

SUGGESTIONS

Based on the findings the researcher has derived suggestions both from organization perspective and women employee perspective to overcome these barriers.

The role of women in Indian society is primarily within the confines of the home. Women are held responsible for all the responsibilities that they shoulder upon be it marital obligations, raising of the children, but however male member is the karhta of the family, financial need provider and the bread winner in the family, but women do support in both at home and their work. Hence organizations should attempt to have supportive structure for women, through women-friendly policies considering their exclusive social and familial responsibilities. Organization must design and redesign HR policies to cater to the growing need of women employees' career growth, which needs to be formulated at various levels.

Organizations should provide training to the male employees in accepting that women as an equal counterpart and not distinguish as work done by women or man. Organization should create a supportive environment for women to realize their inner strength and capabilities so that they feel motivated to remain in workforce and perform their best. Organization should create a environment where women executives should get support from their lead and it should also the coworkers should encourage her work efforts. To be in the top management position, employee should be a good leader. For some employees these leadership

qualities will be within themselves but for most of them it has to developed and trained from the external forces. Organization has to develop leadership qualities in women executives by providing proper training and mentorship to the women executives and providing them the learning environment to feel themselves as a leader and have an opportunity to know what others have a view on their fitness to the leadership role.

Leadership qualities can be developed by accepting challenging assignments which help them to demonstrate their capabilities to work on the assignments and to handle the challenging situations by the employee. Organization should educate women employees about the discrimination, barriers they face in their career and motivate them to break these barriers and help them to grow to higher positions. Organizations should provide a space for women executives and support them to build communities where they can emotionally support their learning capabilities. Organization help women executives to know about themselves like who they are and what they want to become. Organization should motivate women executives to be more confident in expressing their view and not fear about that other will misunderstand or judge them. Organizations should provide leadership identity development programs for women executives. Because most of the women executives focus on how other perceive them, what kind of working style others or comfortable with and so on but by concentrating on these things women executives are less clear about their goals and are less learning from a fear of failure.

Improving women inclusivity at senior management levels will motivate the women employees and help to grow in their profession. Organization should develop policies that support women executives during their post maternity stage. Mentorship programs should be conducted right at the entry and junior level from the organization. Organization should raise awareness of role models and provide opportunities to stay connected. Fairness and equity can be meaningfully achieved only when women are given equal share of higher levels of job positions in the organizations at the policy and decision making levels. Training, education and more systematic career guidance and planning program should be a regular initiative, right from the entry level women employees.

Family has a major impact on women executives' career, but organization should mentor women executives and should support them. Organization should create a path for those women who are willing to take a re-entry to their work life after the career break due to the family commitments. As family commitments are inevitable organization policies should consider these commitments and should support women executives to cope with the new environment. Organization should conduct training programs for those women executives who have taken a break, to make the balance for their experience which they had lost due to the break.

Scope for Future Research:

As women have to travel through different states of life, there is change of role and responsibilities which she has to handle. Sometimes these added roles and responsibilities will become a reason for her to take a pit off from her career. So, once she took a break then it finds to be difficult for most women to rebuild her career in the organization. It is necessary to explore this subject by conduction lots of research in this field. There is a huge scope for this subject in all the sectors. The future studies can concentrate on sector oriented studies where they can have an in depth knowledge on the subject. The study can concentrate on a comparison between male and female ideologies about the Glass Ceiling concept

CONCLUSION

Women in an organization are still facing barriers on career advancement, gender stereotyping and other threats from within or out of the organization. This scenario should be changed and only the modernization of thought process of the management of organizations can change it with the help of positive societal changes. Every organization should prioritize talents over anything else for the growth of themselves which in turn, helps the society to grow. Every organization should focus on human resource rather than being gender biased. Although such obstacles do present in the women employee career, the glass ceiling effect is declining and the organization should support and also the society should support to eradicate. It is women themselves who have to pull up their own selves and recognize their own knowledge, skills and abilities to address issues concerning work and home. They need to recognize their own strengths and abilities groom their professional skills and set themselves exemplary for others to be looked upon. The objective of this research was to identify the barriers, both professional as well as personal barriers that deprive women of access to higher levels in the management hierarchy.

The results of the analysis revealed that of the work environment factors, job satisfaction factors, family factors, fairness and equity factors were identified as barriers to glass ceiling. However job satisfaction did not induce glass ceiling for the select surveyed women executives. The other factors such as work environment, fairness and equity, self-created

factors greatly affected glass ceiling. Among the various factors, women felt that the lack of women role models in the organization had discouraged them to pursue their career to a certain extent. Secondly, women were uncomfortable working with male employees who constantly reminded them of the limitations of the women. As a result, their chance to move up in the hierarchy was perceived in a way that affected her career success. The study shows that the factors causing glass ceiling in India is quite different from factors causing glass ceiling in western countries. A professional woman has to balance between her family and work life. This tests her ability to overcome barriers called the glass ceiling barriers in order to achieve growth in her career. It is found from the surveyed women executives, family situations, however, continued to present obstacles to progression. In addition, a recent decline in women's priorities for promotion, a predictor of actual promotions, signaled an impending decrease in their rate of promotion. However, these barriers did not force women to drastically quit their jobs. Instead, it amplified the woman's efforts to get trained in multiple skills. Further, her willingness to consider roles in different location displays her efforts to regain her positions and differentiate herself from men. Despite, this she is denied of the required information and growth, indicating that there exists a glass ceiling within the organizations.

The research findings are significant in understanding the phenomenon of the glass ceiling in India and the suggestions helps the management to break the glass ceiling for the advantage of women executives in organizations.