Challenges for Women in the Indian IT Industry: A Study on Identifying Glass Ceiling Barriers to Progress

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Abstract

This study provides a comprehensive examination of the glass ceiling phenomenon within the Indian Information Technology (IT) sector, with a focus on identifying the barriers that impede women's career advancement to leadership positions. Through the application of multiple theoretical frameworks, including Social Role Theory, Stereotype Threat Theory, Implicit Bias Theory, and Human Capital Theory, this research dissects the multifaceted nature of gender disparities in a context characterized by rapid technological advancement and significant economic contributions to the global market. The methodology employs a systematic literature review to collate and analyse existing research findings, drawing insights into the structural, societal, and personal factors that contribute to the perpetuation of the glass ceiling in the Indian IT industry. Key findings reveal that deeply ingrained societal norms and expectations, coupled with workplace cultures that harbour unconscious biases and perpetuate stereotype threats, significantly hinder women's career trajectories. Despite comparable qualifications, women face systemic barriers to accessing leadership opportunities, highlighting a discrepancy that cannot be explained by human capital theory alone. This study emphasizes the need for a holistic approach to mitigating these barriers, including policy reforms, organizational changes, and cultural shifts aimed at fostering gender diversity and inclusion. Practical recommendations for stakeholders in the Indian IT sector include implementing bias-awareness training, establishing mentorship and sponsorship programs, promoting flexible work arrangements, and ensuring transparency in promotion criteria. The study contributes to both theoretical understanding and practical approaches to addressing gender disparities in the workplace, offering a roadmap for future research and action towards achieving gender equality in the Indian IT sector and beyond.

Keywords: - Gender inequality, Women in technology, Career advancement, Workplace discrimination, and Indian IT sector.

Introduction: -

In the dynamic landscape of the Indian Information Technology (IT) sector, heralded for its pivotal role in global technological advancements and economic contributions, a paradoxical undercurrent of gender disparity persists. This sector embraces various segments, such as IT services, software development, business process outsourcing, research and development, and IT-enabled services (vij & Batra,2014). To encourage the development and competitiveness of the IT sector, the Indian government implemented various initiatives and policies. Tax incentives, infrastructure development, promotion of digital literacy, and programs to support R&D in developing technologies (Ministry of Electronics and IT, 2022) are a few of these. Nevertheless, despite the industry's expansion, there is still a gender pay disparity and unequal access to opportunities for professional advancement
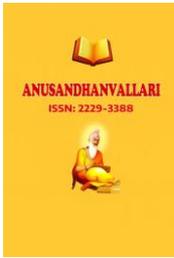
(Rai, 2023). Although, the Indian IT sector recorded the highest representation of women at 30% compared to other sectors, at the same time, the career progression of women is found slow (S, 2023). This study delves into the entrenched glass ceiling phenomenon, an invisible barrier that systematically hinders women's ascent to leadership positions within this vibrant industry. Drawing upon a rich tapestry of theoretical frameworks—Social Role Theory (Eagly & Wood, 2012), Stereotype Threat Theory (Steele & Aronson, 1995), Implicit Bias Theory (Greenwald & Krieger, 2006), and Human Capital Theory (Becker, 1964)—this research seeks to unravel the complex interplay of societal norms, organizational cultures, and individual biases that perpetuate gender inequalities.

Despite the IT sector's rapid growth and its recognition as a beacon of innovation, women's representation in leadership roles remains conspicuously low, raising questions that transcend the bounds of human capital theory. This study, through a meticulous systematic literature review, aims to synthesize existing research findings, shedding light on the structural, societal, and personal factors contributing to the glass ceiling in the Indian IT industry. The investigation reveals a multifaceted barrier system, where societal expectations, workplace stereotypes, and unconscious biases converge to impede women's professional progression.

The implications of these findings are profound, suggesting that the barriers to women's advancement are not merely a matter of individual qualifications but are deeply embedded in the fabric of organizational and societal norms. In response, this study proposes a holistic approach to dismantling these barriers, advocating for policy reforms, organizational changes, and cultural shifts designed to promote gender diversity and inclusion. Recommendations for stakeholders in the Indian IT sector include the implementation of bias-awareness programs, the establishment of mentorship and sponsorship initiatives, the promotion of flexible work arrangements, and the assurance of transparent promotion criteria. These strategies, inspired by successful practices observed in global contexts, offer a blueprint for creating a more equitable professional environment where women's talents and leadership potentials are fully recognized and nurtured.

This research not only enriches the theoretical discourse on gender disparities in the workplace but also provides actionable insights for achieving gender equality in the Indian IT sector and beyond. By bridging the gap between theory and practice, it underscores the urgency of concerted efforts from various stakeholders to eradicate the glass ceiling, paving the way for a future where women in the IT industry can ascend to leadership positions unhindered by systemic biases and stereotypes.

Objectives of the study: -

The primary objective is to systematically review and synthesize existing research on the glass ceiling effect within the Indian IT sector, focusing on identifying:

1. The barriers women face in career advancement.
2. The underlying causes and contributing factors to these barriers.
3. Effective strategies and recommendations to mitigate the glass ceiling effect.

Methodology: -

To achieve objective of the study a comprehensive literature review on glass ceiling will be done which will be relevant to Indian IT sector and which directly address the barriers faced by women in Indian IT sector.
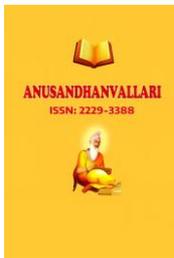
Review of literature: -

The concept of the "glass ceiling" refers to an invisible barrier that prevents certain individuals, particularly women, from advancing beyond a certain point in a hierarchy, despite their qualifications or achievements. This term, first coined in the late 20th century, has since become pivotal in discussions about gender inequality in the workplace (Cotter et. al, 2001). The term "glass ceiling" is metaphorical and refers to systematic and invisible hurdles that hinder some groups from moving up the corporate ladder or into higher-level jobs, especially women and people of colour, while having the education and experience required (Morrison et al.,1987). The phrase "glass ceiling" refers to restrictions that are difficult for people to see or immediately identify because they are transparent, yet they do exist and limit upward mobility for some groups. These barriers may be caused by cultural, social, and organisational (Azeez & Priyadarshini, 2018), difficulties such gender discrimination, assumptions, and discriminatory behaviours. The glass ceiling is an imperceptible barrier that prevents women from rising to higher positions in an organization (Srivastava et al., 2020). The phrase "glass ceiling" implies that these barriers are translucent, making it challenging for individuals to see or properly identify them, yet they nevertheless exist and prevent some groups from moving up the social scale (Morrison & Von Glinow, 1990). It is "an intangible barrier that restricts the upward mobility and advancement of individuals, particularly women and other marginalized groups, within the organizational hierarchy due to implicit biases, stereotypes, and discriminatory practices" (Eagly & Carli, 2007). It stands for the covert yet widespread organizational and social conventions that prevent career advancement, restrict access to leadership roles, and uphold gender and other types of inequality in the workplace. It seems to be a common problem in the Indian IT industry. Women in the Indian IT industry have to face personal, organizational, and societal barriers which affect their career advancement (Azeez & Priyadarshini, 2018; Nath, 2000; Reddy, 2020). The representation of females in leadership positions is low and some of the factors contributing to this are cultural and social factors (Madhulata, 2016; Reddy, 2020; Azeez & Priyadarshini, 2021), implicit bias and stereotypes (Budhwar, 2005; Verma, 2011; Madhulata, 2016), work-life balance challenges (Budhwar, 2005; Buddhapriya, 2009; Verma, 2011; Bindu, 2022), lack of mentorship and sponsorship (Verma, 2011; Mishra, 2013; Clevenger & Singh, 2013; Jonge,2014), and pipeline issues (Budhwar, 2005; Clevenger & Singh,2013). Cultural, social, and institutional factors including gender discrimination, stereotypes, and discriminatory practises may have contributed to these barriers in the past (Ragins et al., 1998). The term "glass ceiling" describes an arbitrary barrier that frequently stems from a person's gender or other status as a member of a minority. The Indian IT sector has grown and developed tremendously over the last several decades, making a considerable economic contribution and generating millions of employments in the process. Despite the advancement and potential from moving up to higher positions within a business, despite their credentials, talents, and performance, the situation of women in the Indian IT sector has been a topic of concern owing to a variety of challenges and gender imbalances they face (U.S. Department of Labor, 2020). The Indian IT sector has grown and developed tremendously over the last several decades, making a considerable economic contribution and generating millions of employments in the process. The position of women in the Indian IT sector has been a matter of concern due to a number of difficulties and gender inequities they confront, despite the development and opportunity (Sharma & Singh, 2019). Moreover, there is the impact of cultural and organizational influences affects knowledge-sharing practices specifically in the Indian IT sector and restricts women in developing network (Ardichvili et. al, 2006; Sundermurthy & Lewis, 2003). Glass ceiling in Indian IT sector reflects Pay disparities (Ganapathy & Viswanathan, 2016), Limited Training and Skill Development Opportunities (Singh et. al, 2008), having no or little access to leadership opportunities (Sahoo & Lenka, 2021), Challenges with Work-Life Balance (Rajadhyaksha & Smita, 2004), Lack of Role Models and Mentors (Verma, 2011), and Gender Bias and Stereotypes (Khanna, 2012). The combination of various factors reflects the presence of glass ceiling in Indian IT sector in various forms. In the rapidly evolving Indian IT sector, the persistence of the glass ceiling poses both theoretical and practical challenges, warranting a comprehensive review of the literature to identify underlying causes and potential mitigations.
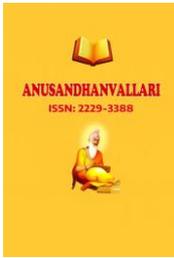
Societal and Cultural Norms: Central to the discussion on gender disparities in the workplace is the influence of societal and cultural norms. Eagly and Wood (2012) underscore the impact of social role theory, suggesting that entrenched expectations about gender roles significantly contribute to the formation of the glass ceiling. This perspective is echoed by Mishra et al. (2022), who highlight how traditional gender roles in Indian society, endorsing women primarily in caregiving capacities, limit their professional growth opportunities, especially in leadership roles within the IT sector.

Stereotype Threat: The adverse effects of stereotype threat on women's performance and self-perception in male-dominated fields like IT are well-documented (Steele & Aronson, 1995). This phenomenon is particularly salient in the Indian IT industry, where prevailing stereotypes about women's technical and leadership abilities create an environment ripe for performance anxiety, as discussed by Sharma et. al, 2011). These stereotypes not only diminish women's participation in leadership but also contribute to a self-fulfilling prophecy that hampers their career progression.

Implicit Bias: Implicit biases further exacerbate the glass ceiling, operating subconsciously to disadvantage women in recruitment, promotion, and development opportunities. Greenwald & Krieger (2006) provide a foundational understanding of how these biases manifest in organizational settings, subtly skewing perceptions and decisions in favor of male counterparts. (Agarwal & Malhotra, 2016) corroborate this in the context of the Indian IT sector, identifying implicit bias as a critical obstacle to achieving gender parity in leadership roles.

Human Capital Theory: While the human capital theory posits that job progression should correlate with an individual's qualifications and skills (Becker, 1964), this principle falls short in explaining the persistent gender gap in leadership within the IT sector. Vidhya & Mageswari, (2024) challenge this theory by demonstrating that, despite comparable or even superior qualifications, women still face significant barriers to advancement, indicating that other, non-meritocratic factors play a crucial role in sustaining the glass ceiling.

In conclusion, the literature presents a compelling case for a multifaceted strategy to dismantle the glass ceiling in the Indian IT sector. It underscores the need for concerted efforts from policymakers, corporate leaders, and community stakeholders to challenge and change the deep-seated norms and biases that hinder women's professional growth. Future research should aim to explore innovative strategies for empowering women in the IT industry, with a focus on actionable interventions that can be implemented across various organizational contexts.

Theoretical Framework

There are different theoretical frameworks that provide insight into the structural, societal, and personal aspects influencing impediments to women's professional progression have been used to investigate the glass ceiling phenomena. When theoretical framework applied to Indian IT sector, several key insights can be gained. Some of the pertinent theoretical frameworks is provided below: -

Social Role Theory:

Social role theory claims that gender norms and expectations affect the glass ceiling. It implies that women are expected to fulfil caregiving and communal roles for others while men are meant to lead. These preconceptions can create biases that limit women's advancement to higher positions (Eagly & wood, 2012). In Indian IT sector, social role theory shows how gender stereotypes and societal expectations affect women's careers. Traditional
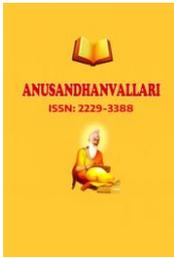
gender roles and cultural norms may encourage the idea that women are better in supporting and technical tasks than leadership. This contributes to the glass ceiling and limits women's advancement (Mishra et al., 2022).

Stereotype Threat Theory:

The stereotype threat theory focuses on the effects of negative stereotypes on people's performance and career outcomes. Women in male-dominated industries, such as the IT industry, may feel anxious and perform poorly out of a concern of reinforcing unfavourable gender stereotypes. This theory emphasises how the danger of stereotypes might prevent women from advancing professionally (Steele & Aronson, 1995). In the Indian IT sector, where women confront the issue of working in a predominately male business, stereotype threat theory is particularly pertinent. Stereotypes regarding women's leadership and technical skills might make them anxious and affect their performance. For women to be empowered to overcome obstacles and realise their full potential in the IT industry, stereotype threat must be addressed (Sharma et.al, 2011).

Implicit Bias Theory:

The focus of implicit bias theory is on unconsciously held prejudices that people have that can affect how decisions are made. Implicit biases can result in males receiving preferred treatment or women receiving unfavourable treatment, which helps to keep the glass ceiling in place. This viewpoint emphasises how unconscious prejudices obstruct women's advancement (Greenwald & Kreiger, 2006). Within the Indian IT industry, implicit biases can take many different forms and have an influence on women's job advancement. Biases in hiring, promoting, and performance appraisal can hurt women, giving them less opportunity to progress. To lessen the effect of implicit prejudices on women's careers, it is crucial to raise awareness about these biases and put bias mitigation methods into practise (Agarwal & Malhotra, 2016).

Human Capital Theory:

According to the human capital theory, gender gaps in job progression may be caused by variations in education, abilities, and experience. It does not, however, fully explain the glass ceiling problem because women frequently have comparable qualifications to males but still experience obstacles. The human capital theory emphasises the need of taking into account variables other than individual qualities (Becker,1964). Gender gaps still exist despite the fact that women in the Indian IT field have shown their talents by obtaining education, skills, and experience. The necessity to address systemic variables beyond individual qualifications is highlighted by the human capital theory. This entails offering assistance for professional development, offering mentorship programmes, and eliminating any prejudices in assessing and appreciating women's knowledge and achievements (Vidhya & Mageswari, 2024).

These theoretical frameworks give academics and professionals glasses through which to analyse and comprehend the glass ceiling phenomena. These frameworks aid in identifying strategies and interventions to promote gender equality and establish inclusive settings for women's career progression in the IT industry by taking into account the interaction of structural, cultural, and individual elements.
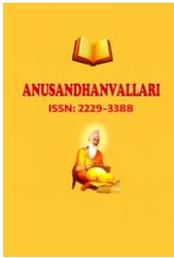
Barriers and Challenges faced by women in career progression in Indian IT sector

The Indian IT sector has a continuous barrier known as the "glass ceiling" that prohibits women from reaching the highest levels and advancing in their professions. A number of significant factors contribute to the industry's "glass ceiling" and gender inequalities.

Gender Bias and Stereotypes: Persistent gender bias and stereotypes play a significant role in hindering women's career advancement. Stereotypes that associate technical expertise and leadership roles with men can lead to biased evaluations and limited opportunities for women (Khanna, 2012; Aranha et. al, 2019).

1. **Insufficient role models and mentors:** Another issue is the lack of access to mentors and role models who can offer advice and assistance. It might be challenging for women to identify comparable professional choices and to get helpful advice and advocacy in the absence of female leaders or mentors (Verma, 2011).
2. **Challenges with Work-Life Balance:** For women working in the IT industry, juggling work obligations with cultural expectations for playing family duties may be quite difficult. Work-life balance can be impacted by long hours, difficult tasks, and rigid work settings, which can also impede professional advancement (Rajadhyaksha & Smita, 2004).
3. **Having little access to leadership opportunities:** Women frequently have less access to positions of leadership, such as promotions and higher-level posts. Their advancement may be hampered by biased selection procedures, low visibility, and exclusion from decision-making circles (Kapoor et. al, 2021).
4. **Cultural Values and Workplace Procedures:** Gender disparities may persist in the IT industry due to male-dominated cultures. Women's job objectives may not be supported by norms that encourage aggressiveness, competitiveness, and lengthy workdays (Ardichvili et. al, 2006; Sundaramurthy & Lewis, 2003).
5. **Pay Inequalities:** The difficulties women encounter in advancing in their careers are mostly caused by unequal pay and compensation policies. In the IT industry, there are still gender wage inequities, and closing these gaps is essential to guaranteeing equal opportunities for women (Kulkarni & Halvaldar, 2024).
6. **less opportunities for training and skill development:** For women working in the IT industry, inadequate access to training and skill-development programmes can be a barrier to professional advancement. Opportunities for professional growth, upskilling, and reskilling may be few, which might have an impact on opportunities for progress (Singh et. al, 2008; Jan & Muthuvelayutham, 2012).

Therefore, the glass ceiling barriers are the composition of various barriers such as individual barriers, organizational barriers, societal and cultural barriers, and family barriers. The combined effect of each factor is responsible for the glass ceiling.

Individual barriers

Individual barriers are the barriers that are specifically related to individual women. These barriers can be called personal barriers. There is another metaphor given named "sticky floor". This term is coined by Catherine Berheide in 1992 and presented in a report entitled "Centre for women in Government" which implies that women themselves block their careers through self-imposed restrictions at the workplace (Smith et. al, 2012). Here a female is a hurdle in their own career progression. The reasons can be their own self-choice, lack of self-esteem and confidence, communication skills, lack of proper career planning, lack of ambition, avoiding taking challenging assignments, etc. All these barriers play a major role in the formation of this invisible layer called the
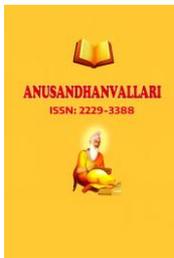
Glass Ceiling. Individual barrier occurs due to the restricted and conservative nature of the female. They lack networking which is highly needed for top-profile jobs. There are other phenomena which are called "**Queen bee syndrome**" which implies that there are women who work as queen bee and limit the progressive opportunities for other female subordinates and do not accept the fact that gender bias is there in the organization once, they approach higher positions. Moreover, they treat other females critically and do not inspire them as role models and treat them critically (Derks et. al, 2011). So, individual choice is the reason why the glass ceiling is existing in organizations.

Organizational Barriers

Organizational barriers are the barriers related to a workplace where gender biases are not in policies and structure but it is there which keep females behind their male counterparts despite working in the same parameters. Organizations play a major role in the grooming of their human resources, despite their gender. But the real facts reveal that women face hurdles in the growth and development part also. They are not given assignments and projects which are challenging and risky because they are women. According to some research, during times of economic crisis, women may have a better chance of breaking through the glass ceiling and reaching higher positions within an organization than during periods of economic prosperity (Sun et al., 2014). This situation is described by another metaphor called **"glass cliff".** Moreover, some of the organizational factors which act as barriers are lack of encouragement, fewer opportunities offered lack of mentors, lack of policies for women's career progression, limited or no decision-making power, lack of commitment to gender equality, pay differentials, lack of training opportunities, male dominations at senior positions, non-acceptance of female as a leader, wrong perception about women, sexual and mental harassment. Apart from this, there is a difference in the leadership styles of males and females. The risk-averse and conservative nature of women can save an organization in times of crisis as well. An organization need to develop a standard protocol and must encourage employees to accept a female as a leader.

Societal and Cultural Barriers

Societal and cultural barriers are misunderstandings caused by differences between two individuals due to religion, race, ethnicity, and gender. Societal barriers occur in the organization when a particular gender, race, or colour considers themselves superior, wealthy, and well-educated over their other colleagues and employees and starts practicing discrimination on this ground. Whereas cultural barriers arise because of misunderstandings caused by differences in language, behaviour, beliefs stereotypes, and prejudice about a particular race, religion, ethnicity, and gender. Some of these barriers are fear of difference, lack of participation and social inclusion due to poor family background, the conflict between different groups and communities, stereotype belief about women as homemakers and men as bread earners, employers' negative perception of women's behaviours, and working style and employee's resistance to mentoring by women employees. Due to this belief about women, men are getting faster promotions in occupations that are dominated by females such as nursing, teaching, etc. This situation is described by another metaphor called **"Glass Escalator"** (Broner, 2013). Social and cultural barriers can be removed by transparency, good governance, restructuring the working environment, and encouraging positive interaction.
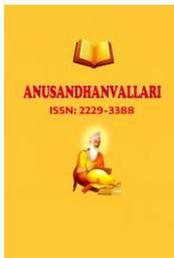
Family barriers

Family is one of the important factors which restrict women from avoiding careers and accepting higher-level jobs and so one of the reasons behind the glass ceiling. Family plays an important role from the beginning of a child's schooling to when the grooming process starts. A woman is facing career barrier because of the family because of marital status, childbearing, and parental care responsibilities, prefer a balanced life, face dual work pressure, cannot work on holidays, don't prefer traveling away from home for work-related assignments, cannot work late hours, conflicting work and family demands, demand for service break. Family barriers are really conflicting because a lot of women quit their services to serve families because they don't find any alternative. **"Mommy Track"** The term "glass cliff" refers to the phenomenon of women who undermine their own careers and professional responsibilities in order to meet their family's needs. The major family responsibilities are supposed to be with females because of the belief that women are homemakers and men are bread earners. Thus, the organizational factor is the major factor among other factors of the glass ceiling.

**Recommendations for Organizations and Policymakers:**

On the basis of the study, it becomes necessary to provide some recommendation for organisations and policymakers to work in a phased manner to promote women in order to break glass ceiling. Some of the recommendations are: To frame policies and practices to promote gender diversity, to provide training and workshop to raise awareness of implicit bias and promote inclusive decision making, offer flexible work arrangement to support work-life balance, create more leadership programs to equip women with more skills and opportunities required for advancement, Ensure transparency in promotion criteria, Establish formal mentorship programs to connect women with senior leaders who can guide and support in developing network as well, conduct regular pay audits to identify and address gender – based pay disparities, and to encourage an inclusive and supportive organisational culture.

1. **For IT Companies and Organizations:**
   - **Implement Comprehensive Diversity Training Programs:** Organizations like Intel have seen success with diversity and inclusion training that goes beyond mere compliance to foster a genuine understanding of the value of a diverse workforce. Intel's "WarmLine" program, which allows employees to report issues affecting their work environment, including discrimination or bias, can serve as a model. Such a system could be adapted to the Indian IT context to encourage open dialogue and proactive resolution of issues related to gender bias and stereotypes.
   - **Adopt Flexible Work Arrangements**: Companies like Salesforce have set benchmarks by introducing policies that allow for telecommuting, flexible work hours, and part-time work options without penalizing employees' career trajectories. Salesforce's approach to flexibility, particularly for parents, can be a blueprint for Indian IT companies looking to retain and support women employees through different life stages.
2. **For Government and Policy Makers:**
   - **Create Incentives for Gender Diversity:** The Norwegian government's mandate for gender diversity on corporate boards serves as a powerful example. By requiring a minimum representation of women on boards, Norway significantly increased female participation in leadership. A similar approach could be encouraged in India, with tax incentives or other benefits for IT companies that achieve gender diversity targets, especially in leadership positions.
   - **Support Childcare and Maternity Initiatives:** Sweden's policies on parental leave and subsidized childcare set a global standard for supporting work-life balance. Indian policymakers could introduce
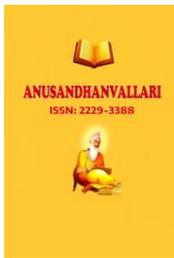
subsidies or incentives for IT companies that provide on-site childcare facilities or comprehensive maternity and paternity leave policies, making it easier for women to return to work and progress in their careers.

3. **For Professional Associations and Networking Groups:**

- **Foster Women Leadership Programs:** Initiatives like the "Women in Technology" program by IBM focus on mentorship, networking, and professional development specifically for women in tech. Such programs can be a model for professional associations in India to launch similar initiatives, providing women with role models, mentors, and resources tailored to overcoming barriers in the IT sector

- **Launch Awareness Campaigns:** The "HeForShe" campaign initiated by UN Women demonstrates the power of engaging men as allies in gender equality. Professional associations can organize awareness campaigns and workshops in the Indian IT sector to educate all employees about the benefits of gender diversity and the importance of dismantling the glass ceiling.

By adopting and adapting these proven strategies, stakeholders within the Indian IT sector can create a more inclusive, equitable work environment. Tailoring these recommendations to the unique cultural and organizational context of India will be key to their success.

Conclusion

The systematic research concludes by shedding light on the obstacles and difficulties experienced by women in the Indian IT sector, particularly with regard to their ability to advance in their careers and the ubiquitous glass ceiling phenomena. The results emphasise the major effects of salary discrepancies, cultural norms, work-life balance issues, restricted leadership chances, stereotypes, gender prejudice, and limited opportunities for training and skill development. The evaluation emphasises the demand for coordinated action from several stakeholders to remove these obstacles and advance gender equality in the IT industry. Organizations must strive to establish flexible work rules, foster diversity and inclusion at all levels, and provide inclusive work environments with equitable possibilities for promotion. Increased access to mentors and role models, the development of supporting networks, and the elimination of unconscious biases in hiring and promotion procedures should be the main goals of policies and programmes. Additionally, via laws and policies that support gender equality, equitable pay, and work-life balance, legislators should aim to create an enabling environment. To improve skill development possibilities and guarantee the availability of training programmes that address the unique requirements of women in the IT sector, they should promote collaborations between academics and industry. Individuals may be extremely influential in dispelling preconceptions, pushing for reform, and assisting women in advancing in their careers. To build an open and equal workplace where everyone can contribute their skills and abilities without being constrained by their gender, men and women should collaborate. Individuals can be instrumental in dispelling myths, promoting reform, and advancing women in the workforce. Future research should focus on longitudinal studies to assess the impact of implemented initiatives on reducing the glass ceiling effect in the Indian IT sector. Additionally, exploring the intersectionality of gender with other social categories such as caste, ethnicity, and socioeconomic status could provide deeper insights into the multifaceted nature of barriers to women's career advancement. Investigating the role of male allies in promoting gender equality within the workplace could also offer valuable perspectives on collaborative strategies for dismantling the glass ceiling. Together, men and women should build an inclusive and equitable workplace where each person can contribute their unique skills and talents without regard to their gender.
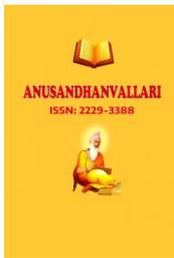
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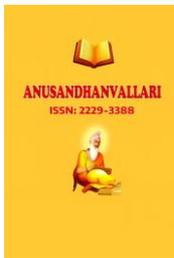
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