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Degree for which thesis is submitted: _____ MA HRM _____

Title of Thesis: Influences of Talent Management Practices on Career Progression of Women in the Indian IT Industry

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ACKNOWLEDGEMENT

I would like to thank Rachel Ramirez for all the support and guidance. I would also like to thank Thomas Athikalam, Dharesh Vadalia, Jitesh Amin for the support.

Finally thanks to everyone who participated in this study.

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Talent management and its influence on career progression of women in the Indian IT industry

Abstract:

- Talent management is a key function of the Human Resources department of any organisation. It carries out the utmost important activities of attracting, developing and retention of good talent .The paper aims to analyse the influence of these talent management practices on the career development of female employees in the IT sector. It sets to explore how is talent management and career prospects of female employees correlated. It seeks to identify the barriers and challenges women endure in order to climb up the corporate ladder. The paper sets to determine the importance of having a well planned, designed and implemented talent management strategies.
- Key words: talent and talent management, barriers to career progression, women in IT sector relation of TM and career progressions

2 Chapter 1- Introduction:

Background of the study: India has the most rapidly growing pace of career-oriented females in the world. The Indian economy ranks as one of the biggest economies having a rapidly growing career- driven women bracket ranking at 130 out of the 189 countries as per the United Nations Development program (United Nations Development Program, 2018). The market has seen a paradigm shift in economic liberalization of regulations, Globalization which has led to an increase in the employment opportunities for the women of India. (Gupta and Saran, 2013). the dynamics of the labour market has undergone a transformation caused by relocation, international trade and an ageing workforce has led to an immediate need to sustain workforce prospects for the future. The talent shortages have made substantial improvements with increasing number of women participations in all types of professions especially within the Indian Information Technology Industry. The trend suggesting upward rise in managerial positions, yet the educated women still face the challenge of growing through the organizational ladder (Khandelwal, 2002). although IT companies have got their talent management policies in place, female talent in the Indian IT industry still remain depreciated (Horwitz and Budhwar, 2015).

It has been over two decades since research based primarily on talent management in general initially appeared in management literature. Throughout the period, talent management has evolved to become of crucial interest and a vital part of academic research & literature and a significant factor of business & management practices (McDonnell, Schuler, Collings, Mellahi, 2017). Although there are many people waiting to be employed only a few are employable. The shortage of supply of talent, talent management has now become an integral source of increasing competitive advantage through improved people's performance (Tarique & Schuler, 2010). Considering the shortage of academic resources, and empirical study, there has been an increase in analysis and examination of talent management in India. (Tymon et al, 2010). To be able to compete in a forever changing dynamic environment, companies have shifted their focus to creation of a 'talent pool' in increase competitive environment. The idea has since been linked to the term 'War for Talent' which initially appeared in 1997 by a US-based consultant McKinsey, and since then, the terms talent and talent management have been researched over the years (Handfield-Jones, Michaels & Axelrod 2001).

In the recent years, the underrepresentation of women in leading positions around the world have been a main topic of study. Research suggests that both men and women join the workforce and in all sense are equally consistent to each other, but it appears that their work experience and career paths tend to converge after a while (Davidson and Burke, 2002). Hence, a lot of them do not go up the management (corporate) ladder.

Organizations go through financial and budget related allocations are considered as critical and vital processes to organizations performance, although the term talent isn't new, there still lacks fair amount of empirical research on the topic (Collings, 2014). Business are in the process of managing and valuing people resources aspect to business performance (Krivkovich et al., 2018), but the negligence to recruit, develop and retain female talent can become a hiccup for the expansion and growth of the organization.

The IT industry of India is a major source of income and employment opportunities for the professional youth of India. For FY 2017–2018, the IT and ITES sector comprises 34% women employees according to Ministry of Electronics & Information Technology (Gupta, 2020) A research published by Grant Thornton

headlined 'International Business Survey' reported that the proportion of women in executive positions in the Indian plunged from 19% to 14% in 2014. Given the growing efforts to boost women's involvement in the industry and resolve the disparity between women traversing into leadership positions, nearly half of all Indian organizations have no mentoring system or career supporting policies in place (Malhotra, 2014). According to World Bank Report, 2017, India stands at having the lowest rate of women employment opportunities and is significantly lower compared to other Western and Asian countries. This has adversely impacted economic growth of the country as well as enabling women participation in the workforce.

One of the main reasons that general female workforce representation of the Indian labour workforce is lower even in terms of management in particular is because of the rather odd distribution of male and female working proportionality in the rural and urban sectors, with women representing the majority unpaid employment. High disproportionality also exists in the informal (unorganized) rather than the formal sector (organized).

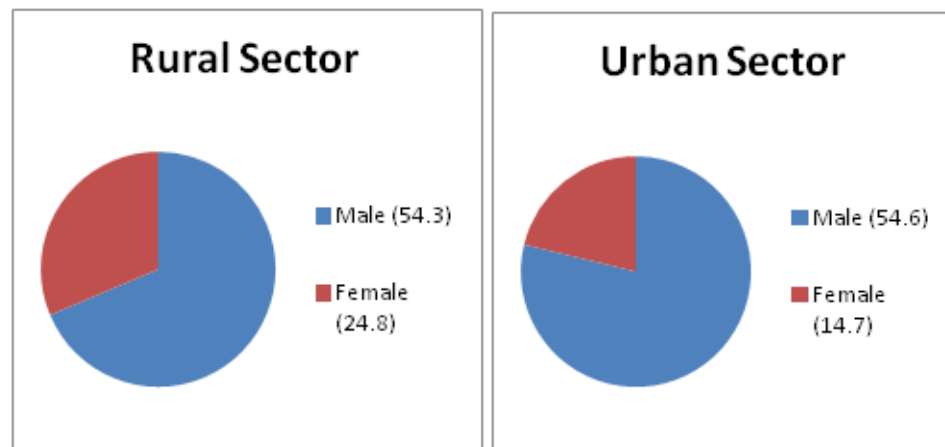


Figure 1.1: Comparison of male and female participation in rural and urban sectors

Source: (National Sample Survey (68th Round) 2011-12)

The census of 2011 highlighted statistics of a total of 20.5% women employed in the organized working sector. The uneven distribution of female employees has made it difficult to tackle the situation of

underrepresentation of women in management and has made it more taxing for them to make it through the management/leadership pipeline. Catalyst, 2013, published a survey showing only 15.7 % women at officer levels, 18.1 % at senior levels and 14.8 % board levels and only 4% chief executive levels in Fortune 500 companies.

The stress of constantly maintaining the competitive advantage is being able to attract, develop and retain best talent in the era of extreme talent scarcity and cut-throat competition (Collings and Mellahi, 2009; McKinsey report, 2012), hence the case builds upon involving more women in executive management roles. With the status quo changing, and more women emerging into the working field (levitt,2010) The Fortune 500 study by The Catalyst, 2004 compared employing women at higher numbers for senior/leadership positions than those with lower concentration, revealed improved results on returns and profits.

This study aims to understand how female employees perceive the talent management practices of their organization and analyze women's perceptions and experiences regarding employment and career progression in the context of the Indian IT Sector. The study also explores the barriers and challenges women in the IT sector must still combat with issues relating to climbing the corporate ladder, work-life balance and pressures. With Previous studies suggesting gender disparity, societal and family responsibilities as hinderances which potentially limit a woman's success (Levitt, 2010). There is a need to address such barriers to entry/ attracting female talent to the workforce, career developments and retentions. With more manpower required to pace up with the developments and growth of IT companies in India, calls for additional challenges working women face meeting several responsibilities all together both professionally and personally (Aziz, 2014). India being the ideal candidate for many million dollar companies establishing their basis here (IT and ITeS Industry in India, 2016) ,the increasing demands for talent and the acute talent shortages conflicting one and other has led to organizations focusing on development of their female talent as a primary TM strategy.

2.1 Problem Statement:

Considering the booming market scenario, creating more job opportunities for females to be able to pursue their working ambitions have undeniably increased, yet traditional and modern-day barriers persist when it comes to advancements in the careers. The study's concern is that companies aren't doing enough to support women in terms of ensuring career-progression and promotion into leadership positions. Obstacles that working women within MNC's and Domestic IT companies endure in terms of advancements into senior positions with regards to talent management practices of the organization has influenced their participation significantly. The gap identified within the study is that not enough work is available to evaluate the tension between TM strategies and career-advancements. The paper therefore attempts to address the problems by suggesting recommendations to improve TM practices to aid in the development of good women talent.

2.2 Rationale:

Attracting, developing and retaining female employees in organizations has become a task in emerging economies. The main issue backing the research is that women working within the sector of information technology (domestic and Multinationals) in India are lacking the very opportunity to advance up the career ladder within their organizations which is causing a ripple effect of dropout and there isn't enough ground research and hence has needs to be studied. The need to over-perform, more demands and high expectations in order to prove themselves worthy of management/executive positions is severe. The challenges surrounding sociocultural pulls and biases, organizational or workplace culture and practices, stereotypes about gender inclusivity in leadership (Bhattacharya et al., 2018). The highlights of the Catalyst 2019 study showed nearly half of the Indian women in the workforce leave in between junior and middle levels, with less than 5% making it to executive, board of directors' positions (Catalyst, 2012). It is observed that there is a disparity gap in gender and leadership, and women backing out early because there aren't enough adequate TM practices and policies to help pave their way up the corporate ladder. It is crucial that organizations closely inspect and scrutinize their retention and pipeline management plan of action (Malhotra, 2016). Corporations should develop a program of inspections and balances that encourage

diversity and inclusion at all levels, engaging them from the initial stages to provide them with a wider scope of career advancements.

Although India has the world's largest number of professionally qualified women (Majority of them from middle and upper classes) ([Devasagayam,n.d](#)) industry the social change brought about by encouraging higher education, globalization and their dedication to a better working life, women in Asian countries face special challenges that pose a major problem for emerging and existing companies that needs to be analyzed (Hewlett and Rashid, 2010). With most of leadership growth studies concentrated on male leaders, female leadership is an area yet to be tapped further (Budworth and Mann, 2010). This study aims to shed light on women traversing upward the career ladder and the identifying the key challenges along the path.

3 Chapter 2: LITERATURE REVIEW:

3.1 Defining Talent and Talent Management:

Most writers agree that talent are those individuals or people who are high performers of an organization who are considered as vital factors of any successful organization's competitive advantages (Berger & Beger, 2018)

Talent consists of people who, either via their immediate contribution or in the longer term through their highest level of potential, can make a significant impact on organizational performance' (CIPD 2007, page 1) And for a successful effective performance (Tarique & Schuler, 2010)

According to (Michaels, Handfield-Jones & Axelrod 2001) Those people who possess the integral skills, motive, nature, knowledge, attitudes, behaviors' and strong learning potential they are sort to be

talents of the organizations. Talents excel in one or more areas of productive and human activity, who prove to be considerably greater than their peers and continue to show potential to develop, improve and perform their best (Nijs et al., 2014, p. 182).

Although there are many people waiting to be employed only a few are employable. The shortage of supply of talent, talent management has now become an integral source of increasing competitive advantage through improved people's performance (Tarique & Schuler, 2010). Considering the shortage of academic resources, and empirical study, there has been an increase in analysis and examination of talent management in India. (Tymon et al, 2010). To be able to compete in a forever changing dynamic environment, companies have shifted their focus to creation of a 'talent pool' in increase competitive environment. The term 'War for Talent' first appeared in 1997 by US-based consultant McKinsey, and ever since, the terms talent and talent management have been researched over the years (Handfield-Jones, Michaels & Axelrod 2001).

Organizations go through financial and budget related allocations are considered as critical and vital processes to organizations performance, however identifying the key talent has become a key challenge for organizations (Cappelli 2008). To be able to efficiently attract, develop and retain good talent is significant strategy for any corporate's survival (Tarique & Schuler, 2010). Although the term talent isn't new, there still lacks fair amount of empirical research on the topic (Collings, 2014). Business are in the process of managing and valuing people resources aspect to business performance (McKinsey & Company, 2018).

Talent, for the most of it, does not have a definite meaning for a few companies (The Economist, 2006, p.4; Ashton and Morton, 2005). Talent being described as those who're best performers, prospective performers or high-potential performer's (Roper, 2015). for the purpose of talent management practices, it is otherwise uncommon to define organizational talent for few (Tansley et al., 2007). The term 'talent' is flexible and can be modified to extents to best suit the need of the corporate strategy of different organizations unique to them; (Tansley et al., 2007)

- a. There is no use of the term talent in the practices and policies,
- b. Less or Limited use, establishing an understanding of its definition throughout all levels in all processes and policies

- c. Commonly used in policies, practices and strategic decision making (Tansely, 2011).

Contemporary obstacles still faced by many organizations to search for fine talent. As mentioned above, 'The War for Talent' is likely to persist and continuous to grow, with global the cut-throat competition for best talent in the market, and deficit supply of these talented human capital especially in emerging countries like India (Farndale et al., 2010; Kim & McLean, 2012; Mellahi & Collings, 2010; Tarique & Schuler, 2010). People resource theory is overlooked, and the fundamental ideology of talent depends on the organization's decisions (Meyers, Woerkom, 2013).

Research on the topic of Talent Management TM was said to be associated to the famous research of 'War for Talent' by the Mckinsey Group (Chambers et al., 1998). since then has gained the interest of many scholars and researchers (Lewis & Heckman 2006) Although a new concept of study, it has been over two decades since research based primarily on Talent management in India initially appeared in management literature (Tymon et al, 2010, Teagarden et al, 2008). Throughout the period, talent management has evolved to become of crucial interest and a vital part of academic research & literature and a significant factor of business & management practices (McDonnell, Schuler, Collings, Mellahi, 2017). Craig, 2015 mentioned to make sure talent management practices are impactful, companies ought to identify, assess and define talents of employees nourish those talents for the future. There are 2 types of approaches, inclusive and exclusive. The inclusive approach is an egalitarian strategy that presupposes the talented and competitiveness of all individuals inside the organization (Warren, 2006). There are several benefits to adopting an inclusive approach, the model identifies all employees as talent and includes the promotion and development of all, an expanded skills pool, a rather broader development and succession planning and accommodates many employees. A drawback would mean not being able to identify those candidates who possess the skills required and not getting adequate training and development, competition for learning and training it's a costly option for the organization. (Tansley et al., 2007). exclusive approach is more of a focused strategy, emphasizing particularly on a focused group as 'talent', identifying specific tools (financial and non-financial), which provides more in terms of tailored growth and is easy to monitor,

however the drawbacks include, propensity of missing out on good talent, low diversity, opportunity limited to those who don't qualify as part of talent pool. (Tansley et al., 2007)

3.2 Indian IT Industry and Women:

For eons, women have been confined to the four walls of their home and made to believe they were incapable to earn bread and butter for the family let alone dream to have a career of their own. Unlike in the past, women are not entitled to domestic household roles anymore. Infact, in addition to managing family related responsibilities effectively, women are now also seen as the biggest transformative power, in relation to the Indian technology industry (Supriya, 2019). In the Indian context, the outcome of Globalization created a snowball effect leading to the economic liberalization of procedures and the market has seen an increase in work prospects, which have contributed to an improvement for women work opportunities (Gupta and Saran, 2013). The Indian IT industry is one of the most important technological sectors affecting economic growth of the countries, especially India. It is an important source of employment and women account for a very large portion of it, about 21% of the manpower in the industry (NASSCOM, 2003). In India, the participation in IT sector is higher in relation to other sectors in the country and in terms of presentation in the sector in other countries. Producing over 3.7 million jobs, currently this sector accounts for about 7.9 per cent of GDP—compared to 1.2 per cent in 1999–2000 (IT & ITES 2005–2006, 2018) (Gupta, 2020) The key reasons underlying analyses of gender perspective in the IT sector is that the IT area was shown more masculine preservation (Inger 2010). There has been a constant rise of women employees in IT industry from 24% in 2005 to 26.4% in 2007 (Valk & Srinivasan, 2010). The percentage of female participation in the IT industry is greater compared to other sectors in the country and much higher in representation in other sectors of other countries (Gupta, 2020) though the number of women employed in the market continues to grow through employment change one might think it is easier for women to progress into senior corporate positions but the percentage is still quite low (Chawla & Sharma, 2016). Although the technological progress has made the employment situation better in the past few years, the issue of gender equality and inclusivity in the Indian Technological industry seems odd. According to the Ministry of electronics and information technology of India, The IT/ITES industry includes around 34% (Modgil, 2019).

National Association of Software Services Company (NASSCOM Report 2009) , on the other hand, highlighted that over the years the percentage of female workers/employees at entry/lateral level as well as middle level management has increased significantly yet there is a gap in representation of women at executive and leadership positions (Bhattacharya & Gosh, 2012)

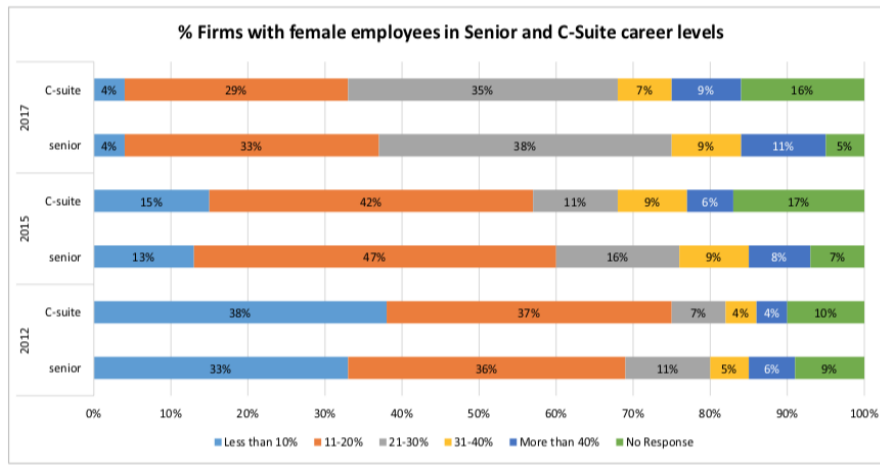


Figure 2.1: (Percentage of women in senior and C-Suite positions)

Source: GSM-IT SURVEY 2017, cited in Women and IT Scorecard - India

There is a common opinion that IT industry will provide females in developed countries an advantage to equal access to skills and knowledge compared to their peers in developing countries (Antonelli, 1991; Perez & Soete, 1988). In fact, (Rothbock et al, 2001) inspected that females labour showed that the growth of Information and Technology sector in India has largely impacted female employment and is contributing to society. The IT Industry needs to recognize the hard work that it reflects in its output and productions and represent its women force (McFarlane, 1990). It is a proven fact that women provide a rich source of knowledge in the field of technology (Maitland, 2001). The main challenges lie on how to attract, retain and develop these talents, that are scarce in the market of information technology. Several articles and journals have provided evidence that the major concentration of woman remain at junior and middle

levels, and the under-representations of women at leadership positions continue to persist. (Shuttleworth,1992). Most women end up in Medicare, routine work whereas their counterparts are offered more engaging jobs, meeting their requirements, managerial and analytical roles. The male-oriented culture persists even at college and university levels Truman & Baroudi (1994). although the field of information technology is new and modern, it suffered from contemporary issues pertaining to gender and stereotypes. Women are also subjected to gender-based payments and salaries, often when both males and females are performing the same jobs at same ages. (Igbaria & Baroudi, 1995). They also identified in their studies that there are less favorable chances of women being first options for a promotion, even for job evaluations and career advancement opportunities.

3.3 Barriers affecting women's career advancement prospects:

Traditionally, women in Indian society were subjected to a mediocre lifestyle that primarily involved supporting the family with household work and upbringings and rearing of children, a rather more subordinate status was titled to them compared to their male counterparts (Pande, 2001)

Although largely dominated by the male and thought to be demonstrated by masculinity (Inger, 2010) females have managed to pave their way into the field, however, there still exist a gender-bias with regards to career progression of women in such corporations (Sharma and Seharwat, 2014) the assumption that women are considered less aggressive, emotional or weak to hold higher executive level positions is prominent in the industry. The constant subjecting to corporate discrimination (Professional) and personal challenges crunching their development opportunities and slowing the traversing into senior roles

Women's accomplishments are depreciated, and portrayed as a chance instead of hard-work or capability (Heilman, 1983) impacting the probability of career progression, this disparity is not only seen in training & development but also in compensation (Ferber & Blue, 1992). opportunities for learning and training for men are significant than developing women employees. The characteristics and skills associate with senior level positions are not present (Ohlott, Ruderman, & McCauley, 1994) It is assumed that men possess the skills required to efficiently carry out a senior position

- a. Gender Stereotyping: Eagly and Carli, 2007 stated in their study that there is a prevalent structural and psychological barrier to successfully attain senior positions. The pressure to perform, higher expectations and demands to prove themselves, work much harder in order to gain trust and achieve credibility are few of the gender related, unconscious biases prevailing is an obvious barrier. The negative unhealthy impact of Gender stereotyping against women has caused them to lose great opportunities of development into senior positions. The negative impact on the performance of women is much greater than that of the men (Swim, et al, 1989). The perceptions of women in leadership has most definitely seen an improvement but managerial characteristics they entail are still questioned (Powell et al.,2002). One of the studies carried out by Wajcman, 1997 on association of gender and technology, stated that roles in the technological field were more 'masculine' oriented. Women are considered emotional beings posing as a barrier in their ability to progress into leadership (Sheilds, 2002) there have been arguments whether women have the said abilities and skills for a manager or leader Fels, the concept of 'male manager' syndrome, 'think manager think male' attitude, 'think performer think male' these ideologies have limited their access to senior roles. The stereotyping of managerial roles has seriously caused a bump in the traversing of women up the career ladder (Chugh and Sahgal, 2007) In the so-called male-dominated corporations' women are suppressed. Many feminist leaders have mentioned that their voices are not heard or ignored. Eagly and Karau's (1991) theory suggested that men mostly appeared to excel in tasks and action, with an implied social propensity to lead. A leader's attributes are more aggressive, autonomous, independent and competitive according to Fielden and Davidson (1999), whilst characteristics like concern for others, having more creative artistic qualities, were correlated to women's innate characteristics and were perceived to be non-management traits (Orser,1991, p.11).The justifications for why women have a flawed style and failed to show appropriate leadership skills, depended on the way they seemed to work and communicate with their colleagues and superiors the role-congruity states that the bias against female leaders create a sense incompatibility linked to traits like dominance a more take in-charge agentic compared to communal traits more women like (Hoyt & Simon, Warren 2009 identified 3 main theories of gender biases in relation to talent management practices

b. Mentoring: Through the effort of attracting, developing and retaining minority female employees in the field of a way of IT and computing, the main issue is not having mentors to provide guidance, especially for management position (Verma, 2011). It is been proven to an extent that the presence of Mentors has the potentiality to provide a successful career in a male-dominated field. and one such study carried out by O'Neil, Brooks and Hopkins (2018) on women's career advancement through women mentors suggested that, a demonstration of cooperative actions by the willingness of senior women in the organization to participate working with younger female employees is a strong way that women at senior positions can use to express their unity and togetherness. Over the past 30 years, scholars have produced comprehensive research on the topic of mentorship, one dimension of professional support targeted at more senior people towards those at junior, subordinate levels. The study indicates that both informal and formal mentoring can play important role in the improvement of their career (Tansely et al., 2007) Although informal mentoring has proven to be more effective Ely et al., 2011) According to Jogulu and Vijayasingham,(2015) Women tend to face gender and interpersonal barriers when trying to reach out to mentors in the organizations (Verma, 2011). hence probably why they expect career support form women at senior positions, since men find it easier to navigate through because they are present at all levels. though there is some evidence stating that male mentors/role models are preferred or prove to be more effective (Bevelander and Page, 2011) it is much better to have a women to women mentoring relationships in order to create a better working environment for the female employees a need for women in senior management/ leadership positions to provide as guidance and act as role models and mentors to the female their colleagues at lower levels. The theory was proposed that having a woman act as a mentor helps women visualize themselves as future managers. the theory of similar-attractions stated that the idea of helping those that are like you or where opinions and ideologies align and or are similar. A research on working professionals in the IT sector showed that, being able to understand and show sensitivity towards the issues of females, could help resolve the problem of retention. The motivation mentors provide is a good dose to boost their chances of advancements (Ahuja, 2002) Ahuja, M., 2002. Women in the information technology profession: a literature review, synthesis and research agenda. *European Journal of Information Systems*, 11(1), pp.20-34. However, there arent sufficient opportunities for

mentorships in organizations, which could be result of senior women not having enough time to spare, which is considered impractical due to their busy schedules

- c. Role Model: for women to be able to carry out crucial decisions with regards to their careers, a role models can be a real help with guidance. (Hoyt & Simon, 2011). stated that the only way to subdue the stereotype/bias relating to gender is through role models. There is substantial evidence that good role models can be extremely beneficial to steer peers onto the right direction. As of 2012, only 22% of companies had more than 20% females in leadership roles; though the numbers have swelled up since 2015 to 33% (Raghuram et al., 2017) it was been noticed that the underrepresentation of women in top positions (Gupta, 2019) such guidance and support for Is required for motivating them in a proclaimed masculine environment. Pfleeger & Mertz (1995) (cited in Verma,2011) recognized the need to make provision for role models considering the underrepresentation of women in IT field, especially in the senior levels. IT has proven to be a good tool to attract and retain women in the technology field. It is often observed that women would like to be guided by senior women as role models as it bridges the stereotype and also helps junior women trying to pursue into senior positions get a sense of real time understanding and assistance to follow as they are able to relate better with the same sex, although male role models have also proven to be efficient motivators. It benefits through Self-enhanced and self-improvement which is a requirement in attracting and retaining good female talent in the organization (Drury, Siy, Cheryan, 2011) I: 10.1080/1047840X.2011.620935
- d. Networking: networking has served a variety of purposes; like socializing, facilitating and fetching information especially relating to opportunities as a part of the structure of an organization. It is imbibed in the culture of the organization. It is also to be known as an efficient method to help facilitate career progressions (Smith-Lovin & McPherson, 1993) (Cited in Ahuja, 2002). The issue discussed is that women do not have ample amount of time to engage in informal activity, let alone engage in informal networking because of the time constraint and family responsibilities, concluding that men have more opportunities to engage in networking. Although there are formal

networking practices in organizations, the informal networking practices have more influence on women opting for a role in the field and has become an increasingly important method in helping employees move upwards. Sometime before women began climbing the corporate ladder, commonly referred to as the 'old boy's club' such as 'locker room talk', or 'smoking area talks'. It was an established fact that networking is an impactful tool for male workers especially in the IT field (International Labour Organisation, 1997) Because of 'power sharing discrepancies', women often face issues, since there is no 'girl's group or club', they are often left out of important discussions about better job opportunities which are much easily accessible to men According to a study conducting, it was identified that women aiming at leadership positions were more focused on fostering work relationships, ethics and values, whereas for men it was more independence and autonomy Gallos (1989) (Ahuja2002)

- e. Work-life conflict: there is extensive literature on the several factors that constitute as barriers to women's career advancement, and one such significant factor to women rising up to top positions is managing the work life conflict because of family responsibilities. The issue of family and work conflict have a great deal of impact on career attainment and career for all, but consequences that women employees have to tackle with; between choosing a happy family life and a successful career, many have found themselves trapped in the rabbit hole, agreeing to domestic factors snatching away their opportunities to better job positions (Punia, 2005) Though women have the capabilities of managing both personal and professional life, the struggle comes down to when the combination of family and work is conflicted, leading to stress, work overload and finally early resignations(Frone, Russel and Cooper, 1991) , this has definitely led to many companies losing out on high-performance employees that have the potential to fill management positions. it has been negatively linked to distress, job dissatisfaction and quality of output (Verma, 2011) A research carried out by Lewis et al., in (1999) identified that working women of India face considerably more pressure while at work with regards to meeting family requirements. Because Indian women need to double as being there for the family and show professionalism at work, having family support, especially male encouragement has shown to improve the work-life stress. Giving them the confidence, they need to traverse upwards (Human Capital, April 2010) (cited in Verma, 2011).

Though there have been tremendous improvements in the society opinion of males and females equal participation, whilst the economic and social reforms have transformed, certain fixated attitude and beliefs rooted to the normative behaviors have prevented or rather slowed down the progress of equal sex-roles responsibilities (Buddhapriya,2009) Indian women are expected to be present for the family, show sensitivity and concern, then men of the society. One main concern is that, organizations aren't doing enough to ease the work-life related conflicts. the inadequate hours of work, constantly upgrading of skills, travel long hours are a few causes of discrepancies. The facility of flexible hours, work from home, childcare facility, employee assistance and employee welfare and wellness programs are a few measures need to be reinstated in order to prevent good talent from quitting and assist female talent to progress in their careers.

3.4 Link between Talent management and career progression:

→ Attracting: the Indian economy is the fastest growing economy in the world and with the social and economic reforms changing, has paved way for females' entrance into the market. Indian IT market is seen as the Silicon Valley, with homing several establishments. As of 2019, contributing to about 7.9% of the total GDP, It is the largest private sector employer in the market creating over 3.7 million new jobs. The industry functions on niche skills and requires good talent with possessing the right skillset, hence the need for attracting good talent is the key strategies for most corporations. the Mckinsey's Steven Hankin way back in 1997, took by storm the cut-throat competition of attracting and retaining the best talent that cannot be imitated and is unique to the need of the organization (Keller & Meaney, 2017). Having considered the various factors with regards to attracting women in the field of technology, the technological division creation has led to question the gender equality and inclusivity in the industry (Modgil, 2019) As per NASSCOM (2001), report, the totally female workforce participation stood at 21% and has then increased to 30%. At present, it stands at 34%, with majority of them at entry or junior levels (Gupta, 2020) the

way in which the advancements in the IT field have made provisions for more women participations by better career opportunities, yet there is a evident gap in their representation. The shortage of niche skillset can be fulfilled by females. There is ample research that has identified, that has suggested women being more creative, innovative and productive and can foster such values, there is also evidence stating that the returns and revenue (Raghuram et al., 2017) Raghuram, Parvati, Clem Herman, Esther Ruiz-Ben, and Gunjan Sondhi, Women and IT Scorecard—India: A survey of 55 firms, NASSCOM and The Open University UK, spring 2017. yet there is a lack of understanding the need to include women in the industry (Supriya, 2019) The predominantly male-dominating technology field assumed that women were incapable of functioning in the field due to the lack of skills, which have proven detrimental to their advancements. According to a study, the statistics showed that almost 75% of women in tech believed that women are still under-represented and that there is a gender-inclusivity issue that needs to be bridged. 26% of women feel that their organizations aren't doing enough to fix the issue of gender bias (timesofindia, 2019). Organizations within the IT sector have most certainly launched programs to attract more female workforce to bridge the talent shortage. The importance of diversity and inclusion (D&I), seen as a main imperative, in order to strategies for talent acquisition and retention (Buddhapriya, 2013). Wipro launched its diversity program with an aim to reduce attrition and train women for management positions. Likewise, Infosys also had initiated programs. Another very important factor to be considered is internal recruitment, Craig, (2015) mentioned in his study the need to recruit internally and recruiting internally provides an equal opportunity to female talent who show high potentials of senior roles. This does not only save recruitment process time but is also efficient with consumption of finances.

b. Developing: coming back to the interest of the topic, career progression and advancements of female employees. One of the major reasons there is an under-representation of women in senior management roles is the lack of development, training and learning programs and strategies devised to cater to their development needs. According to the study by The Print (Gupta, 2019) in the context of Indian IT industry, there's a major gap in understanding the issue of diversity and has gone beyond tokenism. There is also a concern with the management pipeline thinning as it goes higher in the hierarchy. Only 2.5% to 5% have

reached executive levels but have shown an exceptional increase in the profit margins by 15% (Raghuram, 2017) . only 4.8% in senior positions roles in at Infosys (Buddhapriya,, 2013) females who wish to be leaders are targeted to negative stereotypes, discrimination bias, prejudice. Though there has been an exceptional improvement in female participation, they're still subjected to. Namely Psychological barriers and social barriers (Eagly & Carli, 2007) Corporate culture has caused gender discrimination and unequal workplace treatment of women has been recognized as a major barrier to the upward mobility of women (Schein, 2007).

The cascading gender bias theory by Warren (2009) stated mainly referring to the 'old boys club' where women are considered outcasts. Warren (2009) highlighted three main components that impact advancements; senior leadership effect, which states that there is a perception of 'think leader, think male', wherein women are discriminated when being considered for leadership positions irrespective of the sex of the hiring personnel(Jackson et al., 2007).

The second effect is the institutionalizing effect, of such stereotypes being attached to the talent management practices of the corporations. The mentoring, networking, role models, succession planning, planning the career, all highly affect the opportunity of women being considered for leadership positions, promotions via talent management practices. Thirdly, compounding bias; a very important factor of identifying the gaps in the correct execution and planning of talent management practices directly affect those that re in pursuit of promotions or development (Warren, 2009)

3.5 Barriers to leadership styles and traits:

"Social role theory of sex differences and similarities: a current appraisal", in Eckes, T. and Trautner, H.M. (Eds), *The Developmental Social Psychology of Gender*, Laurence Earlbaum Associates, Mahwah, NJ, pp. 123-174. states that the social and cultural norms of the society foster attitudes and perceptions of men and women expected to behave in certain ways. Thus, prompting a different social behavior based on sex-roles. Therefore, the result of these segregations has made an absurd process of men entering 'masculine' roles and females entering so-called 'feminine 'oriented roles. Wherein men possess more 'agentic' and women more 'communal'. Even in actual working structures, these traits are more valuable and are payed more for than feminine qualities (Powell and Butterfield, 2003) One main barrier identified was the 'glass ceiling' by the Wall Street Journal article, is an intangible barrier that women face when trying to climb up

the corporate barrier. Since the IT industry is considered predominantly male, women face obstacles in training and development and that in time has become more pervasive. The 'Double Bind' also a behavioral barrier, where a woman cannot get through no matter how or what she does, she's caught between behaving in a certain way and projecting certain masculine attitudes. They are expected to be more authoritative and ruthless, and if they portray likewise, they are termed as 'bitches' (Jamieson, 1995). Two main styles of leadership are autocratic, the one does not permit subordinates participate in decision making and the other democratic who encourages them to voice their opinion. Later, in the 1990's was when the two types of leadership styles, transformational and transactional (Bass, 2000) Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18(3), 19-31. Transactional in which leaders cause subordinates to act in a certain way in return of something the subordinate wants to have or avoid (Hater, Bass1988) these styles are not directly associated to gender specific leadership styles, scholars tend to relate female traits being more aligned to female manager/ leaders. A huge part of this issue deals with the way of communicating, because women are perceived to be less assertive and soft spoken to their colleagues, superiors and seniors is mistaken as not showing effectiveness in leading. Majority of the time women are called out for their integrity and concern for values that they are considered as misfit for a leader, even if they do get there (McCleskey, 2014).

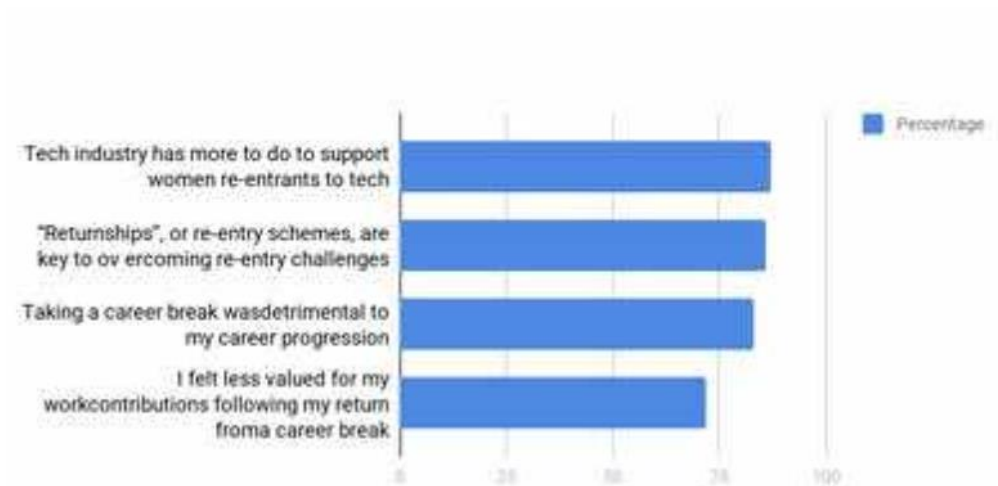
3.6 Retention:

Another key challenge in the field of information technology is on retaining the good female talent. Woman bear the responsibilities of managing both work and household. They have time and again proved their capabilities by contributing to the nation's economy. Woman have to combat the issues of work-life balance that is a major drawback to their careers.

Studies show that women are most likely not to leave work if the company provides better work-life balance support programs. A main reason pertaining to absence from work is usually personal household issues, especially maternity Statistics also show that if provided 12 weeks after maternity leaves women are encouraged to stay. (Hom et al., 2001). A study by Webster (2005), stated the reasons for low participation of women in the field, women gave up on better paid jobs because it was too far away to

relocate. Inflexible working hours, discrimination in performance appraisal and evaluations, promotions led to high attritions rates in women in the field of IT. She claimed that the type and dynamics of the work made it harder for women to work in the area of information technology. The paper also examined the problems surrounding female workers in the organizations to determine the reasons for absenteeism across all levels, especially at higher levels of the IT industry. The paper also discussed the trend of progression of women in the field of IT. Although most of her work was done in the western countries, it can be correlated to an extend the situations that companies, both domestic and multinational corporations face in India.

Stats from (timesofindia, 2019) 83% of female re-entrants to tech in India feel that taking



4 Research aim and objectives:

The main aim of the study is to explore the career progression challenges faced by female employees in the Indian IT sector with regards to talent management

Objective/purpose of the research:

- To identify importance in providing equal career progression opportunities to female employees in IT companies (Domestic and Multinationals) of India
- The influence of talent management practices of an organization within the Indian IT sector on women and career related developments and advancements
- To identify various barriers and challenges women face in relation career support
- To propose/ recommend TM strategies and or practices aimed at supporting women in the Indian IT sector with their career development

4.1 1.5 Research Questions

1. What is the potential correlation of TM practices and career progression opportunities?

2. What are the barriers and challenges to career advancements women in the Indian IT sector face in their workplace?
3. What are the perceptions and experiences of female employees in relation to their (Domestics and Multinationals) companies within the Indian IT sector in relation to TM strategies and career progression support?
4. What are the appropriate TM solutions/recommendations IT companies in the Indian IT sector implement can do in order to support their female talent with respect to their careers?

5 CHAPTER 3: RESEARCH METHODOLOGY:

5.1 Introduction:

This section seeks to achieve answers for the research questions with regards to the research aims and objectives. The research scrutinizes the influence of TM practices on career developments of female employees in the context of the Indian IT sector.

Once the research problems have been identified and aims for the study have been recognized through the extensive review for literature, it is necessary to carry out a systematic implementation of the study. (Taylor & Bogdan 1998) The approach for a study is how the researcher deals with the research issue and addresses the questions that arise.

The Research Methodology is an essential part of any research, in order to conduct research study properly and systematically in accordance with appropriate policies and strategies (Kumar ,2019)

The choice of methodology, as defined as "the framework of methods and regulations for facilitating data collection and analysis," is one of the key decisions of an academic research as it directs how data are collected, analyzed and interpreted, and is of major importance in influencing the results of the studies

(Taylor & Bogdan 1998). The research methodology aims to stick to methods and procedures to apply the results of the paper in a formal systematic way. The provides solution to the research problem using statistical and scientific techniques that provide the required support for the paper in a systematic way. This provides a solution to the research problem using statistical and scientific techniques that provide the required support to perform research. A quantitative research methodology has been adopted to utilize statistically & scientifically procedures to analyze and solve the research problem as per structured research guidelines and policies. The concept is characterized as a social or human case analysis, concentrated on the testing of variables, the evaluation with numbers and statistical approaches to decide whether the theory's predictive generalizations remain accurate. (Apuke , 20017)

The definition of an ideal methodology to conduct research for any research study gives a good indication that the research study is carried out with the necessary steps and action that the researcher identifies. (Kothari, 2004). The quantifying and analytical factors of the quantitative analysis process are used to obtain results. Hence this study will involve the sourcing and collecting of data and variables in order to responses collected can be quantified and statistical analysis will be carried out to prove or disprove claims (Williams, 2011).

5.2 Justifications for Methodology:

The justification for opting a quantitative analysis explains the chosen approach for the research and is also reiterated by Saunders, et al., (2012), it explains that quantitative analysis is an example-related tool, associated with testing and analysis where numerical data is standard, with that the researcher emphasizes on gaining information and deeper knowledge of the research methods.

A quantitative method helps to prove causality (Lowhorn, 2007). Which means, it seeks to inspect whether there is certainly any relationship shared between talent management practices and career progression. It is an appropriate method as it will assist the researcher validate the research questions if there exists a correlation between the variable has an impact on the other.

In order to better examine the aim of the study, Ghauri and Gronhaug (2005) suggested that a quantitative analysis is well suited to be able to measure effectively or review survey data. The quantitative research is applied to calculate and measure associations between variables, which will help answer what the study wishes to achieve. Lowhorn, 2007, in a study mentioned that it helps prove a theory. This methodology will help to prove whether past literature was accurate and can be established with the responses the respondents. Studying the answers systematically and numerically.

5.3 Limitations of methodology:

A qualitative analysis, which includes semi-structured or in-depth interviews to understand people's individuals' observations. It is a more subjective way to understand the participants behaviors (Lowhorn, 2007) it is carried out to understand and study the behaviors of a focus group. Relating back to the literature, Bhatnagar, (2007) & uses a combination quantitative and qualitative methods, however the qualitative data, analysis and interpretation was collect over a period on 1 year (2005-2006) Ahuja, (2002), to utilizes a hybrid methodology, but the limitation for the researcher was there wasn't enough time to carry out a necessary interviews, considering the Covid-19 pandemic, it would not be easy to meet with the participants because of their busy schedule. Though a quantitative analysis of the research is faster and reaches out to a larger population, if time permitted the researcher would've made the research findings more detailed and explained with having real-time opinions and subjective way of analyzing the groups opinions by carrying out a hybrid analysis. The questionnaire consisted of more closed-ended questions, which is assumed, may have limited gathering of more detailed information. Also, closed-ended questions may have can give rise to misinterpretation and disagreement amongst respondents, also creates bias between male and female employees working the Indian IT sector of India. the rate of response was less optimal in the research. In addition to it, the sample size of 102 was smaller and may have impacted the data in general. The questionnaire has the potential to include more detailed talent management related questions but keeping in mind the length of the survey and the time involved in answering it, it was sort not to. It is viewed as not accurate representation of the entire population of the Indian IT context, since the concentration of the population was mainly south India. a main limitation to the research was not having enough literature on the topic of study, it was a drawback faced when trying to design the questionnaire. Hence there, is a need for more study in order to get a better understanding.

the research focuses on the Indian IT companies exclusively. there are several other contributing sectors within the Indian market employing several female employees, having a various approach to TM and have the potential to give different outputs.

5.4 3.2 Research Outline:

Research Paradigm	Methodology
Design	Cross-sectional
Data collection tool	self-administered online survey
Data collection method	Primary
Sampling techniques	Simple random sampling
Data analysis tool	SPSS and Excel
Sampling size	102 women employees

Figure 3.2.1: Research Outline

5.5 Research Design:

A research design is a technique to gather proof of the desired information (De Vos, 2005)

It is the study strategy and framework produced to carry out analysis and provide answers to the research questions. The design is the general research scheme or system and the structure is the framework the

organization or the arrangement of structural elements in a specific manner (Christensen, 1993; Kerlinger, 1992)

The design Cross-Sectional design is more observational research, the design will help examine the significant relationship of variables of the population at a time, during a short span of one year. It is either analytical or descriptive format. This design is applied to verify whether one variable has an impact on the other. As Phast, (2011) suggested, for instance, it is used to find out from an independent variable the association it has with career progression. It checks the effectiveness of the variables, analysis of data and provide prospective limitations to the study. Also, identify other factors that possibly relate to talent managements influence on career progression

5.6 Data Collection:

The research is carried out to find the relation between previous literature on the impact of talent management practices on career progression of women in Indian IT companies. The two main sources of data collection are primary and secondary data. The data sourced, can provide the facts that can agree or disagree with the information existing.

5.7 Primary data:

The primary data is the raw data that is collected by the researcher. It is the very basis of the study which consist the objective of collecting data on the perceptions and experiences of women in the Indian IT sector and to examine whether there is a relationship between TM practices and career progressions. It is unfiltered, unbiased data. Hence primary data is collected.

5.8 Secondary data:

To able to cross examine the literature and analyze the previous data and information on the research topic. Already published data is called secondary data. Books, journals, articles, google scholar, Norma

Smurfit library and other management journals, business articles and bulletins were utilized to source secondary data to validate the literature.

5.9 Data collection tool:

Sukamolson (2007) survey covers the use of a scientific sampling system, wherein the system to calculate characteristics of a select population by using different statistical techniques. Quantitative analysis is adopted, and the tool used to collect data is an online survey questionnaire form, designed on google forms, to source data. It is deemed to be a suitable option since

- a larger sample size was inspected (102 women employees)
- It is a much easier and faster way to reduce time consumption and increase the number of responses compared to time involved in a qualitative analysis.
- Since the researcher was aiming at a homogenous sample (women employees in the IT companies), it is a trouble-free process for all the employees to spare a minimum of 10 minutes and they are aware of the tools.

The aim of the questionnaire is to address the research question of understanding of the perceptions and experiences of women working across different levels of a domestic/ multinational companies with regards to the talent management practices influencing their career progressions opportunities. The comparison is to be carried out by splitting the populations into domestic and multinational companies. There are women at all levels of the organizations, in different departments, of different age groups etc these are certain basic parameters. This questionnaire also examines the barriers to career-progressions through various functions of talent management. Also, to answer questions relating to how obstacles relating to gender-biases, leadership styles, work-life conflict limit opportunities to an upward career trajectory.

The Organizations chosen are spread across the Indian IT sector, mainly aiming at indigenous and multinational IT Corporations, that have a talent management practices in place but needs to formalize a TM strategy (inclusive) of female employees

5.10 Questionnaire Design:

The design used in the questionnaire is used to conduct a descriptive research for the purpose of studying perceptions and experiences of the respondents (Saunders, Lewis and Thornhill, 2003). Surveys permit large sample sizes often show low discrepancies in the responses of the participant (Saunders et al., 2003). This questionnaire is a 10 minute self-administration designed for through Google Forms and will be completed using Google Form Survey Responses. Since the researcher identified no similar survey questionnaires in the literature, however, a questionnaire that was designed for a study previously, sourced via internet , was a study done by A.H Masthan Ali on ‘Succession planning and its impact on organizational performance -with reference to select leading information Technology companies in Bangalore’ and another study by Nitte Meenakshi on “Talent Management Practices and its Impact on Organizational Productivity: A Study with Reference to IT sector in Bengaluru” were used as references to design the actual survey questionnaire. Along with it, the study by Buddhapriya (2009) adopted a questionnaire-based data sourcing tool, and a few questions based on work-life balance and conflicts to understand their opinions female employees, were adapted from the article. Overall, there was very limited resources available which could’ve been used as references or adaptations for designing the survey questions, therefore the questionnaire was specifically designed on the basis of the literature review and was reviewed by the supervisor solely for the purpose of the study. The self-administering style of the questionnaire eliminates the any ideologies with regards to responding to the survey in a socially presumable way (Dillman, Smyth and Christian, 2014).

5.11 Structure of the Questionnaire:

- A 5-point Likert’s Scale (1932) was used to determine the perceptions and attitudes of women with regards Talent Management practices link to career progression opportunities in their respective organizations
- A multiple-choice questionnaire was used in the structure of the questionnaire in order to eliminate any risks of unwanted information and targeted to source information from the respondents (Brace, 2008)

- A mixture of open-ended and close-ended questions were designed. A few open-ended questions were used to encourage participation and make it easier for them to share experiences and thoughts (Johnson & Turner, 2003).
- Close-ended questions lets the participants choose from the various options provided (Sekaran, 2003). To be able to get a better understanding of the respondent's point of view of the question.
- Sample profile:

ITEMS	FREQUENCIES	PERCENTAGES
Age		
20-30	84	82.4%
30-40	18	17.6%
40 and above	0	0 %
Type of Company		
Multinational Companies	67	65.7%
Indigenous/Domestic Companies	35	34.3%
Discipline of Study		
Science and Engineering	58	56.8%
Commerce	32	31.3%
Arts	0	0%

Opted not to say	12	11.7%
Work Experience		
Less than 5	71	69.6%
5-10	21	20.6%
10 and above	10	9.8%

Figure 3.3.2: Sample Profile of the Data

The sample profile above shows out of the 102 responses collected, Ages of the women employees stood as followed; 2.4% were between the ages of 20-30, 17.6% of the sample were between the ages of 30-40 and none were under the ages of 40 and above.

The data is collected with the aim of categorizing the sample into female employees from domestic companies and multinational companies within the Indian Information Technology. Out of 102 participants, 34.3% worked in domestic companies and most of the population of the sample worked in multinational companies. In the field of study, the responses included several disciplines of study: Science and Engineering had 56.8% of the respondents, 31.3% were from commerce background, whereas there were no participants from the arts discipline and almost 11.7% opted not to mention, since it was not a voluntary response. Work experiences showed 69.9% had less than 5 years of experience, 20.6% had 5-10 years and 10 above 9.8%.

5.12 Methods of Data Analysis:

The tools chosen to analyze the data is a combination of excel and SPSS software. The Data sourced from the respondents, imported into SPSS from the Excel spreadsheet downloaded from the Google Forms

responses are categorized and coded into various tables and analysis was done through SPSS. Pearson's Chi-Test is widely applied to answer questions of categorical combination. To discuss the independency of two multinomial variables can be conducted using The Chi-Test. (Shih & Fay, 2017). A combination

5.13 Research population and Sample population:

A sample population is used to describe or represent a total population of all participants who come under the requirement of the of the population of potential study. The sample population is only a small portion of the entire population that is of interest. With respect to the study being conducted, the population selected are the female employees of domestic and multinational IT companies of the Indian IT sector representing sample of the Indian IT sector.

5.14 Conducting the sample:

The Sample size of the survey questionnaire will be 102 female employees from an amalgamation of both domestic and Multinational Companies across the Indian Information technology sector. The employees are predominantly from the IT department and a few scattered across various departments of their respective companies, consisting of human resources, finance and other facilities functions. Although the survey questionnaire was intended for non- managerial women across the organization, the survey however, did collect a few responses from women holding managerial positions which proved advantageous for the study.

An email request was sent to a few potential respondents who were associated with the researcher and were prompted to answer it. respondents were further requested to share the survey with their colleagues and acquaintances. Since this was as online survey questionnaire reminders were needed to be sent to the respondents. Crawford, Couper and Lamias, 2001 A gentle reminder was sent after two days instead of five days proved that it was more impactful and increased the Responses rate (Crawford et al., 2001).

There are several online survey-questionnaire tools available on the internet. The researcher decided to use 'Google Forms' that is available free of cost on the internet, data collection tool provided by Google. It

does not have any limitations or drawbacks on the number of questions. It is easy to use, and can be completed on a computer, mobile phone etc. Another benefit of the “Google Forms’ is, it allows a variety of types of questions including short and long answers, multiple choice, scale grids responses are systematically automated, and collected and is illustrated in charts and infographic format to easily analyze and an excel spreadsheet makes it a lot easier to understand and study and stores larger data sets.

5.15 Sampling Technique Details:

There are several methods of sampling from a population: the method utilized for this research is simple random sampling under probability sampling methods. It is used to ensure that all (most) of the female employees across domestic and multinational companies within the Indian IT sector get an equal opportunity to participate in the research study. It is assumed that the employees have an aim to improve their career trajectory and may have had an experience with talent management strategies of their companies influencing their career prospects. This helps analyze and attain the research objective. The participants were selected randomly, and all participants were given an equal opportunity to voluntarily participate keeping in mind the ethical considerations of study. The random selection of participants from different IT companies' reliefs the study from any bias that could erupt under unusual circumstances.

5.16 Ethical considerations:

As per the ethical guidelines of the National College of Ireland, a consent form was shared with the prospective participants explaining in full detail about their voluntary participations guaranteed, and the reassuring them of the privacy of data sharing involved. They have the freedom to withdraw from the participations before commencing the research, and if commenced the data will be destroyed with full knowledge. The ethical directive of the college was met with attaching all necessary details, including topic, nature of the study , purpose and ethical standards.

6 CHAPTER 4: FINDINGS & ANALYSIS:

Table 4.1: Different companies and female recruitment quota:

12. Does your company have a recruitment quota for female employees?		Yes	No	Not Sure
		Count	Count	Count
8. Industry type	Domestic Company	20.5%	8.8%	4.9%
	Multination-al Company	22.5%	20.5%	22.5%

- In the above figure, it can be identified that out of the total sample population of 102, 20.5% for Yes, 8.8% for No and 4.9% for Not Sure; female employees from domestic company, stating that the majority of the domestic IT company employees i.e., 8.8% say their organizations do not have a recruitment quota in place and 4.9% of the employees say they aren't sure whether their company has a specialized recruitment/acquisition reservation in place for females.
- Whereas, for those employees working in multinational companies, 22.5% say yes, they have a recruitment quota, 20.5% say no and 22.5% say they aren't aware.
- From the above, it can be analyzed that the type of industry has no effect on the female recruitment acquisitions and quotas

Table 4.2: Work-Life Balance Support

17. With regards to work-life flexibility, does your company have the following support in place		Flexible working hours		
		No	Not sure	Yes
		Count	Count	Count
8. Industry type	Domestic/Indigenous Company	13.7%	0.0%	20.6%
	Multinational Company	17.6%	2.0%	46.1%
Flexibility in work location (working from home/telecommuting)		Childcare facilities & emergency care for children		

No	Not sure	Yes	No	Not sure	Yes
Count	Count	Count	Count	Count	Count
21.6%	1.0%	14.7%	23.5%	0.0%	10.8%
18.6%	0.0%	44.1%	18.6%	11.8%	35.3%
Support for non-work commitments (example: education and further studies. etc)			Employee assistance program for employees with family problems		
No	Not sure	Yes	No	Not sure	Yes
Count	Count	Count	Count	Count	Count
21.6%	7.8%	6.9%	24.5%	5.9%	5.9%
26.5%	15.7%	21.6%	18.6%	12.7%	32.4%
Wellness and personal development programs					
No	Not sure	Yes			
Count	Count	Count			
12.7%	5.9%	16.7%			
7.8%	3.9%	52.9%			

- The question is divided into six sub-programs and activities that are initiated to provide as support programs for female employees. In the table above, domestic companies showed the following:
- flexible working hours: 13.7% no, 0% not sure, 20.6% yes

Flexibility in working from home: 21.6 %, 1% not sure, 14.7% yes

Childcare facilities: 23.5% no, 0% not sure, 10.8% yes

Support for non-work commitments: 21.6% no, 7.8% not sure, 6.9% yes

Employee assistance for family related issues: 24.5% no, 5.9% not sure, 5.9% yes

Employee wellness and development: 12.7% no, 5.9% not sure, 16.7% yes

- Multinational companies: flexible working hours: 17.6% no, 2% not sure, 46.1% yes

Flexibility in working from home: 18.6% no, 0% not sure, 44.1% yes

Childcare facilities: 18.6% no, 11.8% not sure, 35.3% yes

Support for non-work commitments 26.5% no, 15.7% not sure, 21.6%

Employee assistance for family related issues 18.6% no, 12.7% not sure, 32.4% yes

Employee wellness and development : 7.8% no, 3.9% not sure, 52.9% yes

- This comparison was carried out to analyze whether domestic companies provided better support programs or multinational and vice versa

Table 4.3: A crosstabulation of industry type and experiences of struggles faced in promotion

8. Industry Type	Domestic/Indigenous Company	Count	23. Have you struggled for a promotion?		Total
			No	Yes	
			19	16	35
		Expected Count	19.6	15.4	35.0

	Multination al Company	Count	38	29	67
		Expected Count	37.4	29.6	67.0
Total		Count	57	45	102
		Expected Count	57.0	45.0	102.0

Table 4.4: Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi- Square	.055 ^a	1	0.814		
Continuity Correction ^b	0.001	1	0.980		
Likelihood Ratio	0.055	1	0.815		
Fisher's Exact Test				0.836	0.489

N of Valid Cases	102				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 15.44.					
b. Computed only for a 2x2 table					

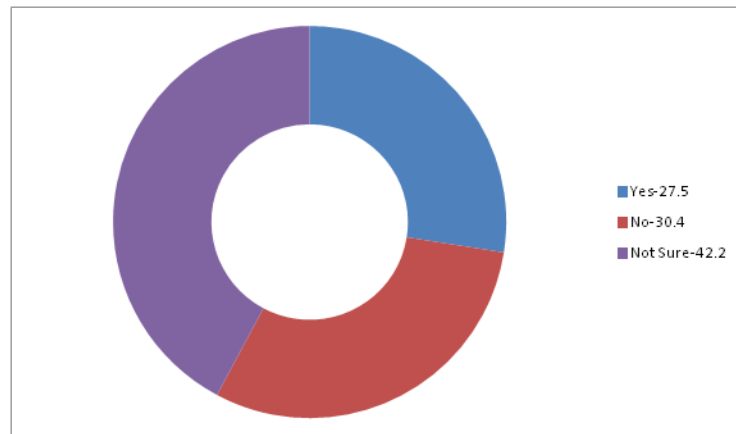
→ In order to calculate whether there is a significant relationship between industry type and experiences of female employees with regards to promotion struggle in Indian IT companies, the Pearson's Chi Test was conducted, and the outcome showed a significant relationship between gender related pay parity and industry type. The data proposes that the value of $p < 0.05$ is the alpha level related with a 95% confidence level.

→ This form of relationship is generally called "p." It is unlikely to be the case. It is established that the variables in this study are independent of the population. We can cancel the null hypothesis which indicates the variables are independent of the population.

Figure 4.7: Return Support programs from Absence of work

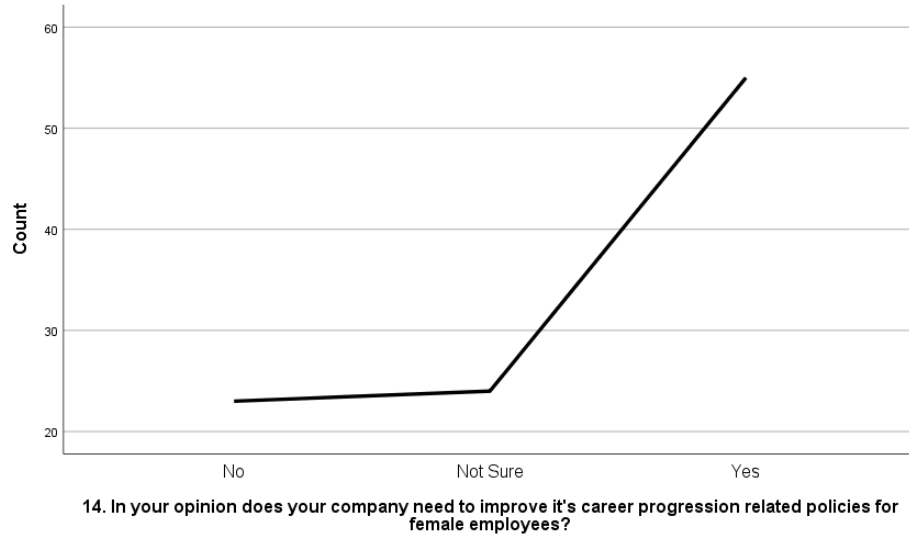
		28. Does your organization have programs for returning from absence of work for female employees?		
		Yes	No	Not Sure
		Count	Count	Count

8. Industry type	Domestic/Indigenous Company	6	13	16
	Multinational Company	22	18	27



→ The graph above shows, that the majority of the population states that they're 'not sure' whether their organization system includes a return from absence support program. Domestic employees – yes 6%, no-13% not sure-16%. Multinationals- yes-22%, no-18%, not sure-27%

Figure 4.5: Considering the experiences of female employees, do companies need to improve their Talent Management and practices policies



→ The graph shown, the responses to the question of whether companies functioning within the IT sector need to reevaluate their talent management practices and policies. There is a significant response to the option 'yes', stating that majority of the population 53.9%. A percentage of 22.5% have checked 'no' and 23.5% for 'not sure'. It implies that there is a need for improvising or changing the talent management strategies or practices, based on the experiences female employees have had.

Open-Ended Questions Perception analyzing:

1. What can IT companies (domestic and multinationals) do in terms of retaining their good female talent?

→ Response 1:

“Firstly, while hiring they should treat females equally like males because I believe females nowadays are also reliable and competent enough to work on any projects. Instead of just apprising females verbally start showing it in real by promoting them when they deserve”

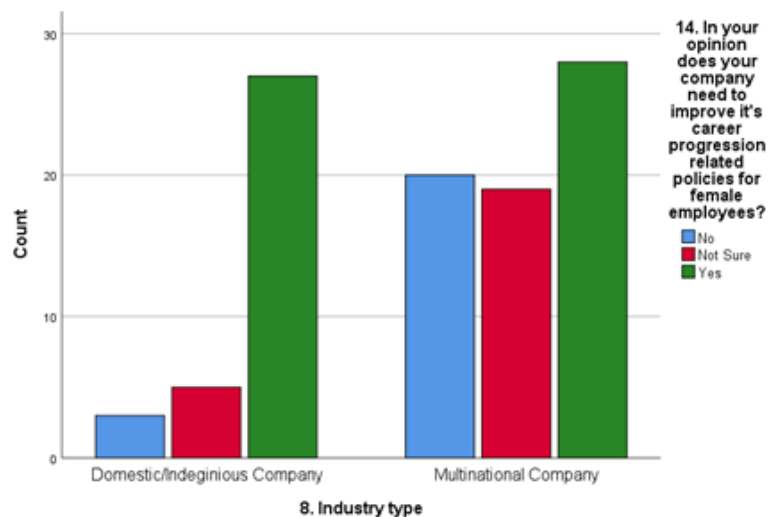
→ Response 2:

“Conduct more activities on realization of woman empowerment and break the dogma that women are equal to men, be it any field. Creating awareness is the key to success.”

→ Response 3:

“Look out for more female talent. Every company is aware about the statistics and hence the trend this issue has been following. To break through, we need companies to be more inclusive, until this parity has been dealt with”

Figure 4.9: Perceptions of career progressions policies across companies:



→ In the graph, it is depicted that the female employees believe that their respective companies need to change or improve their talent management practices. Yes being the highest at 53.9%, No- 22.5% and Not sure- 23.5%

Analysis of Significant Barriers to Career Progressions

Figure 4.4: Understanding whether there is significant associations industry type and gender pay parity.

Count	19. In your opinion, does pay parity between genders exist in your organization?				Total
		No	Not Sure	Yes	
8. Industry type	Domestic/Indigenous Company	16	11	8	35
	Multinational Company	33	27	7	67
Total		49	38	15	102

Chi-Square Tests				
	Value	df	Asymptotic Significance (2-sided)	
Pearson Chi-Square	2.953 ^a	2	0.228	

Likelihood Ratio	2.830	2	0.243	
N of Valid Cases	102			

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.15.

→ In order to calculate whether there is a significant association between industry type and the gender biased payment system in Indian IT companies, a Pearson's Chi Test was conducted, and the outcome showed a significant relationship between gender related pay parity and industry type. The data proposes that the value of $p < 0.05$ is the alpha level related with a 95% confidence level.

→ This type of relationship is commonly called "p." It is unlikely to occur; the research identified the variables are independent of the population. Hence, in conclusion: we will nullify the null hypothesis stating that the variable of the population is independent.

Count		19. In your opinion, does pay parity between genders exist in your organization?			Total
		No	Not Sure	Yes	
8.	Industry type Domestic /Indigeno	16	11	8	35

	us Company				
	Multinational Company	33	27	7	67
Total		49	38	15	102

→ However, in the above comparison of tables, there is a significant difference between female employees who think gender biased pay exists across different companies (Domestic/multinational)

Open-Ended Questions Perception analyzing:

2. As a female employee/ leader within the Indian IT Industry, what was the most significant barrier you were subjected to with regards to your career?

→ Response 1:

“I see the discrimination happening in the teams or the organization. When it comes to giving the priority, often I see men being elevated to higher position. Men are chosen over women. I have experienced this in my previous organization.”

→ Response 2:

“There's no joining the boy's club and their bonding over smoking sessions. Favors, promotions et al undeniably happen owing to these bonding sessions that nobody takes the initiative to make

accommodative. Moreover, the content department is looked down upon, understood with verbal proof from the CEO himself”

→ Response 3:

“My male lead and manger never appreciated my work and favoritism was the barrier in my career”

→ Response 4:

“Leaders expect women to be meek and deferential, Domicile of the office”

→ Response 5:

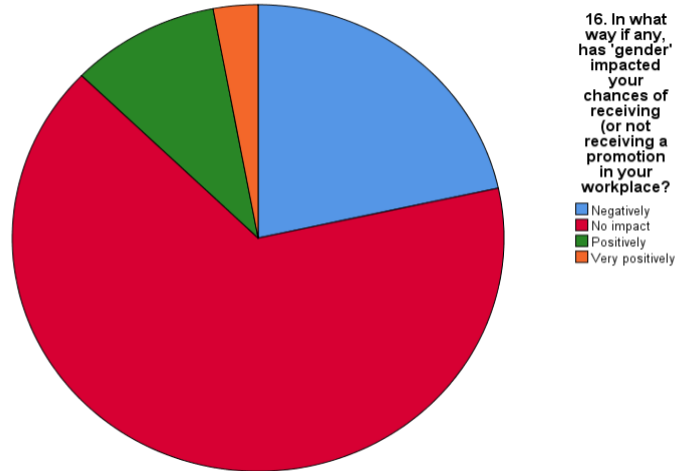
“Being a manager, Men still try to undermine my authority. It’s never an appropriate discussion of ideas”

→ Response 6:

“Always have to work/prove a little more than male counterparts to get things done”

→ In addition to it, the remaining of the responses highlighted, time-management, work-life balance, corporate politics, unconscious and conscious barriers, patriarchy, lack of support systems for development and training and lack or limited opportunities to develop.

Figure 4.6: Gender impacted career progressions and promotions opportunities



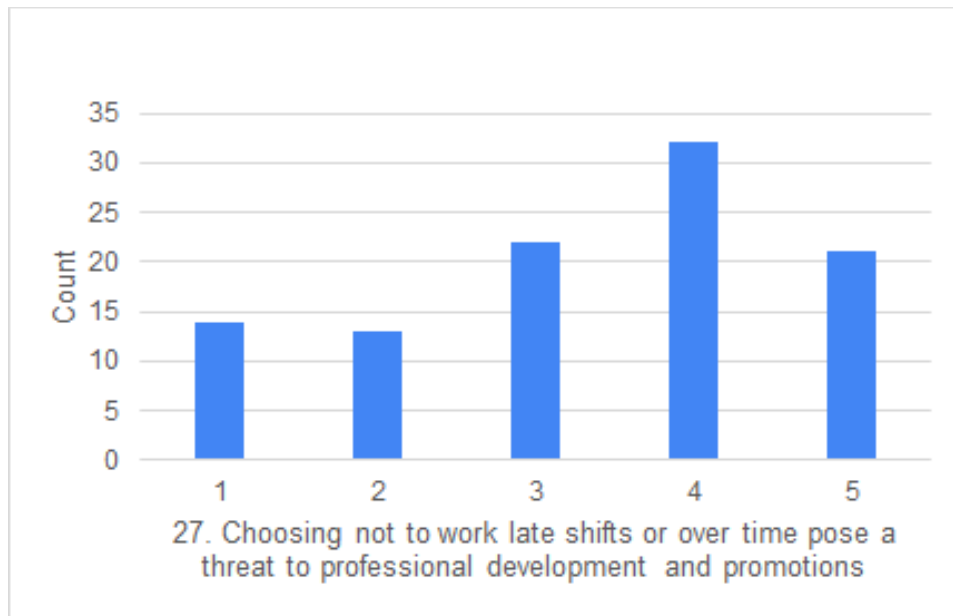
→ From the above pie chart, it is evident that females' employees perceive and have experienced the role of gender impacting their promotion and career advancement opportunities. The impact of 'gender' on development those employees working in domestic companies; negatively-6, No impact -24, positively-3, very positively 2; in multinationals; negatively-16, no impact-43, positively-7, very positively 1

		Negatively	No impact	Positively	Very positively
		Count	Count	Count	Count
8. Industry type	Domestic /Indigenous Company	6	24	3	2

	Multinational Company	16	43	7	1
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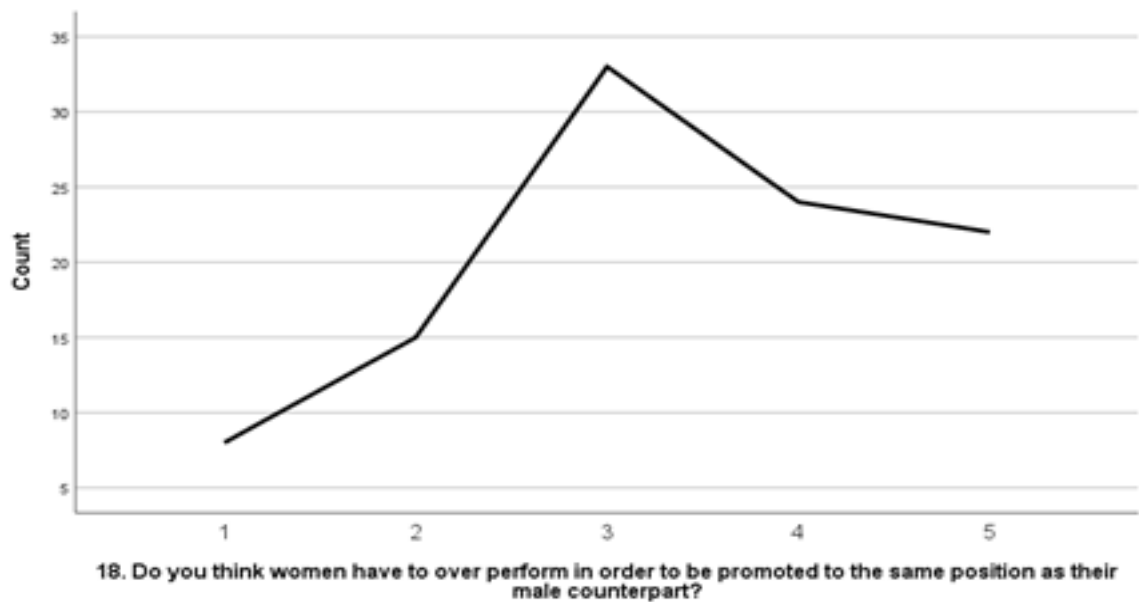
→ The table above, shows a tabular representation; combining the data, although the 'no impact' count is more, there still seems to be a significant number of those who have experienced bias and been treated unfairly for an opportunity at promotion.

Figure 4.8 Perceptions of female employees regarding working extra hours for promotions



→ With 1 being strongly disagree and 5 being strongly agree; Some promotions and career progression related opportunities are related to working overtime and adjusting to inflexible hours. Majority of Female employees perceive that there is a direct relationship between choosing not to work over time and losing out on promotional opportunities answering 4 -31.4% being the highest and 1- 13.7% being the lowest

Figure 4.10: Perceptions regarding expectations of over-performance to avail promotions



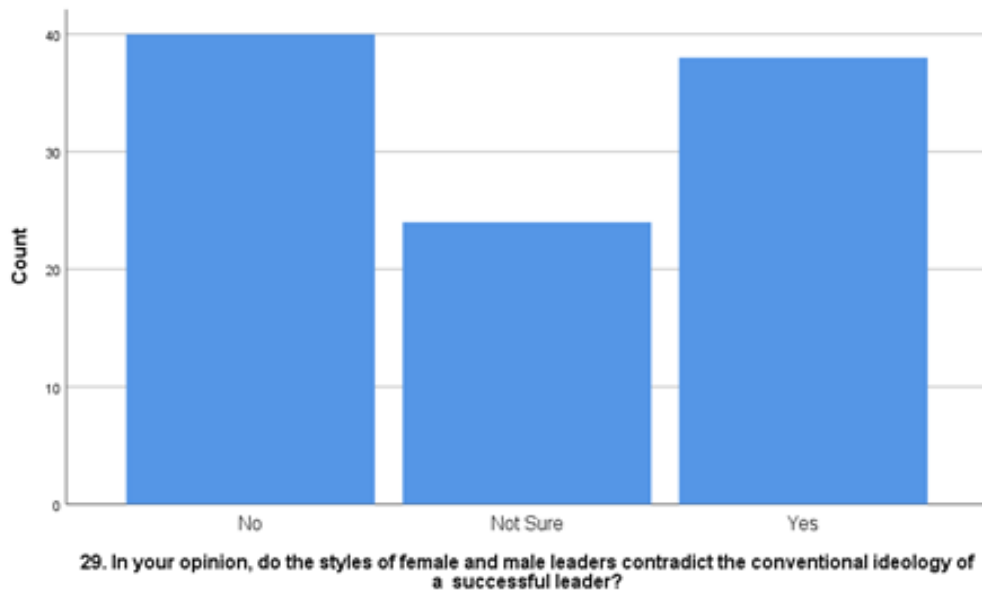
→ The line graph shows the perceptions of women with regards to over-performing to avail the same promotion as their male colleagues. With 1 being strongly disagree and 5 being strongly agree, the majority of the population answers 3- 32.4% i.e., inclines towards neutral, to compare, there is a significant amount of the population opting 5- 21.6% than 1-7.8%

Figure 4.11: Networking opportunities

		25. Are there adequate opportunities of networking for women within your company?				
		1	2	3	4	5
		Count	Count	Count	Count	Count
8. Industry type	Domestic/Indigenous Company	5	5	11	9	7
	Multinational Company	3	3	24	17	20

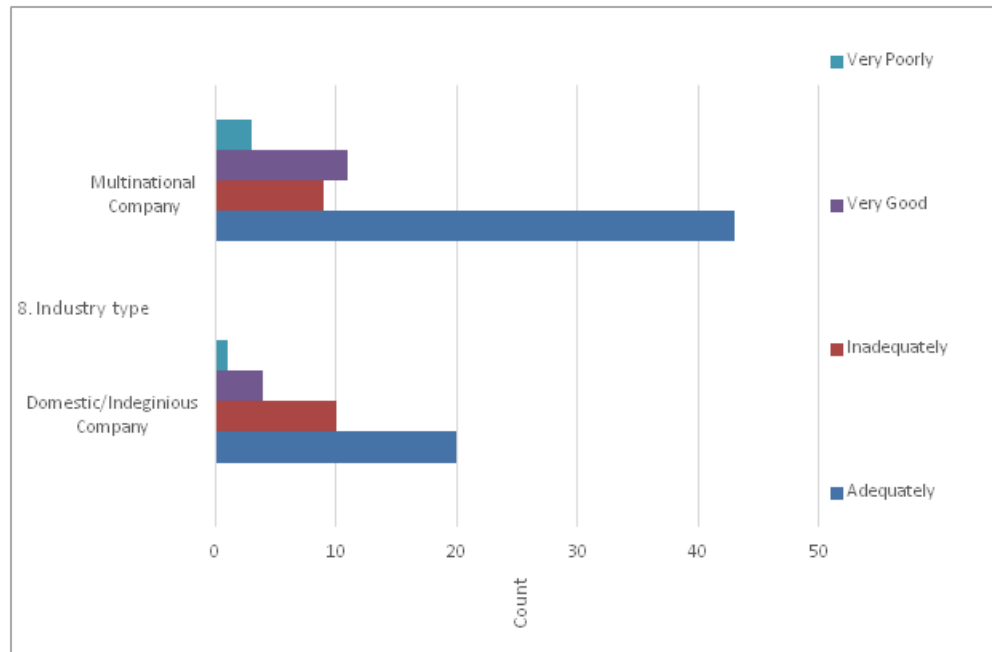
→ The comparative table suggests that IT companies have a different view on networking opportunities for women. With 1 being strongly disagree and 5 being strongly agree, the majority of domestic and multinational responses a neutral 11% and 24% respectively. Here again, the multinational companies show a higher count of about strongly agree- 20% and domestic -7%; strongly disagree- 3% and 5% respectively

Figure 4.12: Perceptions of leadership behaviors



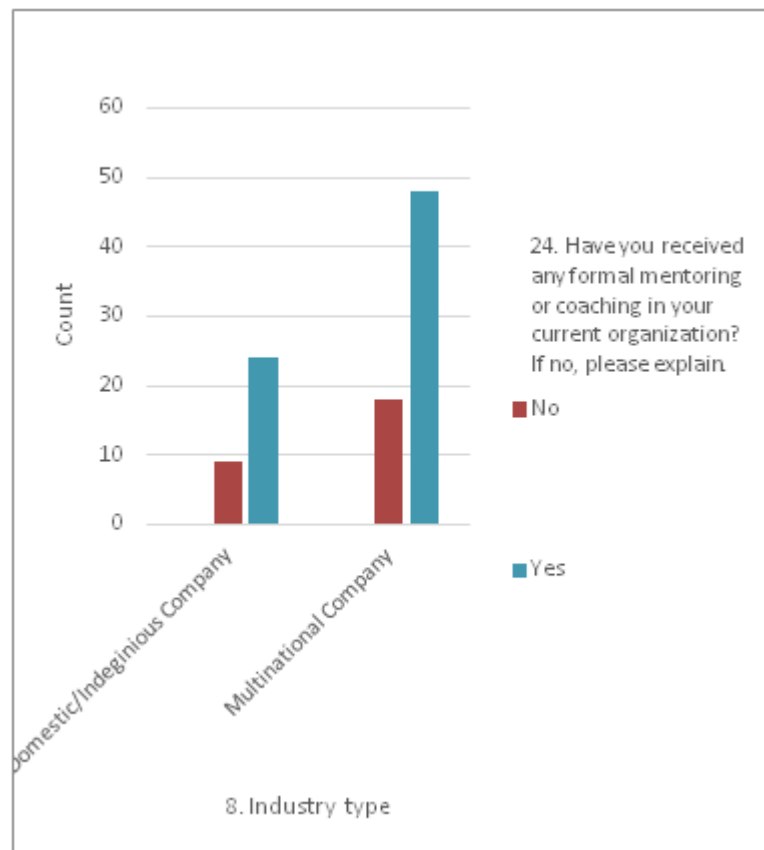
→ The above bar graph shows whether the way females lead is any different from male leaders. There is a slight percentage difference between those saying no and those opting yes. 39.2% for no, 37.3% for yes and 23.5% for not sure. Indicates that there is no contradiction of gender to an ideal leader

Figure 4.13: Consideration of Female Employees for Career Advancements and promotion opportunities



- Through this graph, the analysis of whether there is equal opportunity for women in their respective companies are adequate. Multinationals showing 43% adequate, 9% inadequate, 11% very good, very good, 3%.
- Domestic companies showing adequate 20%, inadequate-10% very good-4% very good-1%

Figure 4.14: Mentorship Opportunities:



→ The

24. Have you received mentoring in your current organization?		No	Yes
		Count	Count
8. Industry type	Domestic/Indigenous Company	9	24
	Multinational Company	18	48

figure shows a graphical representation of mentorships opportunities in the respective companies. A very high percentage of multinational female

employees have said yes- 48% and no – 18%. As for domestic female employees, yes-24% and no -9%. It is evident that majority of the population have had a mentorship experience or are in pursuit.

7 CHAPTER 5: Discussions and findings:

For the purpose of the study, the primary data sourced was analyzed and interpreted in order to examine whether there is a relation between talent management practices and career progression opportunities in Indian IT sector.

- To identify importance in providing equal career progression opportunities to female employees in IT companies (Domestic and Multinationals) of India
- The influence of talent management practices of an organization within the Indian IT sector on women and career related developments and advancements
- To identify various barriers and challenges women face in relation career support

The main criteria are the barriers that woman face with regards to their career support. The above data, there are a number of barriers and challenges that were mentioned in the questionnaire to understand

the perceptions of female employees across the Indian IT sector influencing their career development prospects. The factor used to split the data into two for simpler understanding is the industry type; Domestic and multinational companies. First a Pearson's Chi-Square test was carried out on the variables, industry type and gender pay parity. the results depicted were noteworthy since it showed that there was actually no pay parity differences in either of the organizations. The IT industry doesn't suffer in pay parity. the study conducted by Karlsson, (2015) on understanding the gender pay gap in the IT industry, showed a signified that IT industries almost equal pays to both genders. The gender pay gap of 29% relations showed that women from traditional families to were able to connect. Gender and promotion opportunities were examined, it was identified, that gender doesn't hold a significant impact on career opportunities and promotions. Although (Gupta, 2019) in the context of Indian IT industry, stated that there's a major gap in the issue of diversity and inclusion in top level positions. The management pipeline seems to be thinning and females who desired to be leaders are targeted to negative stereotypes, discrimination bias, prejudice. (Buddhapriya,2013) the data disagree with the literature. Networking and mentoring are two main factors that contribute to the endeavors of progressing into leadership. Warren (2009) in his research suggested that there the institutionalized bias; i.e., bias in these talent management practices can potentially affect females' chances of moving upwards, however in the analysis participants from both industries say that they were provided with equal opportunity mentoring. However, for networking opportunities it shows that the population stood neutral and in order to break the neutrality, the researcher decided to go with the next highest opted value i.e, which showed a higher response of disagree, which indicates that there's a problem with networking opportunities. In addition, there were a few personal opinions shared by the responses that highlighted the concern.

Response 1: "I was expected to learn the ropes on my own because its a highly competitive space and mentoring is viewed as spoon feeding"

Response 2: "We're suppoed to figure it all out on our own. Huddles happen and feedbacks are given but none acted upon"

Response 3: "we are asked to understand and work on it by ourselves"

Regarding work life conflict and impact on career progressions:

Punia, (2005) suggested that there was a correlation between work life conflicts and impact on career developments. A series questions were asked regarding certain supporting factors to help ease and balance out the pressures for employees of both organizations. Multinationals employees had a majority response of 'yes' to most of the supporting activities and domestic employees opted for 'no' which indicated that there is a gap between the work life support activities provided to employees of either organizations.

Working overtime and expected to work more in order to avail a top-level promotion are biases against females' employees. The statistics showed a main concern that there was that the population showing a neutral behavior. It means that there are significant relationship between need to over-perform to achieve a certain position.

8 CHAPTER 6: Conclusions and recommendations:

The final recommendations and conclusions are present in this chapter. This chapter is set to includes all detailing, consisting the implications, limitations, strengths, description of personal learning statement and finally recommendations. The objective of the research study was to examine the extent of impact of talent management practices and policies on career progression and advancements of female employees in the Indian Information Technology sector. The results and ramifications have been illustrated. The implications, findings and suggestions have been presented to try and bridge the gap and help future researchers by raising awareness of the understanding of effects of certain talent management practices on career development of women in the IT industry of India. The data showed that the gender related biases and differences almost dint exist, with time and modernity which calls for a more open open-mindednesses, companies provide are more open minded when it comes to it. However there are certain talent management retated practices which do indeed influence the employees

8.1 Potential for further study:

The research carried out, identified several areas that have gaps in the studies that have not yet been thoroughly explored due to the limited time allotted. The research topic opted for the study of this thesis led the researcher to recognize there is a prospective relevant literature yet to be inspected and investigated. This was also regarded as a major limitation throughout the research. There were other factors too that could potentially increase the quality of the study. Certain associating factors like working environment, retentions and talent acquisition practices and strategies, performance appraisals, and evaluation. Another main factor could be looking at line managers perceptions of talent management practices with regards women's career progressions and developments. Women are the solutions to bridge the gap of acute talent shortages especially in the field of information technology. Talent Management being a huge function of human resources, undertaking various sub-functions namely attraction is, development and retention strategies, hence the study of requires more investigation in the areas of how impactful each function is to career progressions since there are several other factors externally influence it. a qualitative analysis would have enabled more knowledge and deeper understanding of their personal behaviors and attitudes with regards to the topic. The interviewing of participants will separate each other's opinion and is individually unique to them. Understand the practices, culture and working environment. Better quality information can be sourced through this method.

Limitations:

The researcher utilized a mixture of primary and secondary data and literature sourced to relate to the study, secondary data collection was tough to source since there isn't sufficient data on talent management practices impacting career progressions opportunities in the context of India. Very few studies showed to be useful for the literature review. A quantitative data of a limited number of population size may have not yield enough accurate data in order to meet the requirements of statistical analysis. which may have reflected in the outcome of the study. The geographic area selected was too big to actually generalize the outputs across all states of India. The data collected too was predominantly from South India, which may lead to biases. Another factor that may have led to bias is choosing the Indian Information Technology Sector only, although fairly new in the Indian market, there are several different other industries of the market where women suffer greatly with lack of opportunities to progress and no talent management strategies in place to support them. The statistical tool applied for this study is ideally used

on bigger data sets, hence a variety of analysis were missing. A qualitative analysis gives the researcher the liberty to interact with common people, understand and analyze subjective behaviors. Being able to communicate and interact with the female employees, and get an understanding, also questioning the line managers would've also proven beneficial for the study.

8.2 Personal Learning Statement:

It was my first time at writing a full-fledged thesis/dissertation for a taught course. It has most definitely made me grow more dedicated and focused to my work. This was a real test to examine my time-management skills. The research writing has also improved my resilience to failures. It was a challenging task and proved quite stressful towards the due date. The topic I selected was a change I made to the one I chose for my proposal. The study caught my attention and I went straight into it. As I began sourcing and collecting information, I realized there isn't enough concrete literature sources in the Indian context, which did make it a little tricky for me when writing my literature review. However, this prompted me to carry out primary data survey to gather responses to get an understanding. I found it quite difficult to gather resources of surveys or questionnaires previously undertaken for the research. I had to gather as much information as possible and draft a questionnaire which finally relieved me of tension when I got it approved by my supervisor. My Supervisor was friendly and understanding, motivated me throughout the process. Waiting for the response was a tough time, since the response rate was low, considering the current situation of the global pandemic and how it has impacted work from home; participants response rate was slow. The statistical analysis tool SPSS was completely new to me and was a little tricky to get a hang off, then to interpret and bring it back to the literature review was difficult. I was able to get some help from YouTube, school staff and my colleagues from the computing courses. In retrospect, I would've liked to carry out a qualitative analysis since it gives a unique individual touch to the responses, it would've made given a better-quality analysis and understanding of the study of interest or tried for more responses on my survey-questionnaire if time permitted. Overall, I learnt a lot about how talent management practices impact career progressions of female employees in the context of Indian IT industries, although

several other external factors play a role in it, but the quality, design and execution hold a upper hand at providing equal opportunities.

8.3 5.4 Recommendations:

Based on the research conducted, by carrying out survey-questionnaires for sourcing primary data, analyzing and interpreting and finally concluding that there is a substantial relationship between talent management practices and career development opportunities of women in the Indian Information Technology of India. The work needs to be done by both the employer and employee.

Employees: women need to understand the importance of taking the initiative in their own hands and show keen participation and engagement in career planning. Women must be able to recognize that it is important they take need to spread their reach towards other colleagues, peers, seniors, advisors, those who can positively share their and contribute to success along with being self-reliant. Those female employees in management, should be given the responsibility to educate women on the unseen, transparent, unconscious biases, encourage other junior women, raise awareness about the unwritten rules of progression. The female employees must be given the choice to voice their concerns and be able to openly discuss if there are any concerns regarding any biases.

For the organization however, devising a talent development strategy to bridge the gap of lack of career opportunities to female employees in their organization, with the intention to be more long-term oriented, reflective, applied and experimental

- a. A customized development program: aimed at which includes a Competency based development programs and leadership programs
- b. Practice based development program: aimed at equipping the participants with the critical and practical skills needed to gain a better of oneself and impact at work. Programs on Critical skills, interpersonal skills, decision making and other soft skills related training
- c. Development programs: mentoring and coaching, leadership skills, applied IT skills

The time speculated to plan, design, implement, can be done along in 3 different stages. Keeping in mind the different hierarchical levels across the organization, a 5-year plan would suit well in order for smooth planning and functioning

financial requirements: the costs would be split again in 3 stages, 3 amounts for each design. The expenditure would go up depending upon the choice of holding the activity, whether the organization decides to undertake the activity internally or externally.

For 5 hours a good facilitator would charge around 2000 euros,

venue- 5 hours 1500 euros;

food and beverages- for an approx. 50 people- 1000 euros

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APPENDIX

1. . Employee Name (Optional)

2. Employee Organization (Optional)

3. . Employee Designation and Department

4. Age *

Mark only one oval.

20-30

31-40

41 and above

5. Work Experience *

Mark only one oval.

Less than 5

5-10

10 and above

6. How long have you been working for the company? *

Mark only one oval.

2-5 years

6-10 years

10 and above

7. Educational and Academic Qualifications *

8. Industry type *

Mark only one oval.

Multinational Company

Domestic/Indeginious Company

9. How satisfied are you working for the company? *

Mark only one oval.

Highly satisfied

Somewhat Satisfied

Neither satisfied nor dissatisfied

Dissatisfied

Highly Dissatisfied

10. As a female employee/ leader what has been the most significant barrier of your career? *

11. In your opinion, are women under-represented and face challenges when applying to an IT company? *

Mark only one oval.

Yes

No

Not Sure

12. Does your company have a recruitment quota for female employees ?

Mark only one oval.

Yes

No

Not Sure

13. Are there a career progression policies and strategies in your organization for female employees ? *

Mark only one oval.

Yes

No

Not Sure

14. In your opinion does your company need to improve it's career progression related policies for female employees? *

Mark only one oval.

Yes

No

Not Sure

15. In your opinion, what are the main factors that have an impact on career decisions for women? if any other, please mention. *

Tick all that apply.

Societal implications

Education Implications

Family motivation & responsibilities

Work-Life balance

Other: _____

16. In what way if any, has 'gender' impacted your chances of receiving (or not receiving a promotion in your workplace? *

Mark only one oval.

- Negatively
- No impact
- Positively
- Very positively

17. With regards to work-life flexibility, does your company have the following support in place *

Tick all that apply.

	Yes	No	Not sure
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexibility in work location (working from home/telecommuting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Childcare facilities & emergency care for children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support for non-work commitments (example: education and further studies. etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Employee assistance programme for

employees with family problems

**Wellness and personal development
programs**

18. Do you think women have to over perform in order to be promoted to the same position as their male counterpart? *

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

19. In your opinion, does pay parity between genders exist in your organization? * *Mark only one oval.*

Yes

No

Not Sure

Other: _____

20. In your opinion, How fairly are women considered for leadership promotion in your company? *

Mark only one oval.

Very Poorly

Inadequately

Adequately

Very Good

Other: _____

