Challenges of Women Employees in the Managerial Cadre in Indian IT, Civil and Electronics Industry: An Analysis

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Abstract

India was ranked 120th by World Bank from a list of 131 countries as far as female workforce participation in 2017 is concerned (Venkatesh, 2017). Looking at it from a demographic level, there are only a few states which have a women workforce larger than the men workforce. The low percentage of working women is both a social and economic loss. According to a survey, it was seen that working women form an integral part of the junior management level comprising 16%, while women comprise only 4% each at the middle and senior levels and as far as organizational leadership positions (CEOs) are concerned they represent only 1%. This suggests that that women's entry is proportionately large but their progression is very slow (Center for Social Research, 2009). Interestingly, there has been little research done in India around the impact of the challenges that women employees in the managerial cadre face which subsequently has a negative influence on their productivity and efficiency. During the course of this research, external factors such as the glass ceiling, discrimination at the work place, unfriendly organizational policies or internal factors like work-life balance, personal capability and perception and family and also societal factors were identified which present a challenge for women employees. The study aims to investigate the impact of these factors on women employees in terms of their efficiency and productivity (Jamali D. , 2006). The research would be conducted for women employees in the managerial cadre in the IT, Civil and Electronics sectors across the country.

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1.0 Introduction

"It is impossible to think about the welfare of the world unless the condition of women is improved. It is impossible for a bird to fly on only one wing." — Swami Vivekananda

The Indian constitution provides its citizens with equal rights and freedom. In fact, India became one of the first countries wherein women were given equal franchise and India has a highly credible record with regards to representation of laws to safeguard and promote womens' interests. However this equality doesn't exist in reality. Women continue to be denied economic, social and legal rights and privileges. Women are not only denied their basic rights, they are also mistreated. Nearly 38% of women note that they have been subjected to physical violence at least once in their married life, while 72% reported having encountered psychological abuse. The difference between the status of men and women can be estimated by the gap in population. The gender population gap starts at birth. In India women constitute 48.5% of the total population. According to 2011 census in India, there are 35,685,539 fewer women than men. Further disparities are clear as far as the benefits of education, physical resources, financial resources, health, opportunities and decision making are concerned. It is still not possible for all women to have a choice or a say with regards to marriage or opportunities. Women are still denied their economic, social and legal rights. Women are not only suffering in rural India but they are also looked down upon under the dictatorship of men in the urban sector of society too. Despite the quiet revolution in women's employment around the world, India has not been able to achieve much.

There is a huge disparity in the number of women workers compared to men workers in almost every part of India. India was ranked 120th by World Bank from a list of 131 countries as far as female workforce participation in 2017 is concerned (Venkatesh, 2017). Looking at it from a demographic level, there are only a few states which have a womens workforce larger than the mens, workforce. The state of Mizoram has 59%, Nagaland has 55.9%, Chhattisgarh has 54.2%, Arunachal Pradesh has 51.6% women workforce. Whereas state of J&K has the least number of working women, having only 7.9% working women. Other states and UTs at the bottom are Delhi with 11.7%, Uttar Pradesh with 12% and Himachal Pradesh 15.15% women workforce. The low percentage of working women is both a social and economic loss. On the other hand, urban males accounted for 16% of India's population, but held 77% of all jobs in computer-related activities in 2011-12. Of all the new jobs created in computer-related activities between 2004-05 and 2011-12, only 18% accrued to women. Out of these 11.7 million urban working women in 2011-2012, regular wage earners were almost 43%. In India, it is seen that even the labor force participation rate of women is one of lowest in the world, which is 28.5% in 2017, compared to 82% for men.

Keeping in mind that the population in the working-age category in India by 2027 will be approximately 18.6% of the global workforce it becomes even more important to increase the working women numbers especially in the managerial cadre. Women are believed to earn lesser than their male counterparts ie they earn approx. 62% of what men are paid for the same work. Interestingly, a study by McKinsey Global in 2015 stated that GDP of India could rise by 16-60% by 2025 if women are enabled to be contributors to the economy. Employing women has got a cascading effect in job creation. A working woman in turn employs a household help or cook. As per estimates, an employed woman creates employment for 1.3 more people.

Today women are overcoming the numerous challenges and are competing with men in all walks of life. Due to various schemes run by the Government of India, dropout rates as far as girls are concerned has declined by 16.5% between 2000-2005. As a result of this India has the world's largest number of professionally qualified women. Women are recognizing their true potential and are holding high and valuable positions. There is no area or walk of life in which Indian women have not pervaded be it politics, sports, entertainment, literature, technology, it is women power all along. Still there are many challenges faced by these women working at high positions. For these working women it is a tightrope walk by continuously trying to create a balance between family and work. For a lot of women their lives are only about marriage, childbirth and household work. This hinders and prevents from working outside the home many an educated and employable woman. In some parts of the country there is a "shame" associated with women stepping out to work. On top of this, their father, husband, and brothers also need to approve of a woman working outside the home. A lack of basic infrastructure, such as safety, transportation, flexible working hours, flexible working options, accommodation facilities, and crèche facility for children is limiting womens participation and performance in the workplace. In India, workplaces can also be unreceptive to women, with increased incidents of discrimination, unequal pay structure and differences in wages. Keeping all these factors in mind, the research undertaken aims to understand and analyze the factors that could create a challenging environment for seamless working of women employees in the managerial cadre in India with specific reference to the IT, Civil and Electronics sector.

2.0 Literature Review

A leader is an individual who leads, trains and influences other people in the organisation, called as followers causing them to willingly and enthusiastically be more involved in achieving the organizational mission and objective. A leader has diverse abilities and skills that influence others (Winston & Patterson, 2006). Research by Donkins points out to seven such abilities. These are Technical competence, Conceptual skill, Track record, People skills, Taste, Judgment and Character (Bennis, 1999). These abilities provide a framework for leading skilled workers and applicable for both men and women managers. Having women in a managerial cadre does have a positive influence on the overall results of a firm (Carderio & Stites-Doe, 1997). Women possess a comparative advantage in social relationships and communication skills (Jelinek & Adier, 1988). This is because of the leadership style followed by them, which is more democratic and participative. This leadership style matches with female tenets ie building network, communicating, harmony and working together for a common goal (Normore, Trindad, & Anthony, 2005). This transformational leadership style exhibited by women is equated with effective leadership (Jogulu, 2006). And therefore their male colleagues can also learn from the leadership style of women and can adopt it. Women's style is more effective within many contexts (Appelbaum, Lynda, & Miller, 2003). Women managers have key strengths like greater sensitivity in relationships, ability of better-networking amongst their colleagues, better understanding, multi-tasking and greater readiness to share information and power (Bushwar, Saini, & Bhatnagar, 2005). Because of this a woman brings a different perspective to leadership and this variance influences the culture of the organization. However, due to very little number of working women this influence is also limited (Chesterman, Ross-Smith, & Margaret, 2016). According to a survey on participation of women in an organization at different levels, it was seen that working women forming an integral part of the junior management level is 16%, while it is 4% each at middle and senior levels and as far as organizational leadership positions (CEOs) are

concerned it is only 1%. This is reflective of the fact that on the one hand a woman's entry is relatively large but their career growth path is very slow (Gupta, Koshal, & Koshal, 1998). Challenges which arise out of the organization structure, its culture or within the operating environment may be the reason behind this slow progress (Mwangi, 2012) since there are not any significant behavioral differences between male and female managers (Andersen & Hansoon, 2011). Women face discrimination at work place in terms of pay and promotion. While on one hand, women are attracted to the High Working Performance systems, it is seen that the gender diversity in these firms is increasing and the gender gap is not yet reduced (Kato & Kodama, 2017). Women face inequality in the form of pay and promotions (Elmuti & Heather, 2009). Even when a woman gets a promotion, she is given job roles which have a larger risk of failure. She is given a risky task with higher standard of performance. She is also less likely to be given a "stretch" assignment and developmental opportunity, which are both required for promotional opportunity (Shin & Bang, 2013). Even after achieving a hard-earned position, a successful woman is often considered as being "lucky".

H1: Discrimination in pay and promotion does not affect productivity, efficiency and the morale of women working in the managerial cadre.

The "glass ceiling" is another major factor, acting as a challenge which also emerges out of organization's culture and structure. The glass ceiling is a major problem that restricts women from achieving higher positions in an organization (Helfat, Harris, & Wolfson, 2006). Glass ceiling is indicative of the unseen barriers that limits the growth of women into prominent leadership roles. It blocks promotion and advancement chances of women in corporates. This barrier not only applies on any individual woman but also to group of women, who are kept away from roles and responsibilities purely due the fact that there are females (Jakobsh, 2004). While men question the research reliability, women worker define glass ceiling in terms of alternative opportunities, sexism, or men's in-group favouritism. Women recognize its negative impact and unjust approach. (Ryan, Haslam, & Postmes, 2007). Further some organizations such as those in the construction industry, attempts to recruit prominently male networks, being unaware of its result in term of unequal opportunities (Fielden, 2001). Glass ceiling might be present in many other forms such as an "old boys' network" which consists of men who have been educated together or those who have risen in the corporate ladder together. They believe in promoting individuals who are like themselves. They tend to look at their friends and colleagues to fill any vacancy or to promote. Since women lies outside their network, and therefore chances of their promotions are low. Thus in corporations, progression up the corporate ladder is not only performance and skill based but also based on gender. Male colleagues have an important role in the rise to power and prestige of male workers (Jakobsh, 2004). They believe that women do not fit in the job environment and therefore consider male workers (Appelbaum, Lynda, & Miller, 2003). Also in these sectors women are given the roles that tend to test their capability to perform in that environment (Fielden S. L., 2001).

H2: The glass ceiling does not affect productivity, efficiency and morale of women working in managerial cadre.

According to many studies, managing the dual responsibility of work and family is the biggest challenge for working women. Women working in sectors like banking face problems like time management, work overload, work schedule control and managing work-life conflict among full-time employees (Singh & Manisha, 2016). Balancing work and family commitment is one of the major obstacles to female's career advancement across many

sectors (Simpson R. , 2001). In a survey, it was found that very few working women are happy and content with their work-life balance. Further unsupportive employers make it even worse for them. Their employers don't even give them any recognition for extra workload that they take while managing their dual-role (O'Carroll, 2015). Absence of some facilities makes it even tougher for women employees to balance work and family life. For example, paid maternity leave is not routine in India and therefore taking off for childbirth often results in financial hardship. This even inculcates fear of losing their job in them (Mittal, Sharma, & Srivastava, 2015). Women also have fear of transfer as it might disturb family life and domestic peace (Kumar & Sundar, 2012). Personal and professional roles of women are a cause of concern and turmoil in their personal life (Wentling & Thomas, 2004). In order to address these problems, organizations have to reframe their policies in such a way so as to help women workers in balancing their family and work life.

H3: Work-life balance does not affect productivity, efficiency and morale of women working in managerial cadre.

Various other environmental factors also form challenges for women. Another barrier is the inability to find a female mentor. Most employers tend to bond through similar interests and therefore because of limited number of women executive, women employer lack this relationship with their mentor. There are some internal factors as well which also sometimes puts barriers for women employees. Some studies found that women generally have lower aspirations and confidence and therefore do not compete for senior position and power (Itzin, 2005). Also, there are many companies which associate masculine characteristics such as assertiveness, aggressiveness and task-orientation with success of their company. This also slows down the progression of women in management roles. One study even says that the barriers to their advancement includes the tone and pitch of their voice, physical appearance and mode of dress (Oakley J. G., 2000). Working women not only experience discrimination and exploitation at workplace but also have to face a particular perception and drawn conclusion about their character (Kumari V. , 2014) and thus society's perception also poses a challenge.

H4: Perception and personal capability does not affect productivity, efficiency and morale of women working in managerial cadre.

Women are attributed with "soft-skills", which works both as an advantage and disadvantage for them. While it works towards increasing their acceptability on the other hand, it sometimes marginalizes women's role in organizations. Thus if women want to become valuable and viable, they must do the essential job of pushing through "glass ceiling" and not by doing just "sticky floors" (Thurairajah, Amaratunga, & Haigh, 2007). Any issue of gender equality in any multinational company is influenced by societal norms pertaining to the country rather than code of conduct of the organisation. The local environment, national laws, the culture, and societal structures have an impact on the informal process and limits womens' advancement inleadership roles (Nikolaou, 2017). The structure of any patriarchal society understands that male are superior and more powerful whereas women are considered inferior and lacking in power, and secondary. And therefore in almost all organizations, whether government or corporate, most of the upper positions are held by men. Women are kept at lower and supportive positions where their role is to somehow keep the male leadership in power. This ordering of power has further consequences for women's leadership (Jakobsh D. R., 2004). Thus, when challenges are so vast and majority of them depend upon social factors, they cannot be curbed by political and legal mechanism only. The

overall attitude of the society needs to be changed. Equality cannot be achieved until all these challenges, faced by women are put to an end. Organizations are also implementing various laws to ensure a safe working environment for their women employees. They are also coming up with various policies to motivate their women workers to continue working.

However, allowing a woman to work outside their home does not necessarily mean that society is treating both men and women on par and therefore there is a high need for society to change their opinion about working women. (Mittal, Sharma, & Srivastava, 2015). Although working women feel that financial independence gives them more respect in society but they also feel that they are facing more mental pressure and depression than nonworking women (Patel & Dutta, 2017).

H5: Family and Societal Factors do not affect productivity, efficiency and morale of women working in managerial cadre.

There has been no study in India done around the impact of the challenges that women working in managerial cadre face on their productivity and efficiency. During the course of this research, built on the review of literature, we saw that there are various factors that present challenges for women employees. These factors might be external like glass ceiling, discrimination at the work place, unfriendly organizational policies or internal factors like work-life balance, personal capability and perception and family and societal factors were identified which presents a challenge for women employees. This research investigates the effect of these factors on women employees in terms of their efficiency and productivity and whether these factors are demotivating (Jamali D. , 2006) them. The research would be conducted for women employees in managerial cadre in the IT, Civil and Electronics sector across the country.

3.0 Objective of the Research

The research attempts to investigate the various factors which act as a challenge for women working in the managerial cadre. These factors are studied in terms of their effect on the overall working efficiency and productivity of women employee. Further it also studies the impact of these challenges on their morale. The research is exploratory in nature. Based on the review of literature, this study determines the constructs or factors that impact the efficiency, productivity and morale of women working in the managerial cadre and whether these factors demotivate them.

The primary objective of the study is to identify the challenges that working women in the managerial cadre face in terms of the glass ceiling, discrimination at work place, unfriendly organizational policies or internal factors like work-life balance, personal capability and perception and family and societal factors which in turn impacts their efficiency, productivity and morale.

4.0 Methodology

Given the exploratory nature of the research, it was ex-post facto in nature. The design of the approach for investigation included questionnaires filled by prospective consumers and possible secondary sources (statistical handbooks, books, reports, journals, and internet information).

The questionnaire was designed on a five-point Likert scale. Data was collected from 118 women working in the managerial cadre in the Indian IT, Civil and Electronics industry. The sampling technique used was convenience sampling. That is because the sample is highly diversified. The respondents were approached personally for their responses and interviews.

Based on the review of literature, it was decided the analytical tools to be used for the purpose of analysis of independent and dependent variables currently under study would be exploratory tools such as exploratory factor analysis and explanatory tools such as Confirmatory Factor Analysis and Structural Equation Model. Prior to these tools, a pilot study was conducted to test the reliability and validity of the questionnaire followed by Pearson Correlation analysis. Post the successful completion of the Pilot study expert opinion was sought on questions designed for the study.

5.0 Findings

5.1 Reliability and Correlation

The reliability of Cronbach Alpha for questions with reference to Discrimination at Workplace, Glass ceiling, Organisational Policies, Personal Capability and Perception, Family and Societal factors and Productivity and efficiency and the morale associated was 0.880, 0.833, 0.842, 0.828, 0.867 and 0.636 respectively which indicates strong to moderate internal consistency amongst the questions asked.

The Pearson Correlation showed that for Working women the independent parameters of Discrimination at Workplace, Glass ceiling, Organisational Policies, Personal Capability and Perception, Family and Societal factors had a moderate to strong correlation with the Dependent Variable of Productivity and efficiency and the morale associated with it.

Table 1: Correlation Test Results

	Discrimination at Workplace	Glass ceiling	Organisational Policies	Personal Capability and Perception	Family and Societal factors	Efficiency and Productivity and Morale
Discrimination at Workplace	1.000					
Glass ceiling	0.853	1.000				
Organisational Policies	0.671	0.704	1.000			
Personal Capability and Perception	0.634	0.650	0.521	1.000		
Family and Societal factors	0.734	0.722	0.568	0.757	1.000	
Efficiency and Productivity and Morale	0.724	0.748	0.523	0.557	0.744	1.000

5.2 Regression

Regression analysis helps understand how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed. The value of R^2 (Coefficient of Determination) was 0.661 and Adjusted R^2 was 0.645. This shows that as far as Women working in the managerial cadre in Indian IT, Civil and Electronics Industry is concerned 66.1% of the variation in the Efficiency and Productivity and morale associated with it can be explained by factors such as Discrimination

at Workplace, Glass ceiling, Organisational Policies, Personal Capability and Perception, Family and Societal factors. Thus, it was seen that the alternate hypothesis holds good

Table 2: Regression Analysis Results

	Coefficients	*Standard Error*	*t Stat*	*P-value*
Intercept	7.700	1.076	7.157	0.000
Discrimination at workplace	0.107	0.073	1.472	0.144
Glass ceiling	0.302	0.088	3.410	0.001
Organisational Policies	-0.039	0.044	-0.882	0.380
Personal capability and perception	-0.117	0.080	-1.462	0.147
Family and Societal Factors	0.442	0.093	4.776	0.000

On analysis, the equation derived from regression analysis for impact on productivity and efficiency and motivation of women working in the managerial cadre with reference to Indian IT, Civil and Electronics industry was as follows:

Productivity, Efficiency and Motivation = 7.70+0.302 Glass Ceiling+0.442 Family and Societal Factors

This means that the Productivity, Efficiency and Motivation of Women working in the managerial cadre in the Indian IT, Civil and Electronics industry is expected to increase by 0.302 due to the possibility of absence of glass ceiling and by 0.442 when family and societal factors are supportive of these women working.

5.3 Factor Analysis
Exploratory Factor analysis is a statistical method used to identify the underlying relationships and key factors out of a set of measured variables. It helps in identification of the latent constructs and their key factors. Confirmatory factor analysis is used to test whether the measures of a construct or the independent variables considered in the hypothetical model are similar to the researcher's understanding of the construct.

Exploratory factor analysis was conducted by principal axis factoring which helped to identify the key factors which impact productivity, efficiency and motivation of women working in the Managerial cadre in Indian IT, Civil and Electronics industry. The value of KMO was 0.899 which indicates that the correlation between the pairs of variables can be explained and factor analysis as a data reduction technique is appropriate. Bartlett's test of sphericity is used to test the null hypothesis that there is no significant difference between the observed co-relation matrix and identity matrix. The results showed that six factors were able to explain 63.765% of variance. The constructs or factors identified can be labeled as as Discrimination at Workplace, Glass ceiling, Organisational Policies, Personal Capability and Perception, Family and Societal factors and Efficiency, Productivity and Motivation of Working women.

The Factor analysis thus helped in grouping together of the manifest variables into a couple of factors for each construct. This will be of help to the Senior Management as it would bring about clarity of factors that the Senior Management needs to focus on while strategizing for building an environment conducive for Women working efficiently in the Indian It, Civil and Electronics industry.

5.4 Confirmatory Factor Analysis

The confirmatory factor analysis (CFA) was done using Amos 18.0. The CFA helped to identify the manifest variable which with regards to the efficiency, productivity and morale of working women is concerned is of utmost importance. The CFA with all the manifest variables and latent variables taken into consideration produced a GFI of 0.802. The result for the model was Chi-Square / Degrees of Freedom (X^2/df), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), and Root Mean Square Error of Approximation (RMSEA) was 1.678, 0.802, 0.740, 0.076.

From the CFA or the measurement model, it was seen that the below mentioned measured variables must be duly considered by the senior management of Indian IT, Civil and Electronics industry for strategizing and attempting to positively influence and build a conducive environment for Women working in these industries. The following are the important manifest variables:

Table 3: Standardized Regression Weights

Manifest Variable	Factor Loading
OP4 Get parental leave	.811
OP3 Get medical benefits	.870
OP5 Get transportation facility	.699
D1 Get equal wages	.672
D5 Get equal opportunities	.759
D6 No discriminatory culture in organization	.701
D7 Organisation provides right environment and opportunities	.872
GC3 Organisation doesn't give me limited role	.741
GC4 No role stereotyping	.729
GC5 No gender domination	.812
GC6 Workers behave same as with Male leaders	.781
EP3 Have high self-efficacy	.726
EP4 My work gets equal recognition	.702
EP5 People's mindset has changed about Working Women	.706
PC2 Tours and field visits does not affect my potential	.810
PC3 Transfer does not affect my potential	.973
PC4 Night shifts do not impact my potential	.734
F1 Society does not treat me differently for working	.826
F2 Societal stereotypes does not affect my growth	.842
F4 Able to manage work and family	.837
F5 Don't face time constraint	.759
D2 Fair method of promotion	.632
D4 Subordinates are cooperative	.642

5.5 Structural Equation Model

The result for the model was Chi-Square / Degrees of Freedom (X^2/df), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), and Root Mean Square Error of Approximation (RMSEA) was 1.743, 0.782, 0.764, 0.086.
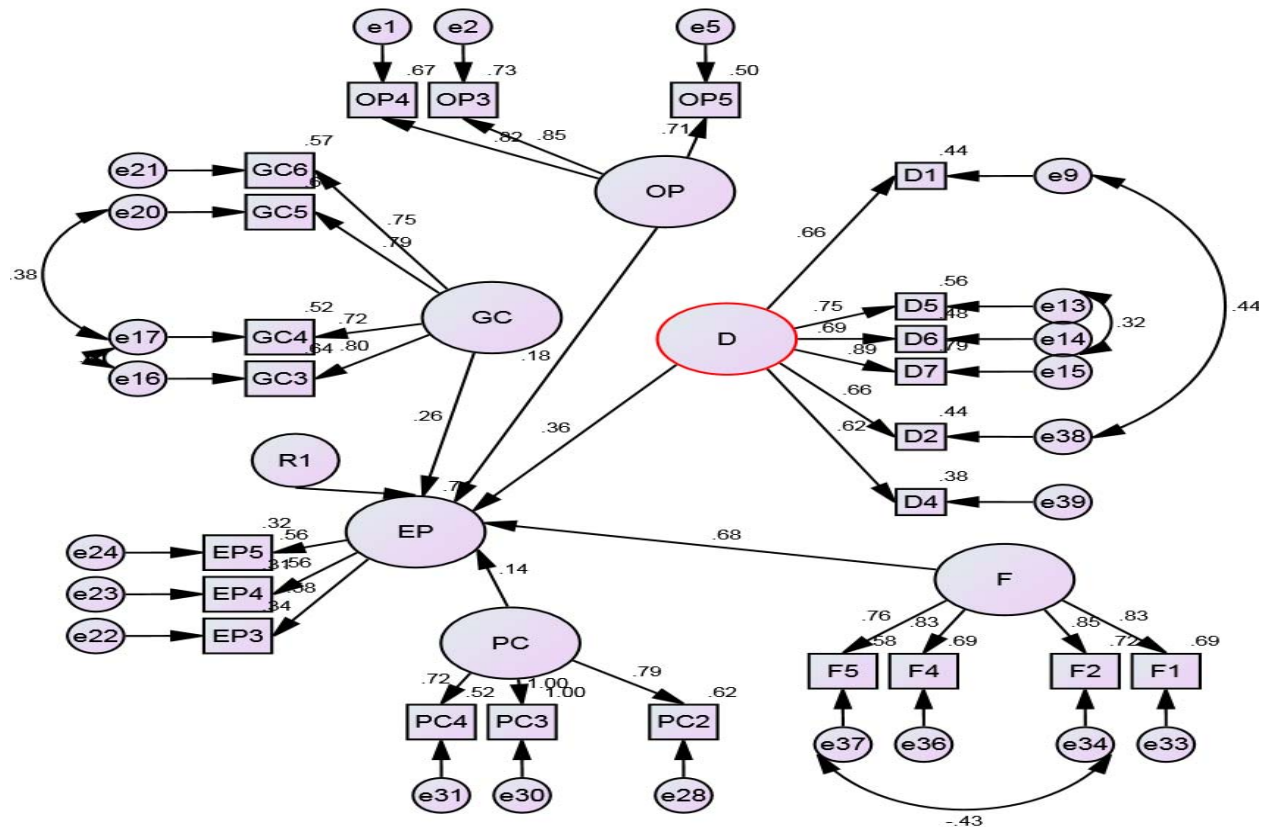

Figure 1: SEM Figure

Thus, from the structural model, the probability (p) value and standardized regression weight or beta value connecting the latent variables was arrived at, helping in accepting or rejecting of the developed Hypothesis.

Table 4: SEM Results

			P value (0.001 level)	Standardized Regression Weight (β)
EP	<---	GC	.018	.265
EP	<---	OP	.088	.182
EP	<---	D	.002	.361
EP	<---	F	***	.676
EP	<---	PC	.155	.139

Thus, when there is no Discrimination at workplace and this factor increases by 1 standard deviation, it has a positive influence on the efficiency, productivity and morale of working women to an extent of 0.361 standard deviations, when there is no glass ceiling factor or the same are minimised and this factor increases by 1 standard deviation, it has a positive influence on the efficiency, productivity and morale of working women to an extent of 0.265 standard deviations, when family and societal factors are supportive of women working and this factor increases by 1 standard deviation, it has a positive influence on the efficiency, productivity and morale of working women to an extent of 0.676 standard deviations.

6.0 Discussion and Managerial Implications

The Indian constitution provides its citizens with equal rights and freedom. However, this equality doesn't exist in reality. Despite the quiet revolution in women's employment around the world, India has not been able to achieve much. There is huge disparity in the number of women workers compared to men workers in almost every part of India. India was ranked 120th by World Bank from a list of 131 countries as far as female workforce participation in 2017 is concerned (Venkatesh, 2017). Keeping in mind that the population in the working-age category in India by 2027 will be approximately 18.6% of the global workforce it becomes even more important to increase the working women numbers, especially in the managerial cadre. Today women are overcoming numerous challenges and are competing with men in all walks of life. Still there are many challenges faced by these women working at high positions. For these working women it is a tightrope walk by continuously trying to create a balance between family and work. There is often a "shame" associated with women stepping out of home for a job, in many parts of the country. Further lack of basic infrastructure like safety, transportation, flexible working hours, flexible working options, accommodation facilities, and crèche facility for children is limiting their performance. Workplaces in India can also be hostile to women, with high incidents of discrimination, low pay, and wage disparity.

Having women managers does have a significant positive impact on the overall performance of a firm (Carderio & Stites-Doe, 1997). Women possess a comparative advantage in social relationships and communication skills (Jelinek & Adier, 1988). This is because of the leadership style followed by them, which is more democratic and participative. Challenges which arise out of the organization structure, its culture or within the operating environment may be the reason behind this slow progress (Mwangi, 2012) since there is not any significant behavioural difference between male and female managers (Andersen & Hansoon, 2011). Women face inequality in the form of pay and promotions (Elmuti & Heather, 2009).

Based on the sample collected from 118 women working in the managerial cadre in the Indian IT, Civil and Electronics industry it was seen that the independent parameters of Discrimination at Workplace, Glass ceiling, Organisational Policies, Personal Capability and Perception, Family and Societal factors had a moderate to strong correlation with the Dependent Variable of Productivity and efficiency and the morale of working Women associated with it. On conducting the regression analysis it was seen that for Women working in the managerial cadre in Indian IT, Civil and Electronics Industry is concerned 66.1% of the variation in the Efficiency and Productivity and morale associated with it can be explained by factors such as Discrimination at Workplace, Glass ceiling, Organisational Policies, Personal Capability and Perception, Family and Societal factors. The regression analysis also determined that the Productivity, Efficiency and Motivation of Women working in the managerial cadre in the Indian IT, Civil and Electronics industry is expected to increase by

0.302 due to the possibility of the absence of a glass ceiling and by 0.442 when family and societal factors are supportive of these women working. This corroborates the research which states that glass ceiling is a major problem that restricts women from achieving higher positions in organization (Helfat, Harris, & Wolfson, 2006). It blocks promotion and advancement chances of women in Corporates. This barrier not only applies to any individual woman but also to women as a group, who are kept away from promotions simply because they are women (Jakobsh, 2004).

Factor Analysis showed that six factors were able to explain 63.765% of variance. It helped in grouping together of the manifest variables into a couple of factors for each construct. This will be of help to the Senior Management as it would bring about clarity of factors that the Senior Management needs to focus on while strategizing for building an environment conducive for Women working efficiently in the Indian It, Civil and Electronics industry. From the CFA or the measurement model, it was seen that the measured variables which must be duly considered by the senior management of Indian IT, Civil and Electronics industry for strategizing and attempting to positively influence and build a conducive environment for women working in these industries. are: Even though I am a woman, my organization provides me with right environment and opportunities, there is no role stereotype, no gender domination and the fact that workers behave the same as with the male counterparts and the organisation does not give me a limited role only shows that absence of glass ceiling has a positive influence on the efficiency and productivity of working women. Additionally organizational policies being similar for both men and women such as the facility of parental leave, transportation facility, medical leave, equal wages, fair method of promotion, equal opportunities, no discriminatory culture, providing of right opportunities and environment and not limiting the role of working women goes a long way in increasing their morale. Also, it is imperative that the society does not treat working women differently, societal pressures do not limit their growth, family members support them and help them to manage work and family and women do not face a time constraint. These factors play an important positive and motivating influence on the efficiency of Working women. This is in line with the study which states that some organizations such as those in the construction industry, attempts to recruit prominently male networks, being unaware of its result in term of unequal opportunities (Fielden, 2001). Women working in sectors like banking face problems like time management, work overload, work schedule control and managing work-life conflict among full-time employees (Singh & Manisha, 2016).

The established structural model shows that based on data collected from consumers: when there is no Discrimination at workplace and this factor increases by 1 standard deviation, it has a positive influence on the efficiency, productivity and morale of working women to an extent of 0.361 standard deviations, when there is no glass ceiling factors or the same are minimised and this factor increases by 1 standard deviation, it has a positive influence on the efficiency, productivity and morale of working women to an extent of 0.265 standard deviations, when family and societal factors are supportive of women working and this factor increases by 1 standard deviation, it has a positive influence on the efficiency, productivity and morale of working women to an extent of 0.676 standard deviations. This corroborates the fact that balancing work and family commitment is one of the major obstacles to female's career advancement across many sectors (Simpson R. , 2001). Working women not only experience discrimination and exploitation at workplace but also have to face a particular perception and drawn conclusion about their character (Kumari V. , 2014) and thus society's perception also poses a challenge.

Thus it is important for society and the Corporate to consciously recognize the fact that women are blessed with the traits that are essential to be a Leader. They have an innate yearning to excel and positively influence others. Keeping in mind the fact that the working-age population in India by 2027 will be almost 20% (18.6%) of the entire global labor force it becomes even more important to increase the participation of working women in India. A step in the right direction will be to build a conducive environment which motivates a woman to not only work but excel in the Corporate world especially with regards to IT, Construction and Electronics industry. They need to have checks and balances in place which ensure that there is no role stereotype and gender domination in their Organisations and Societal stereotypes do not affect the professional growth of working women, that there is a fair method of promotion and women get equal opportunities and equal wages. Thus, based on the study it is extremely important that Corporates focus on minimizing the barriers labelled as the glass ceiling, do away with discrimination factors at the workplace and move towards ensuring that family and societal factors not only support working women but encourage them to take on leadership roles and move into Senior Management positions.

7.0 Limitations

The research was primarily conducted in for women working in the managerial cadre in IT, Construction and Electronics industry which is a limitation. Subsequent research for the other industries such as banking, FMCG, Retail and other sectors can be done to ascertain if similar factors affect the efficiency, productivity and morale of working women.

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