Chapter - V

Findings

CHAPTER 5

FINDINGS

The following are the important findings of the study on socio-psychological barriers faced by women leaders and strategies adopted to overcome barriers among 203 women leaders in Bengaluru and Coimbatore IT/ITeS Sector respectively**.**

5.1. Findings based on the comparison of demographic and socio-economic profile of the respondents in Bengaluru and Coimbatore IT/ ITeS Sector:

➢ **Demographic Profile:**
- Majority of the respondents are in the age group of 25- 35 years in Bengaluru (51.7%); whereas in Coimbatore IT/ITeS Sector 49.3% respondents are in the age group of 36-44 years.
- Majority of the respondents are married which is found common among respondents in Bengaluru (76.4%) and Coimbatore (81.8%) IT/ITeS Sector respectively.
- Majority of the respondents' posses' post-graduate qualification which is found common among respondents working in Bengaluru (44.8%) and Coimbatore (43.8%) IT/ITeS Sector respectively.
- Majority of the respondents' mother tongue is Hindi (40.8%) in Bengaluru whereas it is Tamil (44.3%) in Coimbatore IT/ITeS Sector.
- Majority of the respondents belong to nuclear family which is found common among respondents working in Bengaluru (83.7%) and Coimbatore (71.9%) IT/ITeS Sector.

➢ **Socio-Economic Profile:**
- Majority of the respondents are in operative level (junior level) leaders which is found common among respondents working in Bengaluru (52.7%) and Coimbatore (62.1%) IT/ITeS Sector.
- Majority of the respondents earn up to Rs.50000 per month which is found common among respondents working in Bengaluru (38.9%) and Coimbatore (55.2%) IT/ITeS Sector.
- Majority of the respondents possess 5-10 years total work experience in Bengaluru (44.8%) whereas in Coimbatore IT/ITeS 36.0% of the respondents possess 11-15 years of total work experience.

- Majority of the respondents possess experience between 3-6 years in the current position in Bengaluru (37.9%) whereas in Coimbatore 29.1% of the respondents' experience in the current position is less than 2 years.

- 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.

- Majority of the respondents are married and work in operative (junior) level management in Bengaluru and Coimbatore IT/ITeS Sector.

- Majority of the respondents possess post–graduate qualification, work in operative (junior) level management in Bengaluru and Coimbatore IT/ITeS Sector.

- Majority of the respondents belong to nuclear family and work in operative (junior) level management in Bengaluru and Coimbatore IT/ITeS Sector.

- 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.

- Majority of the respondents are married, earn up to Rs.50000 per month and work in Bengaluru and Coimbatore IT/ITeS Sector.

- 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 belong to nuclear family, earn up to Rs.50000 per month and work in Bengaluru and Coimbatore IT/ITeS Sector.

- 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.

- Majority of the respondents are married and possess 11-15 years of total work experience 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.

- 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 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.

- Majority of the respondents are married, possess 3-6 years of experience in the current position and work in Bengaluru and 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.

- 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.

5.2. Findings based on the identification and comparison of the socio-psychological barriers faced by the respondents in Bengaluru and Coimbatore IT/ ITeS Sector:

➢ **Sociological Barriers:**

Sociological barriers average total mean of 3.53 reveals respondent's agreeability is high in Bengaluru whereas in Coimbatore respondents' agreeability is rather low (3.39). Comparison of the average mean ratings of sociological barriers reveals that the respondents from Bengaluru IT/ITeS Sector face more of societal issues (3.58) and corporate structure issues (3.58) when compared to cultural barriers (3.42). Respondents from Coimbatore IT/ITeS Sector face more of cultural barriers (3.49) when compared to societal issues (3.42) and corporate structure issues (3.26).

🞣 **Cultural Barriers**

Agreeability of respondents' opinion towards cultural barriers is found to be similar in Bengaluru (3.42) and Coimbatore (3.49) IT/ ITeS Sector. In cultural barriers agreeability towards; cultural prejudice minimizes the chances of women reaching managerial positions and also inhibits internal and external subordinate associates being comfortable enough to socialize or bond (3.65) is found to be high in Bengaluru whereas in Coimbatore it is women are expected to take up more familial commitment & values than men (3.80).

🞣 **Societal Issues**

Agreeability of respondents' opinion towards societal issues is found to be high in Bengaluru (3.58) whereas in Coimbatore respondents' agreeability is rather low (3.42). In societal issues agreeability towards; facing gender backlash /social stigma/negative social norms are found to be high in Bengaluru (3.66) and Coimbatore (3.45) and in Coimbatore old- boy network prevails (3.45) also has the highest mean value.

➕ Corporate Structure Issues

Agreeability of respondents' opinion towards corporate structure issues is found to be high in Bengaluru (3.58) whereas in Coimbatore it is rather low (3.26). In corporate structure issues agreeability towards; limited/unhelpful support network around women at higher level is found to be high which is found to be similar in Bengaluru (3.65) and Coimbatore (3.45) IT/ ITeS Sector.

➤ Psychological Barriers:

Average total mean score of 3.32 in Bengaluru and Coimbatore IT/ITeS sector implies respondents are neutral in their opinion towards psychological barriers. 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).

➕ Glass Ceiling Barriers

Agreeability of respondents' opinion towards glass ceiling barriers is found to be similar in Bengaluru (3.49) and Coimbatore (3.46) IT/ ITeS Sector. In glass ceiling barriers agreeability towards; management perception (3.60) is found to be high in Bengaluru whereas in Coimbatore it is work-life balance (3.58).

Management Perception

Agreeability of respondents' opinion towards management perception is found to be high in Bengaluru (3.60) whereas in Coimbatore it is rather low (3.44). In management perception agreeability towards; management supports equality of gender and career advancement of women (3.75) is found to be high in Bengaluru whereas in Coimbatore it is I feel there is an invisible barrier or discomfort among male employees in having female superiors (3.63).

Work Environment

Agreeability of respondents' opinion towards work environment is found to be high in Bengaluru (3.45) whereas in Coimbatore it is (3.34). In work environment agreeability towards; I face frequent putdowns of being too soft or too hard (3.60) is found to be high in Bengaluru and Coimbatore (3.39) IT/ ITeS Sector.

Work-life Balance

Agreeability of respondents' opinion towards work-life balance is found to be high in Coimbatore (3.58) whereas in Bengaluru it is (3.54). In work-life balance agreeability towards; family/social circle provides me the strength and support to face the challenges in business/ work is found to be high in Bengaluru (3.77) whereas in Coimbatore it is I have to leave home early in the morning and often come from the office very late in the evening and the long hours of work make me stressed and short tempered (3.81).

Quality of Health

Agreeability of respondents' opinion towards quality of health is found to be high in Coimbatore (3.46) whereas in Bengaluru it is (3.37). In quality of health agreeability towards; difficult to take care of my health is found to be high and similar in Bengaluru (3.44) and Coimbatore (3.55) IT/ ITeS Sector.

♣ Structural Barriers

Agreeability of respondents' opinion towards structural barriers is found to be similar in Bengaluru (3.72) and Coimbatore (3.70) IT/ ITeS Sector. In structural barriers agreeability towards; lack of effective membership is found to be high and similar in Bengaluru (3.77) and Coimbatore (3.73).

Lack of Effective Membership

Agreeability of respondents' opinion towards lack of effective membership is found to be high in Bengaluru (3.77) whereas in Coimbatore it is (3.73). In lack of effective membership agreeability towards; I had an effective mentorship to reach the present position is found to be high and similar in Bengaluru (3.93) and Coimbatore (3.87) IT/ ITeS Sector.

Lack of Effective Network

Agreeability of respondents' opinion towards lack of effective network is found to be high in Coimbatore (3.67) whereas in Bengaluru it is (3.66). In lack of effective network agreeability towards; women's employee networks within organisation helps women to grow as an individual is found to be high and similar in Bengaluru (3.85) and Coimbatore (3.77) IT/ ITeS Sector.

🔸 Individual mind-set Barriers

Agreeability of respondents' opinion towards individual mind-set barriers is found to be similar in Bengaluru (3.23) and Coimbatore (3.27) IT/ ITeS Sector. In individual mind-sets barriers agreeability towards; lack of job satisfaction (3.39) is found to be high in Bengaluru whereas in Coimbatore it is lack of job satisfaction and occupational stress (3.33).

Lack of Self-Confidence

Agreeability of respondents' opinion towards lack of self-confidence is found to be high in Coimbatore (3.08) whereas in Bengaluru it is (2.92). In lack of self-confidence agreeability towards; I think that I will not be able to satisfy the demands of various associates I deal with is found to be high and similar in Bengaluru (3.12) and Coimbatore (3.27) IT/ ITeS Sector.

Risk Aversion

Agreeability of respondents' opinion towards risk aversion is found to be high and similar in Coimbatore (3.27) and Bengaluru (3.20). In risk aversion agreeability towards; I feel that I have heavy workload, which couldn't be finished during an ordinary workday (3.26) is found to be high in Bengaluru whereas in Coimbatore it is lack enthusiasm in taking on high-stake and challenging assignments due to high level of risk (3.29).

Occupational Stress

Agreeability of respondents' opinion towards occupational stress is found to be high in Coimbatore (3.33) whereas in Bengaluru it is (3.28). In occupational stress agreeability towards; my leadership role is my main source of occupational stress for me is found to be high and similar in Bengaluru (3.35) and Coimbatore (3.46) IT/ ITeS Sector.

Lack of Psychological Empowerment

Agreeability of respondents' opinion towards lack of psychological empowerment is found to be high in Bengaluru (3.37) whereas in Coimbatore it is (3.32). In lack of psychological empowerment agreeability towards; I decide on my own how to go about doing my work is found to be high and similar in Bengaluru (3.51) and Coimbatore (3.36) IT/ ITeS Sector.

Lack of Job Satisfaction

Agreeability of respondents' opinion towards lack of job satisfaction is found to be high in Bengaluru (3.39) and Coimbatore (3.33). In lack of job satisfaction agreeability towards; i do not get the chance to do something to make use of my abilities (3.46) is found to be high in Bengaluru whereas in Coimbatore it is i do not get praise for doing a good job (3.36).

<img> Faulty Perceptions- Self Image

Agreeability of respondents' opinion towards faulty perceptions (self-image) is found to be high in Coimbatore (3.03) and Bengaluru (2.93). In faulty perceptions (self-image) agreeability towards; I feel that others interpret my behaviour based on my gender rather than on my leadership abilities (2.95) is found to be high and similar in Bengaluru and Coimbatore (3.06) IT/ ITeS Sector.

<img> Less Career Advancement

Agreeability of respondents' opinion towards less career advancement is found to be high in Bengaluru (3.21) and Coimbatore (3.14). In less career advancement agreeability towards; lack enthusiasm in taking on high-stake and challenging assignments is found to be high in Bengaluru (3.34) and Coimbatore (3.29) IT/ ITeS Sector.

5.3. Findings based on the assessment and comparison of the strategies adopted by the respondents to overcome socio-psychological barriers in Bengaluru and Coimbatore IT/ ITeS Sector:

- Average total mean in strategies is high in Bengaluru (4.21) and rather low in Coimbatore (4.08). 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 (4.37) in Bengaluru whereas effective time-management improves self-discipline has the highest mean (4.22) in Coimbatore among the strategies adopted to overcome the socio-psychological barriers.

- There is a significant high positive relationship between sociological barriers and psychological barriers (.857) faced by the respondents' in Bengaluru IT/ITeS Sector. There is a positive relationship between sociological barriers and psychological barriers (.628) faced by the respondents' in Coimbatore IT/ITeS Sector. It is also found that correlation between sociological barriers and psychological barriers is high among the respondents in Bengaluru when compared to Coimbatore in IT/ITeS Sector.

5.4. Findings based on the implication of demographic and socio-economic profile on socio-psychological barriers faced by the respondents' in Bengaluru and Coimbatore IT/ ITeS Sector:

- Socio-psychological barriers differ based on the respondents' age, marital status, mother tongue, monthly income and total work experience among respondents. Socio-psychological barriers do not differ based on their educational qualification, nature of family, level of management and experience in the current position.

- 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.

- 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.

- Sociological and psychological barriers do not differ based on the area of the respondents.

5.5 Findings based on the effect of socio-psychological barriers faced by respondents on strategies in Bengaluru and Coimbatore IT/ ITeS sector.

- Sociological barriers such as cultural barriers, societal issues and corporate structure issues indicate a positive relationship with strategies.

- Psychological barriers such as glass ceiling barriers, structural barriers, individual mind-sets barriers, faulty perception and less career advancements has positively related with strategies.
- A statistically significant path exists with socio-psychological barriers and the strategies.