares	df	Mean Square	F	Sig.	Sum of Squares	df	Mean Square	F	Sig.
Age	Between Groups	.191	3	.064	.303	.823	.813	3	.271	1.422	.238
	Within Groups	41.741	199	.210			37.927	199	.191		
	Total	41.932	202				38.740	202			
Marital Status	Between Groups	.251	1	.251	1.209	.273	.068	1	.068	.356	.552
	Within Groups	41.681	201	.207			38.672	201	.192		
	Total	41.932	202				38.740	202			
Qualification	Between Groups	.114	3	.038	.182	.909	2.364	3	.788	4.311	.006
	Within Groups	41.817	199	.210			36.376	199	.183		
	Total	41.932	202				38.740	202			
Mother Tongue	Between Groups	.734	5	.147	.702	.623	.886	5	.177	.922	.468
	Within Groups	41.198	197	.209			37.854	197	.192		
	Total	41.932	202				38.740	202			
Nature of Family	Between Groups	.076	1	.076	.364	.547	.420	1	.420	2.205	.139
	Within Groups	41.856	201	.208			38.320	201	.191		
	Total	41.932	202				38.740	202			
Level of Management	Between Groups	.154	1	.154	.743	.390	.844	1	.844	4.476	.036
	Within Groups	41.778	201	.208			37.896	201	.189		
	Total	41.932	202				38.740	202			
Monthly Income	Between Groups	.973	4	.243	1.176	.322	1.275	4	.319	1.684	.155
	Within Groups	40.959	198	.207			37.465	198	.189		
	Total	41.932	202				38.740	202			
Total Experience	Between Groups	.641	3	.214	1.030	.380	1.177	3	.392	2.079	.104
	Within Groups	41.291	199	.207			37.563	199	.189		
	Total	41.932	202				38.740	202			
Experience in the Current Position	Between Groups	.280	3	.093	.446	.720	3.439	3	1.146	6.463	.000
	Within Groups	41.652	199	.209			35.301	199	.177		
	Total	41.932	202				38.740	202			

*5% level of significance

➤ **Age and Strategies**

Bengaluru

It has been observed from the above table that the f value is 0.303 and the significant value is 0.823 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the age of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 1.422 and the significant value is 0.238 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the age of the respondents in Coimbatore.

➤ **Marital Status and Strategies**

Bengaluru

It has been observed from the above table that the f value is 1.209 and the significant value is 0.273 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the marital status of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 0.356 and the significant value is 0.552 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the marital status of the respondents in Coimbatore.

➤ **Educational Qualification and Strategies**

Bengaluru

It has been observed from the above table that the f value is 0.182 and the significant value is 0.909 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the educational qualification of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 4.311 and the significant value is 0.006 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that strategies differ based on the educational qualification of the respondents in Coimbatore.

➤ **Mother Tongue and Strategies**

Bengaluru

It has been observed from the above table that the f value is 0.702 and the significant value is 0.623 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the mother tongue of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 0.922 and the significant value is 0.468 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the mother tongue of the respondents in Coimbatore.

➤ **Nature of Family and Strategies**

Bengaluru

It has been observed from the above table that the f value is 0.364 and the significant value is 0.547 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the nature of family of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 2.205 and the significant value is 0.139 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the nature of family of the respondents in Coimbatore.

➤ **Level of Management and Strategies**

Bengaluru

It has been observed from the above table that the f value is 0.743 and the significant value is 0.390 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the level of management of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 4.476 and the significant value is 0.036 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that strategies differ based on the level of management of the respondents in Coimbatore.

➤ Monthly Income and Strategies

Bengaluru

It has been observed from the above table that f value is 1.176 and the significant value is 0.322 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the monthly income of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 1.684 and the significant value is 0.155 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the monthly income of the respondents in Coimbatore.

➤ Total Experience and Strategies

Bengaluru

It has been observed from the above table that the f value 1.030 and the significant value is 0.380 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the total experience of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 2.079 and the significant value is 0.104 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the total experience of the respondents in Coimbatore.

➤ Experience in the Current Position and Strategies

Bengaluru

It has been observed from the above table that the f value is 0.446 and the significant value is 0.720 which is greater than 0.05 ($p > 0.05$). Therefore, it is concluded that strategies do not differ based on the experience in the current position of the respondents in Bengaluru.

Coimbatore

It has been observed from the above table that the f value is 6.463 and the significant value is 0.000 which is less than 0.05 ($p < 0.05$). Therefore, it is concluded that strategies differ based on the experience in the current position of the respondents in Coimbatore.

The results of the ANOVA show that strategies do not differ based on the demographic and socio-economic profile of the respondents among the respondents in Bengaluru IT/ITeS Sector. Whereas among the respondents in Coimbatore IT/ITeS Sector do not differ based on the respondents' age, marital status, mother tongue, nature of family, monthly income and total work experience and differ based on the respondents' educational qualification, levels of management and experience in the current position among respondents.

Conclusion

It is concluded that sociological barriers differ based on the respondents' age, marital status, educational qualification, mother tongue, monthly income and total work experience among respondents in Bengaluru IT/ITeS sector and do not differ based on their nature of family, levels of management and experience in the current position. In the case of 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. Whereas among the respondents in Coimbatore IT/ITeS sector shows that sociological barriers and psychological barriers do not differ based on the demographic and socio-economic profile of the respondents. The results from Bengaluru IT/ITeS sector shows, strategies do not differ based on the respondents' demographic and socio-economic profile. Whereas the results from the IT/ITeS sector of Coimbatore shows that strategies differ based on the respondents' educational qualification, levels 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.

4.5. t-Test

t-Test was used to test the area of the respondents and variables. The 't-Test for equality of means', the corresponding t-value and significant value (<0.05) are to be considered for testing the hypothesis.

4.5.1. Area of Respondents and Sociological Barriers

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.

Table 53: Area of Respondents and Sociological Barriers

Sociological Barriers	Area of the Respondents	N	Mean	Std. Dev	Std. Error Mean	t-test for Equality of Means		
						t	Sig. (2-tailed)	Sig.
	Bengaluru	203	3.4824	.78919	.05539	-1.111	.267	NS
	Coimbatore	203	3.3998	.70713	.04963			

*5% level of significance

NS- Not Significant

The above table shows the mean scores of sociological barriers and t-test across the areas of respondents. The mean score of sociological barriers is more in Bengaluru (3.4824) when compared to Coimbatore (3.3998). The results of the t-test show that sociological barriers have p value greater than 0.05 ($p > 0.05$), hence null hypothesis is accepted and it is inferred that respondent's opinion on sociological barriers do not differ based on their area (Bengaluru and Coimbatore).

It is concluded that sociological barriers do not differ based on the area of the respondents.

4.5.2. Area of Respondents and Psychological 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.

Table 54: Area of Respondents and Psychological Barriers

Psychological Barriers	Area of the Respondents	N	Mean	Std. Dev	Std. Error Mean	t-test for Equality of Means		
						t	Sig. (2-tailed)	Sig.
						Bengaluru	203	3.3812
Coimbatore	203	3.3684	.61365	.04307				

*5% level of significance NS- Not Significant

The above table shows the mean scores of psychological barriers and t-test across the areas of respondents. The mean score of psychological barriers is more in Bengaluru (3.3812) when compared to Coimbatore (3.3684). The results of the t-test show that psychological barriers have p value greater than 0.05 ($p > 0.05$), hence null hypothesis is accepted and it is inferred that respondents' opinion on sociological barriers do not differ based on their area (Bengaluru and Coimbatore).

It is concluded that psychological barriers do not differ based on the area of the respondents.

4.5.3. Area of Respondents and Strategies

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.

Table 55: Area of Respondents and Strategies

Strategies	Area of the Respondents	N	Mean	Std. Dev	Std. Error Mean	t-test for Equality of Means		
						t	Sig. (2-tailed)	Sig.
						Bengaluru	203	4.2127
Coimbatore	203	4.0785	.43793	.03074				

*5% level of significance

The above table shows the mean scores and t-test across the areas of respondents. The mean score of strategies is more in Bengaluru (4.2127) when compared to Coimbatore (4.0785). The results of the t-test indicate that strategies have p value less than 0.05 ($p < .05$), hence null hypothesis is rejected. There is a significant difference ($p = .003$ were $p < 0.05$) between strategies and area of respondents (Bengaluru and Coimbatore). The results indicate that respondent's opinion on strategies differs based on their area.

It is concluded that psychological barriers do not differ based on the area of the respondents.

4.6. Correlation

Relationship between Sociological Barriers and Psychological Barriers faced by Women leaders in Bengaluru IT/ITeS Sector:

To find the degree of relationship / association between the variables sociological barriers (cultural, societal issues, corporate structure issues) and psychological barriers (glass ceiling, structural, individual mind-sets, faulty perception and less career advancements) faced by respondents in Bengaluru and Coimbatore IT/ITeS Sector. Average of the variables was subjected to Pearson's Correlation test.

Table 56: Relationship between Sociological Barriers and Psychological Barriers faced by Women leaders in Bengaluru and Coimbatore IT/ITeS Sector

Correlation					
Bengaluru			Coimbatore		
		Average Sociological Barriers	Average Psychological Barriers	Average Sociological Barriers	Average Psychological Barriers
Average Sociological Barriers	Pearson Correlation	1	.857**	1	.628**
	Sig. (2-tailed)		.000		.000
	N	203	203	203	203
Average Psychological Barriers	Pearson Correlation	.857**	1	.628**	1
	Sig. (2-tailed)	.000		.000	
	N	203	203	203	203
**. Correlation is significant at the 0.01 level (2-tailed).					

Bengaluru

The relationship between sociological barriers and psychological barriers is examined through correlation at the level of 0.01. The result shows that there exists a significant positive relationship between sociological barriers and psychological barriers (.857). It is concluded that there is significant positive relationship between sociological barriers and psychological barriers faced by the respondents' in Bengaluru IT/ITeS Sector.

Coimbatore

The result shows that there is a positive relationship between sociological barriers and psychological barriers (.628). It is concluded that there exists a positive correlation between sociological barriers and psychological barriers of the respondents in Coimbatore IT/ITeS Sector.

Conclusion:

From the correlation analysis it is found that relationship between sociological barriers and psychological barriers is found to be higher among the respondents in Bengaluru when compared to Coimbatore in IT/ITeS Sector.

4.7 Path Analysis and Results:

Structural Equation Modeling (SEM) is done by using the Partial Least Squares (PLS) approach for this study. Smart PLS is used to analyse the data. PLS is a widely used technique in business management domain. The present study tries to analyse the relationship between sociological and psychological barriers on various strategies.

The concept of sociological and psychological barriers has been studied in literature, due to the fact that many researchers revealed that it can affect women's career and their leadership roles. Many societies promote equal opportunities for women in the workforce, yet there remain many more societal values and deeply held cultural schemas that affect women's career and leadership development in organisations (Mate et al., 2018). Women experience varied challenges, such as socio-cultural, organizational, economical and personal and barriers include difficulty in work life balance, family responsibility, gender stereotype, gender roles in the socio-cultural practices, bureaucracy and gender inequality. Few studies list few strategies adopted to overcome these barriers and those studies revealed how these strategies are helpful to women leaders to achieve successful leadership position (Rahaman and Mizanur, 2018). To understand the relationship between socio-psychological barriers and strategies, the following hypothesis is proposed:

H₁: Sociological barriers positively relate with Strategies.

H₂: Psychological barriers positively relate with Strategies.

Data was entered into SPSS for analysis and subjected to advanced statistical analysis in Smart PLS. Construct validation estimated how well the measures from the test reflect the target construct (Cronbach and Meehl 1955) and also it ensured convergent validity (Fornell and Larcker 1981). According to Chau (1997) convergent validity is assured with the indication of high inter-item correlation within each construct. The average variance extracted (AVE) values and their correlation coefficients are checked for the convergent validity for each construct. The AVE represents the proportion of the total variance in the items of a latent construct explained by it. If it had an AVE greater than 0.5, a latent construct is said to have acceptable convergent validity. Partial Least Square Method which is a (Bagozzi and Fornell 1982) is highly useful to ensure Convergent validity. If the AVE of each construct is greater than 50 percent and composite reliability greater than 70 percent Convergent validity is accepted (Roesiter 2002).

Table 57: Reliability and Convergent Validity Results of Important Variables for Structural Model

Variable	Cronbach's α	Composite Reliability (CR)	Average Variance Extracted (AVE)	Redundancy
Sociological Barriers	0.8932	0.9329	0.8225	0.0000
Psychological Barriers	0.9408	0.9542	0.8066	0.0000
Strategies	0.9302	0.9427	0.7022	0.1106

From table 57, it is identified that the composite reliability (CR) of all variables ranges from .93 to .95. Moreover, both composite reliabilities and Cronbach's Alpha values are above the threshold value of .70. Also the table shows average variance extracted (AVE) of all variables is greater than .50. Hence, measurements have a strong convergent validity. All item loadings that were considered for the present study were measured to be above .50. This suggests that all the item loadings are significant. The average variances extracted of all the variables are above 0.50. Moreover, square root of average variance extracted for a variable is greater than the correlation of the variable with all other variables. This proves the establishment of discriminant

validity (Chin, 1998). All the constructs have their composite reliability and Cronbach Alpha greater than 70 percent thereby revealing no problems of convergent validity.

Path Modeling:

The hypotheses were tested using PLS a SEM technique. Structural Equation Modeling facilitated the investigator to respond to a set of interlinked questions through a single, organised and integrated analysis by exhibiting the relationship between multiple and dependent constructs at the same time (Gerbing and Anderson, 1988).

Model Validation:

Model estimation was carried out with the variables sociological barriers, psychological barriers and strategies. Boot strapping was done with all the cases and with 500 samples as resampling option. The model was estimated at 5 percent level of significance. Hence, T values greater than 1.96 indicate significant relationship between the variables. Figure 8 Smart PLS Model illustrates the impact of socio-psychological barriers faced by respondents in IT/ITeS Sector on the strategies adopted by them to overcome the barriers. Table 58 brings out the results of bootstrapping.

Table 58: Path Coefficients, t-Statistics and Inferences Drawn on Hypothesis

Sl. No. of Hypothesis	Paths	Path Coefficients (β)	t-statistics	Result
H ₁	SB \rightarrow Strategies	0.459**	2.327	Accepted
H ₂	PB \rightarrow Strategies	0.437**	2.180	Accepted

Note: ** denotes significant at $p < .01$ level; SB – Sociological Barriers, PB- Psychological Barriers.

The path coefficient between Sociological barriers (SB) and Strategies is found to be 0.459, which is indicates a positive relationship ($\beta=0.459$; $t=2.327$) which is significant, thus proving hypothesis H₁.

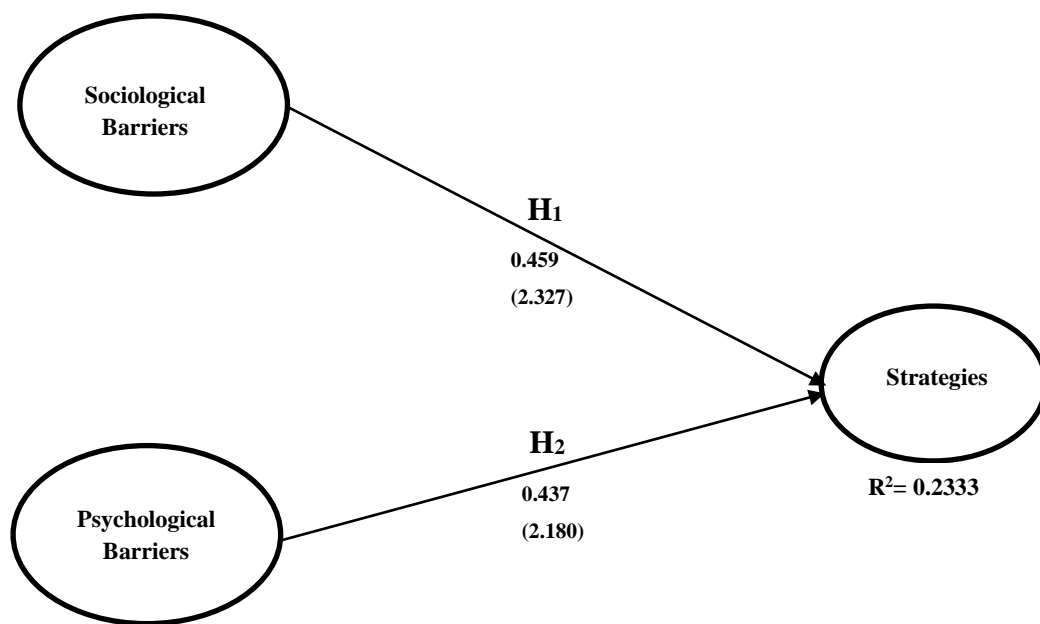
The path coefficient between Psychological barriers (PB) and Strategies is found to be 0.437, which is indicates a positive relationship ($\beta=0.437$; $t=2.180$) which is significant, thus proving hypothesis H₂.

“The strength of each path of the structural model and the variance (R-squared coefficients) of dependent variables should be greater than .1 (Falk and Miller, 1992)”. Figure 8 show that the R-squared coefficient of strategy is .233. The t-statistics of significant paths were above 2.327 as mentioned in table 58. Any value for t-statistics above 2.57 is considered to be

significant being above .01 level (Esposito Vinzi et.al, 2010) and 1.96 is considered significant being above 0.05 level (Hair et al., 2014). Hence, the structural model is validated at 5 % level of significance.

To avoid facing any kind of problems associated with statistical proof of identity, the suggested hypothetical model is designed in a recursive manner (Hair et al., 2006). Figure 8 shows the results of Structural Equation Modeling. Here, the two arrows show statistically significant effects paths. The β coefficients for each link are shown near the arrows, and they represent the standardized regression path coefficients associated with statistically significant effects.

Figure 8: Effect of Socio-Psychological Barriers on Strategies Using Smart PLS Path Modeling



Testing of Hypothesis:

- Hypothesis 1 anticipated a positive relationship between sociological barriers and strategies. This was tested while testing the structural model. It can be seen from table 58 that sociological barriers have a significant positive impact on strategies ($\beta = .459^{**}$, $p < .01$) with t-statistic value 2.327. Hence, hypothesis 1 is confirmed and sociological barriers have a significant positive impact on strategies.

- Hypothesis 2 anticipated a positive relationship between psychological barriers and strategies. This was tested while testing the structural model. It can be seen from table 58 that psychological barriers have a significant positive impact on various strategies ($\beta = .437^{**}$, $p < .01$) with t-statistic value 2.180. Hence, hypothesis 2 is confirmed and psychological barriers have a significant positive impact on strategies.

Conclusion:

The present research is first of its kind to examine the impact of sociological barriers, psychological barriers faced by women leaders and strategies. The result of the effect of socio-psychological barriers on strategies infers that sociological barriers and psychological barriers has positively related with strategies. It proves statistically significant effects paths with socio-psychological barriers and the strategies.