

Content Analysis of the Literature on Career Advancement of Women Employees: A Critical Review

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ABSTRACT

In a global economy, the major focus of organisations is to manage a diverse workforce. Therefore, it is important that more women are employed in managerial positions and have a satisfying career growth. Women in managerial positions are underutilised. Their skills remain unexplored due to the traditional mindset of the society. In spite of the obstacles in their path, the number of women with children taking an interest in the paid workforce has increased notably in the past few decades. However, the major portion of the work environment has still not changed their attitude in providing employment that enables women to balance their work and family obligations. The point of the research is to study the main factors that affect the professional success of a woman, both in the global sense and especially in the Indian setting. Thus, to discover the status of the administrative position and furthermore part astute nearness of women in Indian corporate. The study is based on literature review. It focuses majorly on various factors, such as the individual, the family, the organisational and the socio-cultural, that influence career advancement of women, and affect organisational performance and the economic growth of the country. This research builds a hypothetical structure of the current research. It also proves to be a guide that addresses administrative issues in the workplace, the execution of the changes and the development of the organisation. The hole of different measurements how it varies with authoritative practice, approach making, basic leadership for the vocation movement of women utilised in the organisations.

Keywords: Career Advancement, Work-Family Conflict, Work-Life Imbalance, Family Commitment, Career Decisions, Women Employees

INTRODUCTION

Gender equality and female leadership are important factors in the growth and development of an organisation. The management in any organisation should, therefore, be concerned with aligning these factors with their business objectives. Economic development also has a correlation with women empowerment, which is an important dimension in the growth and progress of a country. In our the present political frameworks endeavour to put into impact level with the conduct of people, social research demonstrates their point of view social orders have not completely acknowledged yet. Men continue to dominate in the senior management levels, enjoying a higher pay grade. Men are still considered pioneers in various fields. Nigel Nicholson (2010) tries to understand people's perception towards women employees. He says that

women in senior positions are advised against acting like a man. They are also expected not to act like a woman. The difference in the behaviour and attitude towards men and women seems to be rooted ultimately in the core value system of society. Therefore, the perceptions cannot be expected to change overnight.

Career development has traditionally been conceptualised to entail a successive and systematic sequence of attitudes and behaviours associated with work-related experiences, which acknowledges the individual's personal life over the span of the life cycle (White et al., 1992). The understanding of a woman's career requires the acknowledgement that women, on a fundamental level, have different experiences. They find themselves facing different situations when progressing in their careers as compared to men. One of the biggest issues in a woman's life, up to now, has always been her decision to marry.

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Historically, women have not had the same opportunities as men when it came to improving their quality of life. This encouraged them to marry for security. Nowadays, women have choices, one of which is their right to remain unmarried. However, the current career models (Flanders, 1994; Verma, 2018) are not conducive to women, as they do not allow for the flexibility that a woman might need, such as her necessity to take a break from her career to become a mother or to look after elderly relatives.

According to Wood and Lindorff (2001), there are more women graduating from educational institutions than men. An increasing number of women are also entering the paid workforce and taking up managerial positions. However, there are still fewer women at the senior management levels. Discrimination, a negative attitude and stereotyping lead to fewer opportunities and a slower career growth (Koshal et al., 1998; Nath, 2000; Merrell and James, 2001). Outdated traditional thought processes, approaches and career models, which are based on the experiences of men (Mavin, 2001), continues to generate a negative attitude towards women seeking growth in an organisation. The support of family is also critical to a woman's success in her chosen career path (Nath, 2000). The beliefs and attitude that a woman must be able to play the role of a daughter, wife, mother and employer flawlessly makes them struggle with the work-family balance (Mavin, 2001).

Rationale of the Study

The study helps identify factors that affect the professional success of women. It offers an awareness on the issue of a woman's career growth in an Indian context, which in turn enables the understanding of factors that may influence career advancement among women.

This section of the workforce is often neglected, although women support and contribute hugely to family, the society, organisations and the economic development of a country. Therefore, it is time that attention is brought to their needs, to boost their self-worth and their level of contribution to the country's economic development.

OBJECTIVE OF THE STUDY

- To identify the factors that influence the career growth of women employees in organisations.

- To investigate the elements that influence the career advancement of women employees in India.
- To find out the status of managerial level and sector-wise differences in the career advancement of women employees in India.

METHODOLOGY

This research paper is a conceptual paper that is based on literature reviews. The methodology, therefore, revolves around the selection and rejection of related articles. The research has been done in various steps. Between November 2017 and December 2018 articles published after the year 1992 were selected. Using online resources, EBSCO Discovery Service and Google Scholar, keywords such as 'women career advancement', progression, leadership, entrepreneurs, managers, employees, and so on, were employed.

Before the final selection, the abstract of each article was reviewed. The relevant articles, whether qualitative or quantitative, were then saved in a database. During the search, a woman's career growth was treated as a dependent variable and factors that influenced the growth were treated as an independent variable. Peer-reviewed articles, working papers and dissertations were included in the database. During the initial stages, the database contained about a 100 articles. After reviewing the abstracts about 50 articles were selected.

LITERATURE REVIEW

Individual Factors That Influence the Career Growth of Women

Studying the individual factors that impact the career development of women is an important aspect of this research. Table 1 shows various factors related to the career progression of women. 'Attitude towards career advancement' indicates that women need to be more open to learning, be ambitious, have a strong desire to succeed, be hardworking, try to be problem solvers, develop effective communication skills and sacrifice their personal life. It has been observed by many researchers (Lee, 1996; Aycan, 2004; Bennett et al., 2006; Zhong et al., 2011) that attitude has a significant correlation to career development. Other attributes include internal attribution

to success, and a positive attitude towards mobility and relocation (For example, Greenhaus & Parasuraman, 1993; Lobel & St Clair, 1992; Morrison, White, & van Velsor, 1982; Ragins & Sundstrom, 1989).

‘Work-related demographics such as higher educational qualification or degree’ (Aycan, 2004), ‘higher socioeconomic status’ (Adler & Izraeli, 1994; Kabasakal & Ozugur, 1995) and ‘level of management or designations’ (Buddhapriya, 2011; Rowley, 2013) are factors that increase the chance of career growth among women.

‘Early socialisation’ affects women radically. This includes parental encouragement and maternal employment, which have been found to influence a woman’s career growth positively (Betz & Fitzgerald, 1987; Aycan, 2004).

‘Masculinity’ addresses a personality trait that helps women deal with stress, be problem solvers and improve performance outcomes in work situations. It is an attribute related to gender role identity. It includes traditional male roles and traits, such as being instrumental, leading, independent, reasonable, success-oriented, aggressive, dominating, competitive and unemotional. Fagenson

(1990) conducted a study of women managers who tended to have masculine traits. Similarly, Rowley (2013), who studied 202 women managers at different management levels, found that masculinity had a direct positive effect on career growth among women. Women exhibiting strong masculine traits were more likely to be determined to succeed than women exhibiting weaker masculine traits. It also helps women feel more comfortable in male-dominated organisational cultures. This, therefore, has an impact on career growth (Heilman, 1983).

The management style and leadership quality play a major role in the success of a woman manager or entrepreneur. The most important personality feature necessary for a woman manager is to understand others, have empathy, integrity and charisma. A woman manager must also possess professional skills such as being a good organiser, having leadership skills and effective communication, the ability to motivate employees, and creating a professional workplace environment. Individual factors such as being achievement- and career-oriented, having self-confidence and determination were felt to have contributed significantly to their growth (Aycan, 2004).

Table 1: The Relationship Between Individual Factors and Career Advancement of Women

<i>Authors</i>	<i>Factors</i>	<i>How the Factors are Related to the Career Advancement of Women</i>
Lee, 1996; Aycan, 2004; Bennett et al., 2006; Zhong et al., 2011; Greenhaus & Parasuraman, 1993; Lobel & St Clair, 1992; Morrison, White, & van Velsor, 1982; Ragins & Sundstrom, 1989	Attitude towards career advancement	Positively related
Adler, 1993; Adler & Izraeli, 1994; Kabasakal & Ozugur, 1995; Aycan, 2004; Buddhapriya, 2011; Rowley, 2013	Work-related demographics (higher educational, qualification, higher socioeconomic status, level of management/designation, etc.)	Positively related
Betz & Fitzgerald, 1987; Aycan, 2004	Early socialisation	Positively related
Heilman, 1983; Fagenson, 1990; Rowley, 2013	Masculine traits	Positively related

Family Responsibility and Work-Family Commitment

Family obligation (Table 2) is one of the real parts of women professional success, particularly in India. In the past, this factor was characterized under situational factor, which is known as home circumstance (Tharenou and Conroy, 1994). The components considered for the present research after checking past investigations that are being

married/marital status, spousal help, family structure, stable family life, clashes with family obligations because of high duty, being single guardians, and childcare duties.

As for a family circumstance, explore shows that women’s professionals endure when they are being (Posholi, 2012; Buddhapriya, 2011; Zhong et al., 2011) and have youngsters (Davidson and Cooper, 1987; Ragins and Sundstrom, 1989). Research additionally affirms

that spousal help assumes an essential job in women professional success (e.g., Riger and Galligan, 1980; King, Mattimore, King, and Adams, 1995; Aycan, 2004; Zhong et al., 2011).

The family structure comprises of individuals living in a joint family or family unit. The outcome uncovered by Buddhapriya (2011) that respondents living in Indian family units concurred all the more emphatically that 'promise to family obligation' prevented their professional success. Youngsters' duty and its effect on lady's experts' profession were additionally seen diversely by respondents having a place with the joint and family units. Similarly, the stable family life has positive impacts on the career progression of the women (Aycan, 2004). In the literature, a few studies are related to this factor. Conflicts

with family responsibilities due to high commitment is an important aspect of career progression of women, which frequently creates obstacles for the career advancement (Poshohi, 2012; Bierema & Opengart, 2002; Aycan, 2004; Buddhapriya, 2011; Jogulu & Wood, 2011; Zhong et al., 2011).

Childcare responsibilities are another dimension of the career progression of women. Generally, it has been observed in our society that the mother has to take care of children. Accordingly, women experts concurred that kids' duty prevents their capacity to progress (Buddhapriya, 2011; Zhong et al., 2011). They feel that they are not ready to use their maximum capacity and need to make profession exchange offs in view of the childcare obligations and other family duties.

Table 2: Family Responsibility/Work-Family Commitment

<i>Authors</i>	<i>Factors</i>	<i>Related to Women's Career Advancement</i>
Poshohi, 2012; Buddhapriya, 2011; Zhong et al., 2011	Being Married /Marital Status	Negatively related
Aycan, 2004; Zhong et al., 2011	Spousal Supports	Positively related
Buddhapriya, 2011	Family Structure	Negatively related
Aiken, 2004	Stable Family Life	Positively related
Poshohi, 2012; Bierema & Opengart, 2002; Aycan, 2004; Buddhapriya, 2011; Jogulu & Wood, 2011; Hasnain, et al., 2012; Zhong et al., 2011; Greenhaus and Beutell, 1985; Sekaran, 1986; Bourne and Wikler, 1982; Kingstone and Nock, 1985; Pittman and Orthner, 1988	Conflicts with family responsibilities due to commitment	Negatively related
Zhong et al., 2011	Being a single parent	Negatively related
Buddhapriya, 2011; Zhong et al., 2011	Childcare responsibilities	Negatively related

Organizational Factors Which Influence the Career Advancement of Women

Another component of situational factors is called 'work situation' (Tharenou & Conroy, 1994) which is defined in the present research paper as an organisational factor (Table 3). The organisational factors also play a crucial role in career advancement of women. Work-life balance which incorporates like adaptable working hours, childcare encourages and crisis care for kids and seniors, support for non-work, responsibility, wellbeing, and self-improvement projects, and adaptability in work area (telecommuting/working from home) with gigantic change to-

wards the vocation movement of women (Buddhapriya, 2011; Abidin, Penafort, Jusoff and Marzuki, 2008; Bennett, et al., 2006). *Male-dominated Organizational Culture* creates gender segregation of organisations leads to a gender-biased organisational culture. The Tokenism Theory explores that females experience career obstacles because corporate culture tends to be male-dominated (Kanter, 1977); Male-dominated culture refers to a corporate culture where most employees (over 85 percent) are male, occupying majority of key decision-making positions (Knörr, 2005; Aycan, 2004; Bennett et al. 2006; Rowley, 2013; Kim and Rowley, 2009). Therefore, female workers are more peripheral in their roles, excluded

from key positions and find it difficult to build social networks and to mentor. This is extended to include the psychological climate of gender inequity, which hindrance to the career advancement of women (King, Hebel, George and Matusik, 1997; Cox, 1994). *Organisational Structure* mentioned that many jobs are still seen as men's or women's jobs, and this influences the initial intake of a particular gender in organisations (Linehan and Scullion, 2001). Study conducted by researchers (Abidin, Penafort, Jusoff & Marzuki, 2008; Knörr, 2005; Parikh & Sukhatme, 2004) reveals that the organisation should make gender-sensitive policies, so that it helps career development of women.

Mentoring/ Coaching/Training & Development: Mentoring and coaching is a method of training and development. Training & Development is a continuous process to sharpen knowledge, skills and attitudes where individual employees and his/her job performance improve simultaneously. It seems that mentors could offer opportunities to females to work in diverse departments, but their support was not enough to help females participate in training and development programs (Rowley, 2013). Researchers have also examined the role of gender in mentoring (O'Brien, Biga, Kessler and Allen, 2010). Although mentoring appears to be generally advantageous, it may be particularly helpful for females. Yet, females may not have equal access to mentoring because they have less power within organisations than males. Thus, if females experience formal mentoring, it would impact on careers and opportunities for diverse

work experience and training and development (Posholi, 2012; Knörr, 2005; Jogulu & Wood, 2011; Allen, Eby, and Lentz, 2006; Finkelstein and Poteet, 2007).

The *availability of Career Development Opportunities* in the organisation such as job rotation, job enrichment, succession planning, creates a designation for a higher position, promotion, growth and reward systems are positively related to the career progression of women (Parikh & Sukhatme, 2004). Very few studies have been conducted in this area.

Sexual Harassment is a very crucial dimension of the workplace to create hindrance of career development of women (Zhong et al. 2011). This includes psychological effects of women in their career progression.

Diverse work experience is defined as the number of times transferred to different departments and experience of working in various departments. Diverse work experience is a main criterion in promotions and essential to careers. Diverse work experience in multiple departments helps promote a better understanding of the overall organization and also serves as an important opportunity to learn, how to combine and utilise the various functions and resources of an organization. Females receive restricted work experience in limited departments, which in turn prevents them from being promoted in key departments (Thomas and Gabarro, 1999). Therefore, if females are provided with opportunities to work with key departments and diverse tasks, they will have more career chances.

Table 3: Relationship Between Organizational Factors and Women's Career Advancement

<i>Authors</i>	<i>Factors</i>	<i>Related to Women's Career Advancement</i>
Buddhapriya, 2011; Abidin, Penafort, Jusoff & Marzuki, 2008; Bennett, et al., 2006; Collins, 1993	Work life balance	Positively related
Knörr, 2005; Aycan, 2004; Bennett, et al., 2006; Rowley, 2013; Kim and Rowley, 2009; Kanter, 1977; King, Hebel, George and Matusik, 2010; Cox, 1994	Male dominated organizational culture	Negatively related
Abidin, Rashid & Jusoff, 2009; Kirai, and Mukulu, (2018); Buddhapriya, 2011; Linehan and Scullion, 2001	Organizational structure	Negatively related
Abidin, Penafort, Jusoff & Marzuki, 2008; Knörr, 2005; Buddhapriya, 2011; Parikh & Sukhatme, 2004;	Lack of gender-sensitive policies	Negatively related
Posholi, 2012; Rowley, 2013; Knörr, 2005; Jogulu & Wood, 2011; Allen, Eby, and Lentz, 2006; Finkelstein and Poteet, 2007; O'Brien, Biga, Kessler and Allen, 2010	Mentoring/Coaching/Training & Development	Positively related

<i>Authors</i>	<i>Factors</i>	<i>Related to Women's Career Advancement</i>
Knörr, 2005; Morrison et al., 1987; Mattis, 1994; Culpán & Wright, 2002	Support system at work	Positively related
Aycan, 2004; Linge, Van Rensburg, & Sikalieh, 2010; Buddhapriya, 2011; Davidson and Cooper, 1993; Vinnicombe and Singh, 2003; Maxfield, 2005; Ogden et al., 2006; Ackah and Heaton, 2003; Adler and Izraeli, 1994; Knörr, 2005	Networks and communications	Positively related
Parikh & Sukhatme, 2004	Career development opportunities	Positively related
Yan Zhong, 2006a; Zhong et al., 2011b;	Sexual harassment	Negatively related
Rowley, 2013; Thomas and Gabarro, 1999	A diverse work experiences	Positively related

Socio-Cultural Factors which Influence the Career Advancement of Women

The professional success of women has been separated between crafted by man and women in our general public and culture. The patterns turn out in our general public and culture that the man needs to go outside and acquire bread and spread for their family (Budhwar et al., 2005). Then again, women need to deal with family obligations, for example, deal with relatives, kids and sustenance's and so on. The underlying driver of these segregations bring out as sexual orientation generalizations/discriminatory limitation, job desire between sexes, absence of equivalent chances to male and female

The gender stereotype is a perception towards a woman's role in the particular society, culture and organization. It has been observed that gender stereotypes/glass ceiling found not only in the workplace, but it started with our family, society and culture (Posholi, 2012; Jogulu & Wood, 2011). In the twenty-first century, gender stereotypes have kept on making hindrances for women's profession movement, with generalizations about the maleness of the administration job persevering (Gregory, 1990; Heilman, 2001; Lyness and Heilman, 2006; Schein, 2001). Lyness and Heilman (2006) found that sex inclination against female chiefs in associations has

added to an impression of absence of individual employment fit. This thought adversely influences execution assessments which, thusly, influence the professional success results of women administrators.

Sattar, Imtiaz & Qasim (2013) conducted a study in Pakistan that 83.5% respondents concurred that gender role stereotypes is the first hindrance in the advancement and maintenance model of the female employees.

The worldwide conviction framework is that the job of sex explicit endorses at various life-choices for people. By and large in our general public, men reliably pick and give their life elective need to 'work over family', while women constantly give their preference to 'family over work'. Rajadhakshya and Bhatnagar (2000) discovered that men are more dedicated to work or occupation than women.

Equal opportunities to male and female children: In the beginning of our childhood, our society creates discrimination over male and female child. The parent gives lots of importance to a male child and fulfills all their needs in comparison to female child such as higher education, other facilities for their study, etc. This discrimination has come out as a larger picture of our society.

Table 4: Socio -Cultural Factors and Women's Career Advancement

<i>Authors</i>	<i>Factors</i>	<i>Related to Women's Career Advancement</i>
Budhwar et al., 2005; Sattar, Imtiaz & Qasim, 2013; Posholi, 2012; Jogulu & Wood, 2011; Heilman, 2001; Lyness and Heilman, 2006; Schein, 2001; Rothbard, 2001; Gregory, 1990	Gender Stereotypes /Glass ceiling	Negatively related
Budhwar et al., 2005; Buddhapriya, 2011; Rajadhakshya and Bhatnagar, 2000; Aryee, Srinivas and Tan, 2005	Gender-role expectations	Negatively related
Aycan, 2004;	Equal opportunities to male and female children	Negatively related
Aycan, 2004;	Mother as a backbone of emotional support for Family & Children	Negatively related

Career Advancement of Women Employees: An Indian Context

Women are not given opportunity like men for the decision-making positions in almost all countries. In the twenty first century, the Indian woman has lived in a paradoxical status that is considerably equality with men, despite enjoying the status of a goddess. Although, Indian society has given high respect to them (Budhwar, 2001), but women working outside the home have been looked down upon. The India constitution has given equal rights to women, including the right to own property, matrimony and divorce, inheritance, education, employment and equality before the law. Despite this social legislation, including that visualizing female empowerment, has been poorly enforced (Saini, 1999). Historically, the roots of female suppression go back to ancient times where the role of the male was of food gatherer or breadwinner, and of woman to confine herself to domestic chores and the care of children (Budhwar et al., 2005).

In the majority of Indian families, girl's children grow up in a culture that presumes that their duties and capabilities are different from those of the boys. Girls are socialized to be submissive. There is a marked difference in access to the care and health of male and female children. Women's education and employment continue to be low, though women outnumber men in employment in the primary (agriculture) sector. Thus, traditional patriarchal attitudes towards women still prevail and are strengthened and perpetuated in the home (Bandyopadhyay, 2000).

It has been frequently observed that there are many factors related to social, organizational, and personal biases have contributed towards keeping career progression of women,

including managerial positions, at a lower level. However, in the new economic environment, with rapid global changes taking place in the concepts of work, workplace and workforce, one can foresee positive implications for Indian women's workforce (Gothoskar, 2000; Jhabvala & Sinha, 2002). The new competitive scenario in the work environment is changing the social values and mores of woman in Indian society; on the other, the increased global focus on women's issues is significantly affecting the woman's role and career progression (Budhwar et al., 2005).

Presently, Indian women have begun entering all occupations and have spread out into expanded professions, which were prior viewed as only male areas in the course of recent decades. These include, banking, police, marketing and sales, civil services, military etc. and numerous new developing fields identified with IT and correspondence (Nath, 2000). Thus, perception has been found in the literature that expanded various developing enthusiasm for the investigation of women and their advancement in vocations and administrative jobs over the world (Davidson and Burke, 2004; Rowley and Yukongdi, 2009).

The career progression of women employees in India, gradually increasing, but, still the percentage is very low as compared to other countries or rest of the world. Although, Indian constitution give equal right & status for men and women. But the problem lies within society and its culture which historically perceived that women are supposed to be responsible for family care, such as household work, children care, take care of spouse and other family members. In this way, duty to family obligation (Table 5) is a noteworthy obstruction in the

professional success of women in India (Buddhapriya, 2011; Budhwar et al., 2005; Koshal and Gupta, 1998; Rajesh and Ekambara, 2013; Kumar and Sundar, 2012; Sundar and Kumar, 2012; Amer, 2013).

In the 21st century, due to modernization and globalization, the perception of women has been gradually changing towards their own career. The percentage has increased in recent years, almost all the sectors such as private, public and government organization including

armed forces and police. But still, the major barrier of career progression of women in India is gender stereotypes (Khandelwal, 2002; Budhwar et al., 2005; Buddhapriya, 2011; Kulkarni, 2002), role expectation (Budhwar et al., 2005; Buddhapriya, 2011; Kulkarni, 2002), the glass ceiling (Gupta, Koshal, and Koshal, (1998); Sharma, Sharma and Kaushik, 2011; Bhattacharyya & Ghosh, 2012; Pathak & Sarin, 2011), balancing family life and work life (Buddhapriya, 2011; Rajesh and Ekambara, 2013; Rajesh, Ekambaram & Rakesh, 2013; Amer, 2013; Pathak & Sarin, 2011).

Table 5: Factors Affecting Women's Career Advancement in India Perspectives

<i>Authors</i>	<i>Individual Factors</i>	<i>Commitment to Family Responsibility</i>	<i>Organizational Factors</i>	<i>Socio-Cultural Factors</i>
Buddhapriya (2011)	Marital Status (Demographic factor): unmarried/single/married	Female spouse should take care of the family, Children's responsibility, Family structure (Demographic factor): Joint & Nuclear	-Work life Balance (flexible working hours & working location), - Lack of gender-sensitive policies, Lack of mentoring, -Lack of significant general or line experience, -Exclusion from informal networks and communications, -Level of management (Demographic factor): Junior/middle/senior	Male stereotyping and perceptions of roles and abilities of women
Budhwar et al. (2005)		The dual role of organizational managers and housewives-work family conflicts	Tremendous stress caused by either work overload or underload, women's exclusion from informal networks, and lack of significant general management and line experience	Gender Stereotypes and Roles Expectation
Gupta, Koshal, and Koshal, J. (1998)		Commitment towards family responsibilities	-Glass ceiling, -Exclusion of women from the informal communication network, - lack of business experience, - Not being in the pipeline long enough in leadership position	
Sharma, Sharma and Kaushik (2011)			Glass Ceiling (Education sectors)	
Rajesh and Ekambara (2013)	Meritorious	Social roles: marriage, spouse relocation, pregnancy, child care, elder care (social Factors), Lack of proper support systems at home (Structural factors)	Balancing family life and work life (cultural factors); lack of flexible work options, long working hours, long commute time to work, lack of growth opportunities, support systems at work (Structural factors); Job-role specific factors (IT Sectors)	
Kumar & Sundar (2012); Sundar & Kumar (2012)	Marital Status	Unwillingness to be separated from the family, Work-family conflict, Family Structure,	1 st study: Fear of transfer on promotion (relocation), balancing work and life occupying, 2 nd study: burden of work associated with the high end job, Fear of challenges to be faced, work – life balance	

<i>Authors</i>	<i>Individual Factors</i>	<i>Commitment to Family Responsibility</i>	<i>Organizational Factors</i>	<i>Socio-Cultural Factors</i>
Rajesh, Ekambaram & Rakesh (2013)			Flexible Working Arrangements & Mentoring, Skill Building Programs, Day care centers, Work-Life Integration Career Longevity	
Amer (2013)		Work-family conflicts, House-work and childcare, Spousal support	Work life balance (Education Sectors)	
Bhattacharyya & Ghosh (2012)			Glass ceiling (IT Sectors)	
Pathak& Sarin (2011)			Work stress: Glass- Ceiling, 24 X 7 work Pressure, Prolonged working shifts, Work- Life balance, Gender Biasness, Social constraints, Security Problem	
Kulkarni (2002)	Individual prejudices		Training & Development	Social stereotypes, gendered role expectations, and social forces
Khandelwal (2002)				Stereotyped

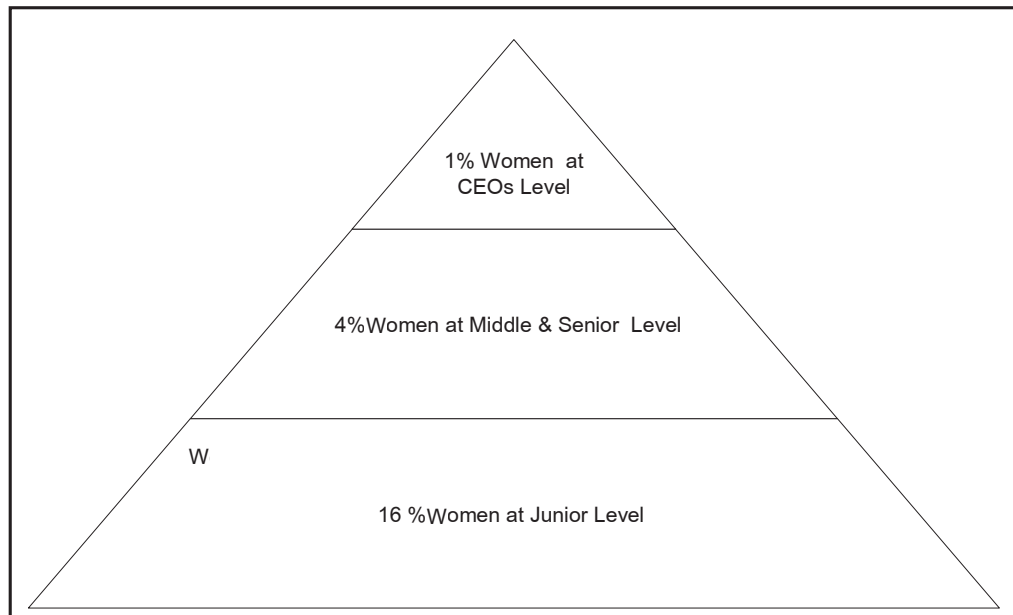
Leadership Positions and Sector Wise Engagement in Jobs of Women in India

According to Confederation of Indian Industry report (2009), “*Understanding the Levels of Empowerment of Women in the Workplace in India*” covering 149 large and medium size companies across regions. The report highlights that women comprise 16 percent at junior management level, 4 percent each at middle and senior levels, and only 1 percent in organizational leadership positions (CEOs). Gupta et al. (1998) study revealed a weaker position of women managers in certain areas of activity, respondents (162 managers – 63 percent male and 37 percent female); further the study highlighting the generally weaker position of women in management. Kumari (2009) in report of Centre for Social Research (CSR), women makes up only 2-3% of administrative and managerial positions in India. Although over the years women have made marginal gains in their share of professional and management positions, yet it is very low compared to men (97%). About 56 percent of businesses in India have women at senior levels, as against the global average of 59 percent. India’s performance is well below the global

average of 24 percent with Indian women holding only 15 percent of the top managerial positions in private firms in the country. The Indian metros do emerge better than the national average with Chennai closest to the global average of 22 percent, followed by Delhi at 18 percent and Bangalore at 16 percent of women employees. In India, their presence is known to range between a high of 5.8 percent to a low of roughly 3 percent of all administrative positions of women employees (Kulkarni, 2002; Chadha 2002; Mehra 2002). According to International Business Owners Survey (IBOS), 2004 highlighted that 42 percent (59% globally) of business in India includes women in senior management positions, but women occupy 12 percent (19% globally) of the senior management posts available. Dr Ganesh Natarajan, CEO, Zensar Technologies and chairman, Nasscom, said there was a distinguishable discriminatory constraint which restricted the headway of women to top administrative jobs. This imperative depends on some type of separation, most ordinarily sexual orientation. “Currently, women constitute about 23 percent of the IT employees in India. Of this, only 3 percent of women are in top management positions.” “Though

women have a natural flair for leadership, in professional lives they face the glass ceiling.” This ceiling can be bro-

ken by building networks, building one’s reputation in a company and being aware of one’s rights.



Sources Confederation of Indian Industry report (2009), “Understanding the Levles of Empowerment of Women in the Workplace in India”

Fig: 1: Managerial Position at Workplace

Budhwar et al. (2005) discovered that more than 60 percent of employees in Pepsi and ICICI are women and the two organizations are fruitful; Kumari (2009) in report of Center for Social Research (CSR), just two women have ascended to the best position in open division banks since they were nationalized. In Public sector banks just 5% are women administrators. Private area banks involve 40% administrators out of which 30% are women supervisors (Rath, Mohanty, & Pradhan, 2015). Pathak & Sarin (2011) reported in Women and Employment in India at a Glance, Women in BPO companies, 50%, Female participation in the workforce 42%, Enrollment in higher education, 40%, Women in IT companies, 25%, Women employees in private companies 23% (Figure obtained from official Government of India and private industry Sources). Suriya (2003) recognized that women are assuming a huge job in the development of the Indian IT industry, 45 percent of the high-tech workforce.

THEORETICAL FRAMEWORK

This paper focuses on the theoretical construction of professional success for women. The literature review indicated the career profession of women and advancement are both micro-level and macro-level factors that influence women’s careers success (Phillips and Imhoff, 1997). This paper explores various factors such as individual, family, organization influenced by socio-cultural factors which directly and indirectly relate to career progression of women. Among these factors, some are facilitating and hindering for enhancing career advancement of women employees in the organizations. The model has been developed on the basis of literature review after survey of the previous studies by various researchers. In India more than 70 percent people are living in rural areas and semi urban areas. In rural area, only few women get an opportunity and facilities to develop their career progression as compared to the metro politician city.

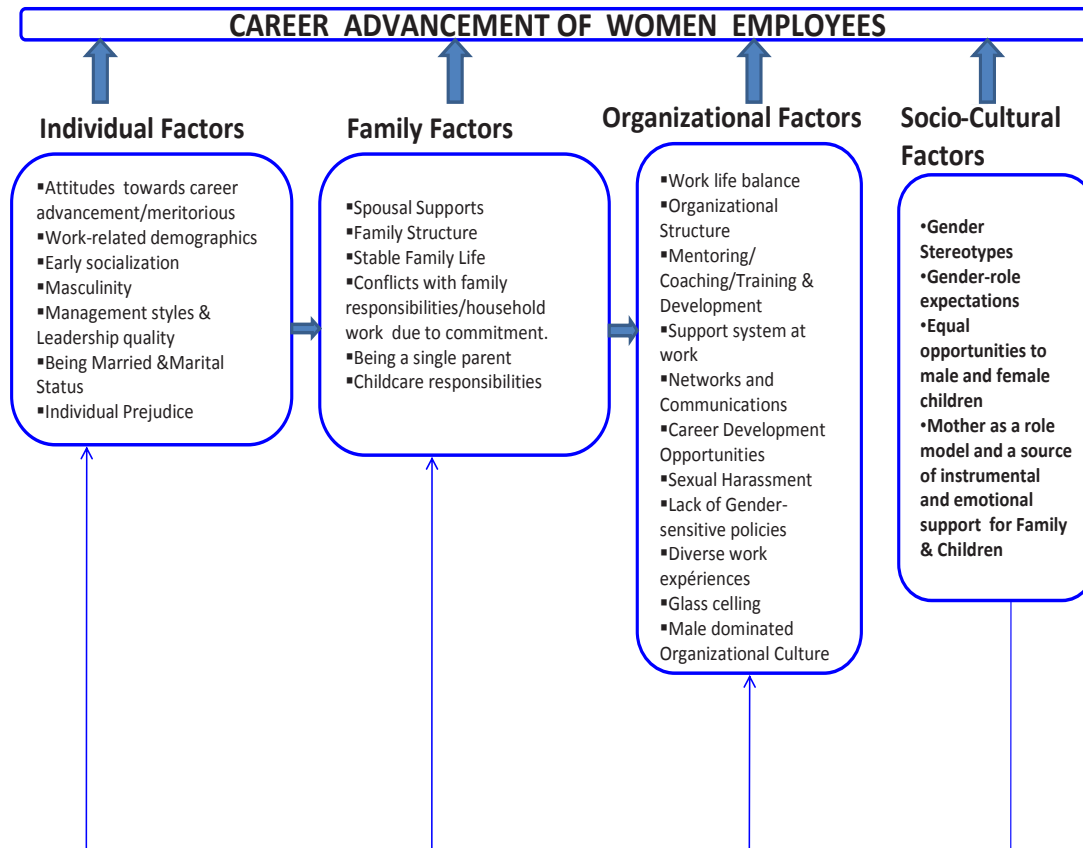


Fig. 2: Theoretical Model of Career Advancement of Women

DISCUSSION

Today, India is a force in the global economy, with a high demand for talent. A key source of talent is educated Indian women. While Indian corporations have not yet fully recognized or utilized this talent pool, the growing gender diversity in Indian managerial ranks now offers a pathway of change for Indian women. Cultural and societal change means a shift away from traditional views, stereotypes and societal attitudes, with increasing opportunities for Indian women in management. While change is slow for Indian women to gain executive positions, they have made progress in management in a relatively short time. The major concerns for women's career development is that the woman's individual choice for growth in her career, such as attitude towards career development, ambitious, independent, hardworking, communication skills, leadership skills, meritorious etc., which carried out the individual factors that are responsible for the

development of women (Rajesh and Ekambara, 2013). However in this context, several researchers emphasized that our socio-cultural factors like when we compare between a male child and female child, provide all opportunities to grow a male child in the family (Budhwar et al., 2005). Therefore, the women develop her mindset to compromise and sacrifice her career, changing of own attitude and perception towards a career is a major barrier of individual factors for a women's career advancement. Some women leaders (Nagamani Murthy, VP, Wipro; Vasantha Erraguntala, head of design lab, Intel; Priya Chetty-Rajagopal, VP, Stanton Chase International) from the corporate India believe that improving leadership skills, mentoring and self branding are an important aspect of career progression of women. Similarly, marital status, and individual prejudice often create a problem for women to stop their career (Buddhapriya, 2011; Kumar & Sundar, 2012; Sundar & Kumar, 2012; Kulkarni, 2002). Women aspirations are very limited in India, because

women are perceived that the husband will be the main sources of earning in the family. Therefore, her own income is secondary for them.

Review of studies found out that the family commitment, accountability and work-family conflicts are major issues for the career development of women (Buddhapriya, 2011; Budhwar et al., 2005; Rajesh and Ekambara, 2013; Kumar & Sundar, 2012; Sundar & Kumar, 2012; Most of the time women left their job & career because of their childcare; elder members care. For women, marriage means renunciation of their career, responsibility for the children and co-mobility, according to the professional destiny of their husbands. Women have been faced with several hurdles in their career due to conflict between work and family responsibility, child care, gender stereotypes, role expectation etc. Therefore, the family has to support in her multiple roles at home for a career progression. However, it has been found that a large number of Indian women employed in the corporate sector find a career break unavoidable due to the impracticalities associated with balancing domestic responsibilities and those at full fledged work. Once their domestic responsibilities like child care, elder care or other variants have been well attended to and they have enough time to dedicate to their career pursuits, many are keen to re-enter the career track (Buddhapriya, 2011; Budhwar et al., 2005; Rajesh and Ekambara, 2013).

On the other hand, an organization is a vary important institution play a major role to help career progression of women. But due to socio-cultural factors in organization it has been observed that there is a huge difference in mindset towards women employees. The most of the study highlighted that male dominated organizational culture, not proper organizational structure, lack of support system at work, lack of career development opportunities, glass ceiling, sexual harassment, lack of gender sensitive policy and lack of work-life balance are major issues and barrier for the career progression of the women employees (Buddhapriya, 2011; Budhwar et al., 2005; Rajesh and Ekambara, 2013; Bhattacharyya & Ghosh, 2012; Pathak & Sarin, 2011; Sharma, Sharma and Kaushik, 2011). The corporate organizations should take a major initiative like training, mentoring, networking; develop gender sensitive policy, work-life balance, career opportunity for women, which will give a mileage of career progression of women

employees (Rajesh, Ekambara & Rakesh, 2013; Amer, 2013; Kulkarni, 2002).

However, the individual, family, organizational and socio-cultural factors are majorly influence career advancement of women. But, in Indian context family and organization factors are important aspects of career progression of women. The above review highlighted that there are very few women who entered into senior and top level positions in the corporate organization.

CONCLUSION

Women as managers are under-utilized in corporate India, where country needs to achieve heights levels of global economy and the talent needs to be very competitive in nature. The professional movement of women in administrative jobs, backing of best administration is basic. The best administration ought to advance assorted administration practices and open entryways for women in the board through proactive human asset arrangements. Nonetheless, customary Indian social perspectives are moderate to bring positive change for women in the business world. As cultural mores change and Indian society broadly supports Indian women in managerial positions, organizations need to be more active and make appropriate changes in their workplace. In India, there are a growing number of industry forums and networks that actively help women managers deal more effectively with corporate challenges, particularly with progressing in their careers.

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