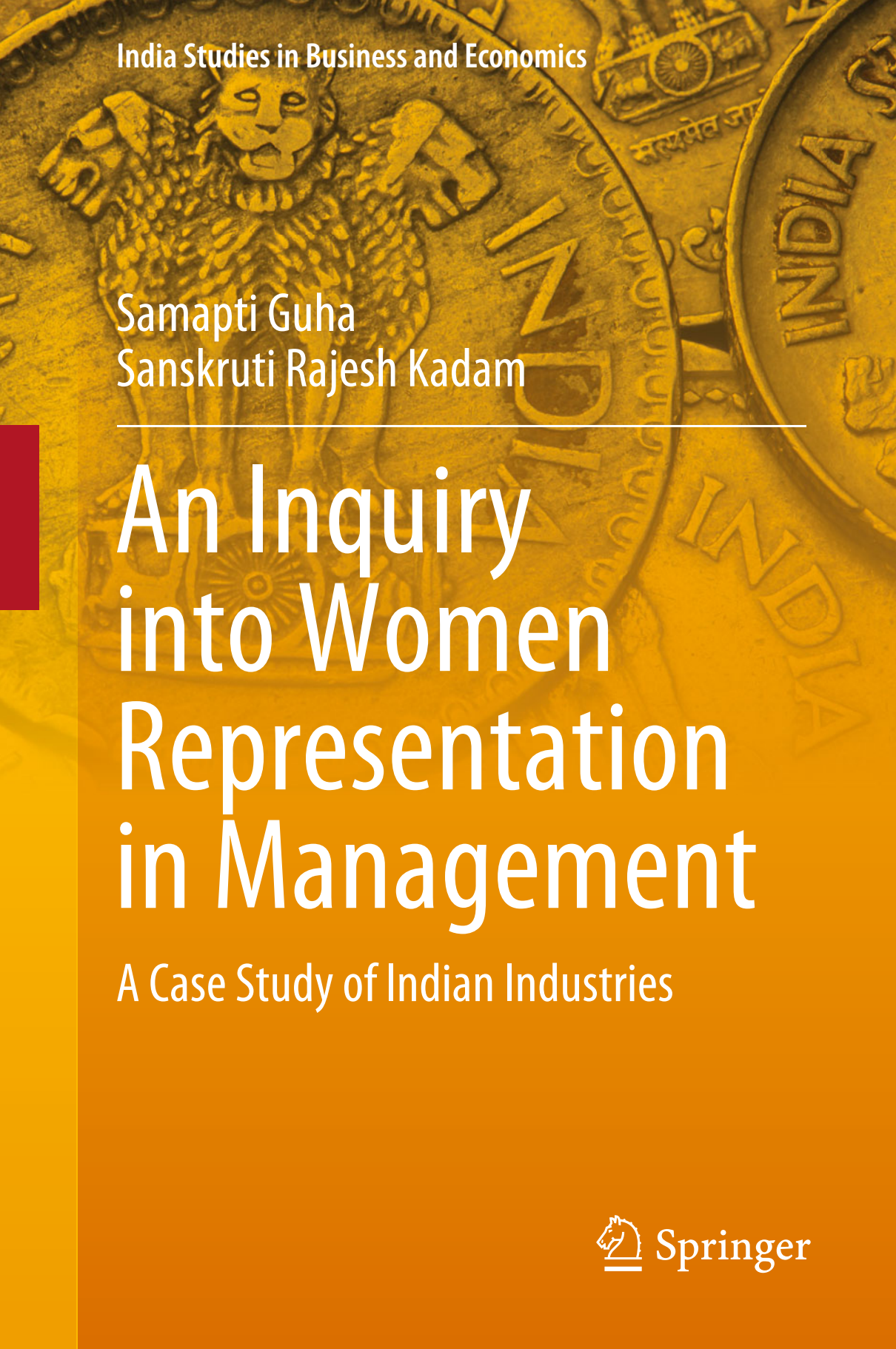
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Samapti Guha
Sanskruti Rajesh Kadam
An Inquiry into Women Representation in Management
A Case Study of Indian Industries
Springer

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Dedicated to Mrs. Rina Guha, my mother, my partner and supporter in the academic journey.

Dr. Samapti Guha

And

Dedicated to my father and mother Mr. Sarjerao Namdeo Magar and Mrs. Reubai Namdeo Magar, my inspiration and my life.

Dr. Sankruti Rajesh Kadam

Preface

Women in the labour market are discriminated against in terms of the pay gap, occupational segregation, etc. Professor Claudia Goldin, Nobel Prize winner in Economics in 2023, has studied historically the problems of women workers. Her work emphasises that the growth of women's participation in the labour market is not influenced by economic growth, productivity, etc. Historically, women have faced wage gap or earning gaps due to social factors such as motherhood, the gender role of women under patriarchy though they are equally educated as men workforce. It is not only applicable to developed nations. For example, women's participation in higher education in India is gradually increasing, and they are performing efficiently. If we consider the enrolment of women students in universities and well-known institutions such as IITs and IIMs, it is significantly rising. However, there is very less representation of women in the labour market generally and specifically in management. In the last 16 years, we have been a part of the teaching and research fraternity in the School of Management and Labour Studies of Tata Institute of Social Sciences. On several occasions, our Alumni and other management professionals shared that problems of glass ceiling and glass walls still exist in the Indian corporate world. Several organisations are not focusing on gender diversity at the policy level. These management professionals also expressed their interest in participating in the research study on women's representation in management. It motivated us to think about the research project on women in management in Indian industries. As a first step, we have done a research project on 'Women in Management' supported by Indian Council of Social Science Research during 2015–16 on 300 managers.

From 2017, we are also involved in many workshops for women entrepreneurs in India. In several workshops, we came to know that a significant number of entrepreneurs started their enterprises as they faced several barriers in their corporate careers. Some of them reached top-level management but could not overcome the problem of gender inequality. Some of them faced sexual discrimination, wage discrimination and occupational discrimination. All these revelations made us think seriously about taking up the issue of women's representation in management in Indian industries as our book project.

In this book, we have made an attempt to discuss key concepts such as Gender versus Sex, Patriarchy, Gender Inequality, Gender Discrimination, Glass Ceiling and Glass Walls through the lenses of Feminist Theories to understand the societal perception of women and their position in society. It is important to know these concepts before inquiring into women's representation in management in the Indian industries as these industries are part of society. Further, organisational culture is highly influenced by societal culture. Sometimes, societal culture even influences women to form their perception of the stereotypical status of women in management. It is found that women faced barriers in the workplace as they were perceived as mothers or homemakers first and later as professionals in the workplace under a patriarchal system. Low wages paid to women executives are also justified by the perception of the leaders about women at work. It is important to enquire whether men and women executives perceive the same with regard to women's representation in management in Indian industries.

In the literature review chapter, we have attempted to review literature from disciplines of Management, Psychology, Sociology, Economics, etc., to understand how women's representation in management in different countries is studied in a multidisciplinary way. It helped us to get a broader view of women's representation in management. However, we noticed there is a dearth of books on women's representation in management in Indian industries. This book considers 22 industries, 68 companies and 560 respondent executives from India to study the factors influencing women's representation in management.

Further, it is trying to address the problems of gender diversity, gender inequality, occupational segregation, glass ceiling and glass walls in Indian corporates in this book. It has significantly contributed in the area of women in management through the adoption of innovative and comprehensive research methodology. The study has enriched the research area in three ways. Firstly, it has broadened the perspective of the study by including both men and women executives in the study. It is essential to understand the viewpoint of male executives towards glass ceiling and glass walls. Secondly, the study performed two important analyses, namely Exploratory Factor Analysis and Confirmatory Factor Analysis. EFA has helped to identify the significant factors under different dimensions, while CFA successfully measured the influence of these factors on the career growth of women managers. It is a very innovative approach to study the subject in depth. The third most important contribution of the study is that it has added the missing link in the literature review and theoretical perspective by analysing the subject in four different dimensions, namely personal, work, organisational and social. There are various studies available in developed countries which explore the subject and develop theories specifically suitable for developed regions. However, very few studies talk about India and the applicability of these theories in India. The present book has contributed to this area by exploring these theories in depth and the applicability of these theories in the Indian context.

The book widens the scope of research through a comprehensive analysis of factors impacting women in management from four dimensions, namely personal, work, organisational and social factors. Moreover, the book is expected to contribute to the literature related to women in management. In this book in the Indian context

is observed a strong need to create awareness of the cost of losing women's talent and paying close attention to their career growth at the management level.

It will help the students and researchers of Management, Women Studies, Gender Economics, Social Work, Sociology, Anthropology, etc., to understand the issues in the Indian corporate world. It will also help the corporate leadership in organisational policy formulation so that they can work on gender diversity and gender equality. Policy makers in India also consider this book as a baseline study for policy formulation for women.

We are indebted to the studies of scholars such as Judith Butler, Rosemarie Tong and Naila Kabeer for introducing Gender Discrimination, Feminism and the position of women in society and the studies of scholars such as Linda Wirth, Morten T. Hansen, Herminia Ibarra & Urs Peyer, Leigh Funston and Hwafern Quach, Deborah E., Arfken, Stephanie L. Bellar & Amrilyn M. Helms, Christine Piédalu, Paul Wiseman, Remington J. and M. Kitterlin-Lynch for making us understand the barriers faced by women in management. Without their studies, it was difficult for us to shape this book.

Mumbai, India

Samapti Guha
Sanskruti Rajesh Kadam

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Book writing is a long journey. We started to understand the issue of women's representation in management in the year 2015. We would like to offer our gratitude to Prof. (Late) Sharit Bhowmik, National Fellow ICSSR, Ex-Dean and Professor, School of Management and Labour Studies and Prof. Satyajit Mujumdar, Dean and Professor, School of Management and Labour Studies and Director TISS Incube Foundation for their valuable advice, constructive criticism and their extensive discussions around our research work and presentation of the study.

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Thanks to all.

Samapti Guha
Sanskruti Rajesh Kadam

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Abbreviations

AAUW	American Association of University Women
Assoc.	Associate
AVE	Average Variance Extracted
BBA	Bachelor of Business Administration
BCA	Bachelor of Computer Application
BDS	Bachelor of Dental Surgery
BFSI	Banking Financial Services and Insurance
Br.	Branch
BSL	Bachelor of Socio-Legal Sciences
BSRI	Bem Sex-Role Inventory
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CEO	Chief Executive Officer
CFA	Confirmatory Factor Analysis
CFA	Chartered Financial Analysts
CIS	Commonwealth of Independent States
CNDC	Central Neighbourhood Development Corporation
COO	Chief Operating Officer
CR	Construct Reliability
CRM	Customer Relations Management
CSR	Corporate Social Responsibility
C-suit	Chief Suit
CSWB	Central Social Welfare Board
CTO	Chief Technical Officer
DGM	Deputy General Management
DMLT	Diploma in Medical Laboratory Technology
EEO	Equal Employment Opportunity
EFA	Exploratory Factor Analysis
EOC	Equal Opportunity Commission
ERP	Enterprise Resource Planning
EU	Eastern Europe

GDCA	Government Diploma in Co-operation and Accountancy
GER	Gross Enrolment Ratio
GM	General Manager
GWOS	Gender, Work, Organisational and Social
HEI	Higher Education Institutions
HR	Human Resource
ICSSR	Indian Council of Social Science Research
IIM	Indian Institute of Management
IIT	Indian Institute of Technology
ILO	International Labour Organisation
INR	Indian Rupee
IPC	Indian Penal Code
Jt.	Joint
KMO	Kaiser-Meyer-Olkin
LGBTQ	Lesbian, Gay, Bisexual and Transgender
MBA	Master of Business Administration
MD	Managing Director
ME	Measurement Error
MTS	Mobile Tele-Systems
MWCD	Ministry of Women and Child Development
NFI	Bentler-Bonett Normed Fit Index
OECD	Organisation for Economic Co-operation and Development
OF	Organisational Factors
PC	Physically Challenged
PF	Personal Factors
PG	Postgraduate
PGDCS	Post Graduate Diploma in Computer Science
PGDPT	Post Graduate Diploma in Petroleum Technology
PWD	Person with Disability
RSPPG	Regional Supporting People Planning Group
SAP	System Applications and Products
SC	Scheduled Castes
SCB	Sweden Central Bureau of Statistics
SEM	Structural Equation Modelling
SES	Senior Executive Services
SF	Social Factors
SNDT	Shreemati Nathibai Damodar Thekersey
SPSS	Statistical Package for Social Sciences
Sr.	Senior
STEM	Science, Technology, Engineering, and Mathematics
T & D	Training and Development
TQM	Total Quality Management
UG	Undergraduate
UGC	University Grant Commission
UK	United Kingdom

UNGA	United Nations General Assembly
USA	United States of America
VP	Vice-President
WCP	Women's Component Plan
WEF	World Economic Forum
WF	Work Factors
WIM	Women In Management

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