

**BARRIERS TO CAREER GROWTH: WOMEN WORKPLACE ISSUES IN INDIAN
CIVIL AIRLINE INDUSTRY**

**A thesis submitted to the
*University of Petroleum and Energy Studies***

**For the award of
Doctor of Philosophy
in
*Aviation Management***

**BY
Priya Singh**

December 2022

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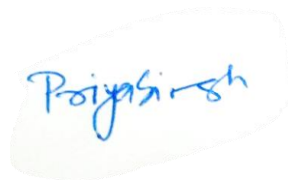
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DECLARATION

I declare that the thesis entitled Barriers to career growth: women workplace issues in Indian civil airline industry has been prepared by me under the guidance of Dr. D. P Singh, Professor of Transportation management, University of Petroleum and Energy Studies and Dr. Teena Saharan Professor of HR and OB, Doon Business School. No part of this thesis has formed the basis for the award of any degree or fellowship previously.



Priya Singh

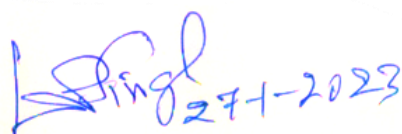
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CERTIFICATE

I certify that Ms. Priya Singh has prepared her thesis entitled “Barriers to Career Growth: Women Workplace Issues in Indian Civil Airline Industry”, for the award of PhD degree of the University of Petroleum & Energy Studies, under my guidance. She has carried out the work at the Department of Transportation, University of Petroleum & Energy Studies.



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ABSTRACT

In India, the economic outlook remains positive. Due to the introduction of private commercial airlines, the liberalization of the Indian aviation market in the mid-1990s led to a massive expansion. There was and continues to be a significant increase in demand from travelers. The attractively low costs offered by low-cost airlines, the growth of domestic tourism in India, and the increase in outward travel from India. Additionally, the government has prioritized updating non-metro airports, launching new international lines, constructing new airports, and refurbishing existing airports.

The aviation industry encompasses the development, operation, and administration of aircrafts. While the prevalent view of the industry is that it is dominated by pilots and airhostesses. Whereas, there are countless other, equally important occupations that the industry cannot function without, including in-flight runners, aircraft maintenance engineers, luggage handlers, and reservations agents. When entering an industry, women constitute a sizable proportion. It may be observed that the percentage of women reduces relative to men as they rise in the hierarchy.

The study investigates the obstacles in the workplace that force even women with high potential to quit the aviation industry. With the aid of mediators such as motivation, job performance, and personal development activities, the study also examines the effect of workplace issues on women career advancement. The report also compiles ideas from respondents to address workplace concerns and career advancement for women in the Indian civil airline business.

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CHAPTER 1

INTRODUCTION

1. INTRODUCTION

The civil aviation business has become one of the fastest-growing sectors in India during the past three years. The domestic civil aviation market in India is now ranked third in the world. India has overtaken the United States as the world's third-largest advertiser for residential aviation. This year, it is expected to surpass the United Kingdom to become the third largest market for aviation passengers in the world by 2024. (IBEF, 2019). New international lines, renovated non-metro airports, renovated existing ones, and the establishment of new airports have all been top priorities for the lawmakers. In 2015, the airline sector officially employed over 55,070 employees to satisfy the increasing needs of the aviation industry (DGCA,2015)

Table 1.1: Key Job role wise predicted employment strength (in '000 Nos.) DGCA Report 2015-16

Key job roles	2015	2020	2025	2035	2020	2025	2035
		Total strength			Incremental employment		
Business as usual							
Pilots and co-pilots	5	13	20	39	8	15	34
Flight and cabin crew	11	22	34	68	11	23	57
MRO	11	19	30	59	8	19	48
Ticketing and sales	7	11	18	35	4	11	28
Other personnel	21	38	57	116	17	36	95
other	55	103	159	317	48	104	262

As shown in table 1.1, the total number of representatives in 2015 was fifty thousand, which was expected to grow by forty-eight thousand by 2020 to produce an overall quality of one lakh 3,000 people. According to current growth rates, a massive increase in business is expected by 2035, with three lakh seventeen thousand employees working in the aircraft business used by airlines (DGCA 2015-16).

Table 1.2: Female employees in Indian airlines Industry (DGCA, 2016-17)

Specification	Total Number	Percentage of female employees
Pilots and Co-pilots	6310	12 percent
Cabin Crew	11477	75 percent
Ticketing and Sales Personnel	7048	67 percent
MRO	5887	Not Available (2.3 percent in USA)
Other personnel	23500	Not Available

Every day, hundreds of planes throughout the United States hear the words "Ladies and Gentlemen, this is your Captain speaking" (Cristofich, 2015). However, the likelihood of hearing such phrase from a female voice is less than 1%. (Lancia, 2017). Despite advancements in the workplace for women, women are not choosing professions in aviation. As a result, women are missing out on a large number of occupations that may benefit them and the society.

The airline sector though employs a considerable number of women. According to table 1.2, female representation for the active job of pilots and co-pilots is 12%, cabin crew is 75%, and ticketing and sales personnel is 67%. (DGCA, 2016-17). The data for MRO and other individuals is missing, but in the United States, the number of women working in a comparable profile is 2.3 percent (Mckinsey, 2015). Women work in almost every employment profile in Indian aviation, although it is noticeable that women are underrepresented or not present at all at the higher echelons of significance. At the passing level, women's collaboration and presentation are comparable to their colleagues in this field. In any way, when ladies mount the stepping stool, the equivalent growth isn't apparent. Women are under-represented in the core

and more significant levels of the unit. There might be a few factors impeding women's job progress and holding them back in their careers (McKinsey, 2015).

The aviation industry encompasses the development, operation, and management of airplanes. While the general perception of the industry is that it is primarily about pilots and airhostesses, there are numerous other, equally important activity options that the industry cannot function without, ranging from in-flight running shoes and plane upkeep engineers to baggage handlers and reservations retailers (Maureen Mutsiya, 2010) When it comes to entering a sector, women make up a substantial portion of the workforce. It can be observed that as they rise through the ranks, the percentage of women drops in comparison to their male colleagues (McKinsey and company report, 2015). An insightful survey of the world's largest corporations reveals that women in the workplace have demonstrated their remarkable presence in virtually every field and in large numbers. In comparison to their male counterparts, they are more powerful, intelligent, technically adept, and emotionally courageous. Consequently, they are correctly referred to as "corporate women of the 21st century" (Reddy, 2020). Despite obtaining such prestigious awards, women continue to face obstacles in the workplace (Bigelow, 2020). Although the world has come a long way in achieving the right to work and vote, there is still blatant gender discrimination in the workplace. A modern woman strives to strike a balance between her career and family life, frequently sacrificing the latter in order to attain and maintain her status in the workplace and in society. In addition to facing these problems, they are paid significantly less than their male peers (Zambas, 2018).

Although views toward women in the Indian workplace are improving, the road to getting there can be arduous for women. Many rural and semi-urban communities continue to discourage girls from attending school. Despite the fact that the Indian government has made education free and compulsory for children under the age of 14, The various outside tasks and obligations of Indian women are not often recognised or taken into account by women entering the professional sector. Many working women are nevertheless expected to care for the house and family, as well as parents or in-laws. As a result, women in the Indian labour market are frequently stuck between traditional expectations and modern reality (Aperian, 2020).

Today, more women than ever before are both educated and employed. Much-needed increased understanding of 'Gender equality' is critical in attempts to decrease poverty and support economic growth (world employment social outlook, 2018). Despite significant progress,

women still face various professional hurdles, particularly in historically male-dominated sectors. Management, the sciences, and other technically focused positions are examples of this. Awareness of these difficulties can aid in their resolution (Bigelow, 2019).

According to research undertaken by Hatmaker (2012), O'Neil, Hopkins, and Bilimoria (2008), women's professional advancement is hindered by restrictions imposed by gendered social circumstances (Shaista E. Khilji, Kelly Harper Pumroy, (2018)). Workplace bullying (Laschinger HK1, 2010), a lack of support and trust, and a hostile attitude toward coworkers are all important difficulties in the employment sector (Bergman and Hallberg, 2002). The recruitment of female aviators has frequently been perceived as a quota-filling exercise. This strategy develops animosity and gives the false impression that the female pilots hired are inadequate (Janice Wilson, 2006). The problems are not limited to discrimination in organisational rules or sexual connotations; the opposites also have a big effect on the sector. There is currently no woman at the highest rung of management in the Indian airline business.

There is currently no woman at the highest rung of management in the Indian airline business. Not only that, but there are numerous other issues to consider, such as undervaluing female work and ideas, bias, or barriers to success or satisfaction (Bergman, 2003; Shrier et al., 2007), negative attitudes toward the female gender (Eagly and Karau, 2002), benevolent sexism (Glick and Fiske, 1996), Career Opportunities (Cassel and Walsh, 1997), and many more. Women are still perceived as being too weak, emotional, and unaggressive to take higher-level executive roles in India. It has been noticed that gender discrimination continues to exist at the senior level. Corporate careers often last 40 to 45 years, and even after that time, they are unable to get to the C-level. The Commission's recommendations referenced prior studies of Fortune 1000 industrial and Fortune 500 service organisations, which revealed that 95 percent -97 percent of top managers were males (CR report, 2000). Many women work in the IT field, however there are fewer women in corporate leadership positions (Azeezand and Priyadarshini, 2018). As India becomes an economic and cultural superpower, a sophisticated knowledge of organisational practises that affect new-generation women leaders is urgently needed (Datta and Agarwal, 2017).

The chapter follows the Funnel approach to introduce and understand the women status in the various industries like IT sector, mining, STEM and healthcare industries in section 1.1 and then relating the trend to the women in the aviation sector in section 1.2.

1.1 WORKPLACE PROBLEMS: WOMEN IN DIFFERENT INDUSTRIES

In the 1950s, young women in the United States were instructed to have their dinner ready, prepare themselves and their children, keep the house quiet, and to be excited to meet and listen to their date. Dedicated to her family's well-being and housekeeping, she was a woman of few words. A woman's primary goal after WWII was marriage and having a family, which they viewed as the essence of a "perfect" way of life. "There's something missing" was a slogan used in the 1950s by many women to describe their growing dissatisfaction with their lives, and it quickly became a national topic of conversation. These ladies' questioning was growing more and more severe. In light of this, society was forced to accept that for most women, maintaining a home was not the end of their duties (Vanessa martins lamb, 2011). Women continue to be the primary caregivers in the house, notwithstanding their work commitments (Green, E., Moore, J., Easton, H., and Heggie, J., 2004). Women often pick part-time or low-paying occupations with regular and steady hours in order to support their primary domestic responsibilities. Additionally, women who rose to managerial positions were hindered by childcare issues and school start/finish hours because of the usual masculinist understanding of the management profession (Green, E., Moore, J., Easton, H., and Heggie, J., 2004). In the last few decades, society has been very concerned about the difficulties women face in advancing in their careers and their underrepresentation in leadership positions (Metz, 2003; Lyness and Thompson, 2000). Workplace inequalities between men and women seem to be more pervasive and obvious these days. According to Statistics Sweden (2014), women and men should have equal economic chances and conditions in terms of education and paid employment, so that they can achieve lifetime economic independence. Many challenges remain to be addressed, despite the fact that workplace equality has become a hot-button issue. Even in countries where women make up a considerable portion of corporate boards, it is extremely difficult for them to reach the pinnacle of their professions, according to European Commission research from 2008. In truth, women have played an important part in aviation's growth from its start, especially during times of war. They have piloted airplanes, helped build and maintain aircraft, and even contributed to the creation of systems that keep planes in the air at all times. Many

characteristics of today's aviation industry make it hard to imagine that women have pushed the bounds of the sky and broken-down barriers (Marisa Garcia, 2019).

For the longest time, women have been seen as child-bearers and housekeepers (Wright, 1990). This has been the case, despite the fact that the present situation suggests that people are receptive to discussing gender equality issues. According to Clutterbuck and Devine (1987), just one out of every six women and one out of every five men feel that men should work while women should stay at home. This age-old mindset has created a slew of unnecessary barriers for women to overcome in order to succeed in their careers. In the 1960s, significant cultural shifts altered the position of women in American culture. Greater numbers of women than ever before were participating in the workforce. This exacerbated women's frustration with enormous gender wage and advancement discrepancies and sexual harassment in the workplace. Americans gradually came to accept some of the primary goals of the feminists of the 1960s: equal pay for equal work, an end to domestic violence, a relaxation of harsh restrictions on women in management occupations, an end to sexual harassment, and shared housework and childrearing responsibilities. Physicist Maria Goepper-Mayer became the first American woman to win the Nobel Prize in the same year. As a result of being bombarded with contradicting demands and images regarding work and family, a growing number of women got politicised and radicalised by the civil rights and antiwar movements. In the 1960s, many middle-aged women worked for pay. In contrast, their compensation was just 60% of that of men. Although the Equal Pay Act was signed into law in 1963, it did not address the issue of low pay in jobs dominated by women. The 1960s feminist movements took root and transformed gender relations in the decades that followed. The majority of young women, particularly those from the middle class, anticipated having equal access to the same occupations and opportunities as men.

Workplace equality issues appear to be growing more visible and visible nowadays. Women and men, according to Statistics Sweden (2014), should have economic equality: they should have equal possibilities and circumstances for education and paid labour, allowing them to attain deep-rooted economic autonomy. Despite the fact that workplace equality has become a more prominent issue, it appears that there are still challenges to solve. According to a European Commission (2008) survey, even in nations with a relatively high number of women on corporate boards, it is extremely difficult for women to get a suitable pace top. Women, in reality, have played a vital role in the development of aeronautics from its start, notably during

wartime. They have directed, aided in the building and maintenance of airplanes, and even assembled the frameworks that keep aircraft flying safely. Although this could not be ascertained by looking around at various parts of the existing aviation business, the ladies have arrived at locations of confinement of the sky and broken barriers (Marisa Garcia, 2019).

For the most part, and for a long time, women have been viewed as child carriers and house caretakers (Wright, 1990). This has been the case despite the fact that the current act creates the impression that people are liberally opposed to concerns of gender equality. According to Clutterbuck and Devine (1987), just one out of every six women and one out of every five men believe that males should work while women stay at home. This well-established mentality created a slew of unnecessary hurdles that women are compelled to overcome in their pursuit of their vocations. During the 1960s, fundamental societal shifts were reshaping women's roles in American culture. More women were entering the paid labour field than at any previous period in recent memory. This exacerbated women's frustration with massive gender discrepancies in salary and advancement, as well as sexual harassment in the workplace. Americans gradually came to recognise a portion of the Sixties feminists' primary goals: equal pay for equal work, an end to domestic brutality, lowering of extreme breaking points on women in administrative occupations, an end to sexual badgering, and sharing of responsibility for housework and child rearing. "The Sixties were a restless moment of growth, change, and confusion," author Kati Marton observed in *Hidden Power: Presidential Marriages That Shaped Our Recent History*. Betty Friedan published *The Feminine Mystique* in 1963, claiming that 'the issue that has no name exploded like a bubble through the picture of the cheery American housewife.' That same year, an American woman, scientist Maria Goepper-Mayer, received the Nobel Prize in Physics. Social equality and antiwar movements politicised and radicalised an increasing number of women bombarded with contradicting wants and images of labour and family. In the Sixties, a large number of women, both young and old, worked for pay. Their pay, on the other hand, was 60 percent of the male rate. Despite the fact that the Equal Pay Act was passed in 1963, it did not address the issue of low pay in female-dominated occupations. "After a while, the women's activist patterns of the Sixties took root and transformed the links between the genders throughout the ensuing decades." Most young women, at least in the working class, anticipated to pursue similar careers and earn comparable salaries as men.

Tata and Burroughs joined together in Mumbai in 1967 to launch the country's first IT services business. The expansion of the information technology industry in the mid-1990s resulted in an

optimal employment opportunity for women, as it provided the least level of gender segregation. In India, women in the IT industry confront both challenges in terms of possibilities and responsibilities. However, the IT industry's employees do not contribute considerably to the empowerment of women (Bhattacharyya and Ghosh, 2012). An investigation into the issue of sexual provocation in the IT industry was sparked by two cases in which African-American women and their male employers were involved. Paulette Barnes, an EPA finance agent, was fired in 1977 after filing a formal complaint against the agency for sexual harassment. In 1986, the Supreme Court declared sex harassment to be a civil rights violation. Clarence Thomas's harassment of Anita Hill at the Department of Education and the Equal Employment Opportunity Commission was largely acknowledged when she testified in 1991. In the five years following Hill's admission, despite Thomas' innocence, the number of sexual assault allegations increased (kolhatkar, 2017). Since women tend to be clustered at the bottom of the IT sector's pecking order, feminism or unjust limitation has been demonstrated to exist in this profession. Despite this, women make up just around 5% of individuals in leadership roles (Bhattacharyya and Ghosh, 2012). The great majority of women, on the other hand, are employed in lower-level occupations such as programme analysts and programmers, as well as in quality assurance. As a result, they have fewer job progression opportunities and fewer possibilities to migrate. As a result, women tend to cluster at lower levels of work, which results in service occupations being disregarded and a large amount of isolation. In the workplace, less and fewer women are being promoted to positions of power (Kelkar et al. 2002; Upadhyya 2006). According to Shanker (2008), women specialists prefer to cluster in the middle and lower sections of the rankings rather than rushing to the top and middle positions, resulting in an impossible rank. As a matter of fact (2008) Throughout order to prevent the government from continuing its ideological growth around the assumption that women's aptitudes are more sensitive and so better suited to standard and repetitive labour, gender-biased generalisations are constantly scrutinised in society. Representatives for recruitment are influenced by the concept. As a result, women's promotion opportunities are limited. When stereotypes based on gender are accepted, discrimination becomes institutionalised (Abraham 2008). When it comes to employment in information innovation, women face particular difficulties since they lack the knowledge and experience necessary to judge the long-term financial rewards, investment potential, and salary ranges associated with their work. Instead of moving from one job to the next, they prefer to stay with a single company for an extended length of time, and they cling to their lack of flexibility (Shanker 2008). Because they are unable to work late hours to develop

a casual systems administration skill set, they have no way of learning about available job prospects (Upadhyaya 2006). Many variables influence their job decisions, including the location of the organisation, the ease with which they can get to work, and the reputation of the employer. Recruitment, group leaders, and male partners have a stereotypical view of female representatives, which contributes to the marginalisation of women in the workplace, especially around task cutoff hours (Upadhyaya 2006). Recruitment and progression processes may involve the identification of specific social types (Shanker, 2008), a shortage of mentors and a mechanism for women in higher positions (Kelkar et al. 2002). A lack of gender-sensitive flex-time arrangements can severely limit the alternatives of female programmers, for example (Upadhyaya 2006). Reduced female assistance is considered as both a financial and an equitable concern as part of this plan (Johnson and Miller 2002). Increasing the proportion of women working in IT might help to fill a critical labour gap, according to a new US research. According to the Department of Commerce, just 1.1 percent of female undergraduates select IT-related work, compared to 3.3 percent of male undergraduates. Aspray and Freeman (2000) When it comes to protecting women against various forms of sex separation, the law has always fallen short. According to continuing research, the wage disparity between men and women is widening for certain women (smith, 2014). Women and men have equal access to therapeutic education in the majority of countries. Despite this, not all countries (women's human rights, 1998) give equal commercial opportunities, and gender equality in medical claims to fame and globally appears to be a distant objective (Reichenbach, L., and Brown, H, 2004). Although research suggests that female experts may provide better therapy than male specialists (Tsugawa, Y, Jena, A., Figueroa, J. F., Orav, E, J., Blumenthal, D, M. and A. K, Jha), notwithstanding these findings (Wallis, C. J., Ravi, B., Coburn, N., Nam, R. K., Detsky, A. S., and Satkunasivam, R., 2017).

Florence Nightingale fought against the sexual harassment of female nurses by male doctors and experts in the 1800s. Because she believed that nurses were to fault for their own exploitation at the time, her attitude was one of avoidance: every medical provider must have high good character. In addition, Songbird mandated that the nurses be housed in separate residences from the doctors, so that they could not be harassed. They also had to keep to a precise schedule, wear garish clothing, and behave politely during the event. Embracing the values, Florence found a mechanism for nurses to deal with the insults levelled at them by men while also fighting for the dignity of the nurse's function outside the home (Strauss, 2019). A centuries-old miracle is sexual provocation, to put it in modern terms. The Civil Rights Act of

1964 made sex separation unlawful (1964). While sexual provocation litigation began in the 1970s, they were not brought to court until the 1980s (Cohen, 2016). The Supreme Court did not find that sexual provocation was sex segregation until 1986 (Cohen, 2016). (*Meritor Savings Bank versus Vinson*, 1986). For victims of sexual harassment, compensation and punitive penalties were made available by an amendment to Title VII passed by Congress in 1991. (Civil Rights Act, 1991). For more than two decades, Congress has been exempted from the same rules as the rest of the country because of the Congressional Accountability Act (CAA) signed in 1995. (1995). The Me-Too movement may have been essential in order for society to reach its current state. In a *Harper's Bazaar* article from 1908, women described their experiences with "life in the city" (*Harper's Bazaar*, 1908) in relation to sexual harassment at work for the first time. These letters had many references to sexual harassment at the time, but no one had heard of it. Deception, hierarchical institutions, and gender inequality have made sexual provocation a part of everyday life for a long time; it has also occurred in the human services business (von Gruenigen and Karlan, 2018). The assault of female professionals has happened (Bhatt, 2015; Cooper, 2017). 30% of female clinicians have experienced sexual harassment at least once in their careers. When younger doctors meet more senior male clinicians in positions of authority, they are more likely to be sexually provocative. These protesters are motivated by the belief that they can exert influence over their coworkers and spokespersons. Victims who keep silent about their abuse are complicit in allowing it to continue in therapeutic settings (Time, 2016). In general, women who approach about being attacked generate some difficult recollections, gaining employment later on the basis that they are deemed "troublemakers" rather than victims. This often makes it difficult for rehabilitation sector workers to get jobs (Bhatt 2015). When Human Relations considers resources before securing a victim, it deters women from supporting because they think their jobs will be threatened and their claims will be denied (Bhatt, 2015; Jagsi, 2018). Due to the fact that poor behaviour is a cyclical process, future female politicians will bear the price of their silence (Jagsi, 2018). Provocation and separation affect women's physical and psychological well-being, increasing their risk of stress, dissatisfaction, burnout, post-traumatic stress disorder (PTSD), and a host of other poor individual and financial effects. Additionally, partners' and whole organisations' bottom lines suffer when provocation occurs. In the medical field, when patient care is at risk, this effect is particularly pronounced (Dis, Laura and Choo, 2018). An organization's susceptibility to sexual provocation is exacerbated by a diversified tiered structure, a male-dominated state, and an atmosphere that tolerates crimes, particularly when

perpetrated by persons in authority. All three of these elements are present in medication. Scholastic prescription has the highest prevalence of gender and sexual provocation when compared to other logical fields. Sexual harassment affects between 30 and 70 percent of female physicians and up to 50 percent of female restorative understudies (Dis, Laura and Choo, 2018). When it comes to medication, segregation may manifest itself in a variety of ways. Female clinicians endure verbal segregation through rude and strong statements, which are frequently based on their looks. These women experience difficulties at work because of male-dominated positions of power in the therapeutic sector, as well as early tendencies demonstrated in the hiring method, but not limited to advancements (Frey and Wellman, 2008; Zhuge, Y., Kaufman, J., Simeone, D. M., Chen, H., and Velazquez, O. C, 2011).

Throughout their careers, women in medicine must overcome the barriers of segregation and provocation (Salles, 2019). The wage disparity affects women disproportionately. Compared to male specialists, women's pay rates were found to be much lower. Nearly \$45,000 less than their male colleagues, female doctors earned an average of \$109,900 in 1990 research; male doctors earned an average of \$155,400. (Baker, 1996). Since 2016, it has been proven that female doctors earn less than male doctors, at \$18,677 annually (Desai, Ali, Fang, Thompson, Jawa, and Vachharajani, 2016). It's also been said that women specialists aren't as well-qualified as men for positions of authority that pay better. More women than men work in lower-paying fields like pediatrics, while men dominate higher-paying ones like cardiology and surgical procedure. When it comes to beginning salaries, men in New York State earned \$187,385 and women earned \$158,727 between 1999 and 2008. In 2011, (Lo sasso et al., 2011). It was discovered in 2001 that men physicians earned 41% more than female peers in their field (Reed and Buddeberg, 2001). It was determined in 2017 that the rate has dropped to about 27.7 percent from the previous year's figure. There is still a gender wage discrepancy in this claim to fame, despite the fact that 59 percent of gynaecologists were women in 2018. Obstetricians and gynaecologists who are female confront barriers to leadership positions and make \$36,000 less than their male counterparts each year (Karlmanangla, 2018). They are more likely to be separated than male obstetricians and gynaecologists because of pay discrepancies, according to research published recently in the Journal of Obstetrics and Gynecology (Turrentine, 2018). Even in traditionally female-dominated fields like paediatrics and obstetrics and gynaecology, women are paid \$36,000 to \$96,000 less per year on average after training, according to Medscape. A huge majority of women who take maternity leave lose more than \$10,000 in salary, according to research conducted by experts. A possible explanation for this is that

physicians' pregnancies had higher rates of perplexity than non-physicians' because they can't modify their work habits before giving birth (Mc Adoo, 2009).

In the workplace, women face a wide range of obstacles from income discrimination to stifled professional performance to sexual typification and badgering when they are viewed as inferior to men. While we continue to fight on the apparent Mad Men-era behaviours, women are still confronted with an increasingly incognito separation that is more difficult to identify, name, and overcome. In addition to being morally repugnant, any form of gender division is also detrimental to a company's bottom line (Tecco and Huang, 2018). So widespread is the practise of segregating employees based on gender that a number of well-known medical organisations have been sued, most recently Tulane University. All of these situations have been kept from the public eye, and there has been no open outcry for anybody to leave. Medical professionals have a strong sense of self-resilience. After medical school, professionals who specialise in claim to fame training see that women physicians are still regarded differently than their male counterparts. For poor patient outcomes, women specialists are penalised more harshly than their male counterparts, according to a 2017 working paper on referral design. When a woman has children while in school, she is seen less favourably than her peers. The use of superlatives like "excellent" to praise female students in written assessments is more common than it is for male students (Salles, 2019).

Leadership roles held by women tend to be more stigmatised. The absence of women in leadership roles in medicine has been blamed on sexist stereotypes about women. There are a lot of preconceived notions about women based on the way they are seen to differ from what is considered to be a powerful administration in the way they look, think, and aspirations. Scientific research has found that stereotype threats can cause feelings of discomfort, attention wandering, negative thinking, and a decrease in working memory ability (Hoyt and Murphy, 2016). Women have an essential role in the healthcare system as providers, consumers, and payers, yet they lack representation in positions of power. Not a single Fortune 500 social insurance firm has a female CEO. According to Fortune 500 averages, just 22.1 percent of its board members are female (20.2 percent). Sluggish progress: Only 21.0 percent of Fortune 500 pharmaceutical services board members were women in 2015. We will not attain gender parity on medical service sheets until 2049 because of current conditions. It's 2017 (Tecco, 2017).

Women in India achieved more than half of all college degrees in information technology (51.9 percent) and science (51.3 percent), but they were underrepresented in building and innovation (31.7 percent) overall in 2017. (18). However, women account for about 30% of the IT workforce in India, and only around 10% of software engineering analysts (Thakkar et al, 2018). In 2017, just 14.5 percent of design majors and 27.2 percent of physical science majors in Japan were female (Gender Equality Bureau Cabinet Office, 2018). In many countries, men continue to dominate the STEM workforce. In 2015, women comprised less than a third (28.8 percent) of people employed in logical inventive work (Rand D) globally. Women made up 48.1 percent of the Rand D workforce in Focal Asia, 45.4 percent in Latin America and the Caribbean, 39.5 percent in Central and Eastern Europe, and 39.8 percent in the Arab States (UNESCO Statistics, 2018). In 2016, women made up just 27 percent of the STEM workforce in Australia overall (proficient overview report, 2018). In 2016, women made up only 12.4 percent of the architect workforce in Australia (kaspura, 2017). Women made up over a quarter (22.8 percent) of individuals employed in PC framework plan and related services in Australia as of August 2018. (Australian agency of insights, 2018). In 2016, males were twice as likely as women to work in scientific and innovation jobs among young Canadians (aged 25 to 34) with four-year credentials in STEM disciplines (Zhao et al., 2017).

Women in STEM disciplines face additional challenges because of their underrepresentation and unfavourable perceptions. Sadly, in male-dominated fields like science and engineering (e.g., Antecol and Cobb-Clark, 2001; Willness, Steel and Lee, 2007), negative gender-based encounters like sexual harassment are unavoidable. Men in these fields will coordinate the sex-based mistreatment of women in order to punish them for failing to adhere to gender-based job standards and generalisations (Dovidio, Major, and Crocker, 2000). There are additional demands placed on women in authoritative positions ("Identifiers") because of Kanter's (1977) great relative description hypothesis. Women may face more execution pressure than men since they are more visible as identifiers and are expected to talk to "women" as a group. Women may also feel socially isolated because male colleagues regard them as outsiders. As a result, women's perspectives are divided by gender preconceptions. Women's math and science knowledge and skills are viewed as inferior to men's (Lane, Goh, and Driver-Linn, 2012; Shih, Pittinsky, and Ambady, 1999). More than that, male-specific recommendations and accepted norms contradict generalisations and the researcher's own social generalisations of goal-directedness and logical reasoning (Barbercheck, 2001; Diekman and Steinberg, 2013; Fiske,

Cuddy, Glick and Xu, 2002). There is a "tense" culture for women in STEM, where several impediments contribute to their low participation at all levels.

Mistreatment, gender segregation, gender criticism, sexual provocation, and incivility are all too common, and they have a detrimental impact on the careers of women in science and technology. To some extent, these forms of supplementary and relational maltreatment are effective in making women more critical of their relationships. Some women may be discouraged from pursuing a career in STEM because of a lack of "crisp" environments in academic and professional settings (Settles, 2014). The workplace may be more dangerous for women in STEM fields than for men. Sexual harassment and separation are seen as more of a barrier to professional success than any amount of prudence these days (Funk, 2018). Science and Technology Australia (STA) and Professionals Australia just released their depressing annual Scientists Employment and Remuneration Survey, which shows that the wage disparity between men and women in STEM fields is more than the national average (Larissa, 2019). Female STEM workers are paid less than male counterparts, according to the most recent data from the New Scientist/SRG annual pay analysis (Fleming, 2018). In highly specialised occupations, the gender gap in STEM is particularly prominent. Less than 20% of product designers in the United States are women, with applications and framework programming accounting for 18.7 percent, PC arrange architects accounting for 4.2 percent, and aeronautics designers accounting for 8.9 percent in 2017. (Eurostat, 2018). Social, economical, educational and legal as well as human rights and health (physical and mental) issues are all impacted by domestic violence in some way. Avoidable causes of morbidity and mortality in women can be prevented by using contraception. There has been little emphasis paid to the link between violence against women and mental health issues. However, even in societies where it has been banned, it has continued to advance (Darj, et al., 2017). Fear of losing their employment or being penalised or socially alienated both at work and at home makes women working in industrial fields like mining, material handling, and assembly reluctant to speak out about abuses they encounter. Many times, they are overlooked or criticised for their stand-up routines (open vote-based system website, 2017). Researchers found that gender avoidances increased at real times and were not constant over the world according to Gier and Mercier (2006). Pre-colonial Andean mining was considered a "misfortune" for women, despite the reality that women were important to mining operations in the Andes before to colonisation. Gender roles in mining were disturbed by global expansionist or capitalist powers, limiting women's traditional access to natural riches. Women's roles in the mining industry were likewise skewed

in modern social systems. For example, the British government technically barred women from working underground as early as 1842, despite the fact that women excavators continued to work in several provincial mines until the mid-twentieth century. Indian women worked at British-owned mines elsewhere in the British Empire for a fraction of the salaries offered to their male companions. In terms of domestic market-situated mineral generation, women are under-spoken to in the mining division in China when compared to other areas—at least according to legitimate measurements. According to estimates, women make up around three percent of mining and quarrying workforce in metropolitan areas (Yao 2006: 239).

1936 legislation prevented women from working underground in mines, despite the fact that they may now be transported to the surface and appear to have a reasonable number of authoritative and specialised positions as high as 35%. In any event, Yao discovered that women are being forced to labour illegally underground in a variety of commercial and state-owned mining operations in China (Lahiri, 2011). In South Africa, women's interest in employment remains at 49.9 percent, compared to 63 percent for males, while the retention rate is 34.5 percent for women and 49.7 percent for men. Overall, 30.8 percent of women are unemployed, compared to 21.1 percent of males. This illustrates that women continue to be on the periphery of the economically active population, with higher joblessness and lower assimilation rates than their male counterparts (Benya, 2009). In South Africa, a new mining statute outlaws the rejection of women and forces companies to successfully shift the demographic makeup of their workforce. Mining companies are required to employ women in central mining activities as well. Despite being well-planned, women chosen for centre jobs work close to males, are frequently disengaged, and are frequently at risk of sexual abuse or harassment (Botha, 2016). However, in the mid-twentieth century, social and political upheavals caused a flood of women searching for jobs in traditionally "manly" domains (Wong, 2012). Women have always held the encouraging calling. Over the last decade, the proportion of female instructors has increased, reaching 68 percent in 2014 for all degrees of teaching combined. For all intents and purposes, regardless of how the material is parsed, female teachers do not obtain their male companions perfectly (Barnum, 2018). The gender gap steadily closes as education level increases, from 97 percent of women with pre-essential training to 43 percent with a university degree. Between 2005 and 2014, the gender gap at the elementary and secondary levels expanded, while it shrunk at the university level (OECD, 2017). Another survey reveals that women outnumber men in the training profession, but cannot count on receiving equal compensation for equal work. Despite the fact that many school districts use clearly nonpartisan uniform pay plans, women in the

instruction workforce are frequently paid less than men for comparable jobs, according to a study by the non-profit Bellwether Education Partners on teachers' compensation and annuity benefits in Illinois. More than 130,000 full-time education employees in Illinois, including teachers and administrators, were investigated in the investigation. According to state statistics, female teachers make \$7,775 less per year than male instructors (Iasevoli, 2018). In recent years, the protection of women has been a major concern for Indian society. Harassment may be described as any undesirable or illegal behaviour that is carried out with the intention of humiliating or offending another individual. When there is an imbalance of power or authority between the parties (student/teacher, employee/supervisor, junior teacher/senior instructor, research supervisee/supervisor), sexual harassment is more likely to arise. Gender-based discrimination includes, but is not limited to, denying female students the same academic opportunities that male students have, and vice versa; this also applies to harassment between men and women of the same sex. Supervisors, Chairpersons, Directors, and Institutional Heads may be held accountable for sexual harassment protests at higher education institutions if they are both the perpetrator and the guilty party (Reena and Saheab, 2014). Female educators are not protected against "upskirting" videos and other types of sexual harassment on the Internet. According to the founder of one of the UK's basic training groups, schools and governments should pay greater attention to the issue. The NASUWT's general secretary, Chris Keates, stated that her organisation had discovered numerous instances of women being subjected to upskirting by students in optional schools, including some as young as 11, and situations in which educators' appearances had been digitally Photoshopped onto obscene images. Keates stated that schools expected students to recognise the seriousness of the situation, and that mobile phone usage in study halls should be forbidden in order to reduce the problems they generate (Adams, 2019). The most recent analysis by Education Week closely mirrors the results of a 2015 assessment by Cosmopolitan magazine, in which 23 percent of teachers who responded stated they had been sexually harassed at work. According to the Cosmopolitan report, schools were among the places where workers were least likely to be sexually harassed. In general, one out of every three respondents to that survey of women ages 18-34 stated that they had been sexually harassed at work, with women in the nourishment service and development sectors experiencing the greatest reported harassment. According to the experts, permissive school communities in which abusers are not rebuked, as well as force differentials between early-vocation educators and their bosses. They create conditions that are ripe for abuse," and over 60% of teachers who have observed or experienced sexual harassment or assault in the

workplace fail to report it, sometimes motivated by a paranoid fear of negative consequences for their career or well-being (Harper, 2018). The primary component of this investigation, interviews with instructors, revealed that various gender discrepancies exist in schools in Slovakia: strong feminization of the training calling impacts a poor social esteem of the calling and its low budgetary recompense. Much like in other countries, teachers in Slovakia handle young men and young women differently and approach them with different goals. Given the nearly all-inclusive power of gender stereotypes, these disparities frequently go unnoticed in the school context. It is therefore vital to improve educators' gender sensitivity and to broaden their expertise in gender sensitive education and gender equality concerns. However, in order to achieve more gender sensitivity in educators, it is also necessary to nurture change in their economic well-being, remuneration, working circumstances, and gender parity of the calling.

Women's representation and integration in organisations have long been a focus of board professionals and practitioners, who have explored a number of approaches in order to achieve gender parity at work (Ely and Meyerson, 2000). A smaller percentage of women than males achieve conventional academic success (Etzkowitz et al., 2000; NSF, 2000). Mason et al. (2005) used the term "defective pipeline" to explain the loss of female academics at each academic career change. It's a cliché, but this analogy may also be used to corporate environments where women are underrepresented in administrative roles and promoted slowly to positions of authority (Burke, 2002; Hewlett and Luce, 2005; Lyness and Thompson, 2000). More males than women hold top management or board roles in U.S. partnerships, and women make up a smaller percentage of administrators and directors who are well-paid (Catalyst, 2005; Dreher and Cox, 2000; Ragins, Townsend, and Mattis, 1998). Access to the informal hierarchical organisations that support the corporate vocation movement has been a need for women (Dreher and Cox, 2000; Forret and Dougherty, 2004). Women's growth and participation have been stifled by the unfriendly academic environment, notably in the scientific and engineering (Sand E) fields (Etzkowitz, Kemelgor, Neuschatz, and Uzzi, 1994; Burke and Mattis, 2007).

Women in the film industry realise that they have a long way to go before they can take the lead. According to the findings of the inquiry, gender discrepancies exist in Bollywood. The investigation on gender stereotypes in Bollywood films in 2017 discovered that there are less stories centred on women. Despite the fact that there are a lot of really talented female entertainers. The specialists discovered that time for women was virtually not exactly the male companions in a study of 4000 films released between 1970 and 2017. Female on-screen

characters received 31.5 percent of the screen time, while male on-screen characters received 680.5 percent. The men in films were given substantial level employment. According to the director of the film 'Hamid,' the representation of women's perspectives in Indian films is limited due to the male gaze. "Everything is perceived from a male perspective, in general," he pointed out (Farooqui, 2018). The question of wage equity has been a hot topic in the Indian film business. Most people believe that the pay for a comparable set of talents and amount of effort should be equal for both genders. Being a guy in an overburdened and male-loving culture. It was completely unjustified to the major women. Male performers, on average, draw much larger crowds than female stars, even when the films are identical. Despite having the same boredom, screen proximity, and every other need that makes one a film star in India, the gloss of female adoration remains bland when contrasted with that of their male companions. They are often seen as an added bonus. While males' hog all of the attention and bask in the affection and regard showered on them by the throng. There is no doubt that the bulk of Bollywood and South Indian films have constantly admired legends. The legend's female figure is typically a supporting/subordinate role (Bhalerao, 2018). The problem of harassment extends well beyond Bollywood. India has thriving film industries in a few regional languages, and women from those industries are also rising to prominence. Recently, an entertainer from the southern Indian Telugu film business stripped naked in front of a film connection to protest the flinging love seat. She was rejected from the outset as someone seeking notoriety and was even barred by the local specialists' association. After the National Human Rights Association intervened, the boycott was called off (BBC News, 2018). Being asked for sexual favours as a result of acting gigs is common in the Indian film business. In 2018, BBC News interviewed about twelve other young on-screen personalities who claim to have faced insulting remarks and sexual propositions while auditioning for roles in films. The male-dominated development culture exacerbates the problem of sexual harassment. According to a survey conducted by Opportunity Now and supervised by Price Waterhouse Cooper, 59 percent of women aged 28-40 who work in the development industry have experienced sexual harassment. This statistic is far too high to be acceptable (go temporary worker, 2017).

Gender slants in the security section closely resemble the larger patterns of the work display. When women enter the workforce, particularly in domestic private sector companies, their coordination is unbalanced, and they are typically assigned roles that are low in stature, generally untalented, and uninteresting. Many women rely on a form of resegregation,' in which they are assigned employment deemed appropriate for their gender. Women will be seen as

unsuitable for and rejected from occupations requiring: a lot of authority, such as high-level administration; physical quality; specialised abilities; exposure to physical danger or physically awkward workplaces; and including authoritative social control, such as private police work (Schulz and Yeung, 2008). In the security calling, women encounter average difficulties of uneven salary and progression, as well as other concerns such as holding initiative positions in any industry that has been male controlled, which creates numerous hurdles for female officials. Women security specialists demonstrate more skill and capacity to build industry contacts and manage employee relations; yet, there are still goals to meet in order to handle the combination of more women in the security area (Gregory, et al, 2018).

Despite the fact that women constitute a bigger part of the labour market than they did a few decades ago, many companies continue to struggle with recruiting and keeping women. Owing to the rise in women's labour market participation and educational achievement, attracting and retaining women in the transportation sector is a worldwide concern (Godfrey and Bertini, 2019). Whether it's aircraft, trains, or automobiles, the transportation segment has always been dominated by males. Similarly, to several other industries, persistent gender pay gap reports have highlighted a crucial imbalance in the part, impacting most modes of transportation (Christen, 2018). Workplaces are just not designed with women as a main issue; a lack of organisation in cleanliness defensive gear are entirely hurdles to full interest in the automotive sector. There are also concerns about security, suffering, and sexual harassment (Byers, 2019).

1.2 WOMEN'S WORKPLACE ISSUES IN THE AVIATION INDUSTRY AND STATUS IN INDIA

Elizabeth Thible, a tourist in an untethered sight-seeing balloon that floated over Lyon, France in 1784, was the most famous lady known to fly (Jessen, 2002). Following World War, I, the two men had the option of purchasing excess and decommissioned planes. With little interest in the planes after the war, pilots bought them and travelled from town to town providing flights. Women became involved in fighting once World War II began. Prior to the war, pilots in the United States flew often in clear weather, allowing them to judge ground position. Flying in war required pilots to fly in a variety of situations, and a drive for instrument preparation began (Branson, 2011). Flying was traditionally a male occupation in the United States until the 1970s. For all intents and purposes, Business Department guidelines expected pilots to have flown in the military to obtain adequate flight hours, and until the 1970s, the United States Aviation-

based armed forces and Navy barred women from flying (Getline, 2005), and they were routinely denied work in business guiding (Turner, 2011). Women's support in the aviation industry is relatively low, although it is growing. Since 2010, women have made up slightly more than 7% of all certified regular citizen pilots (including private and commercial) in the United States (Civil aviators' insights, 2010). Women have played an important role in the growth of the aviation industry from its inception, usually in the midst of conflict and war. They've turned out to be fantastic pilots, and they've aided in the maintenance of planes, even helping to design the frameworks that keep planes flying safely. Many people are familiar with Amelia Earhart, whose mysterious sudden disappearance while crossing the Pacific Ocean continues to generate speculation, but other women who have accomplished great feats in flight are pitiful and less well-known (Young, K. S., 1998). In 1938 and 1939, Willa Beatrice Brown was the first African-American woman to acquire a pilot's licence and a commercial pilot's licence, respectively. She was also the first woman to serve in the United States Civil Air Patrol and the first woman in the nation to obtain both a pilot and an aircraft technician certificate. She founded the Cornelius Coffey School of Aeronautics as well. In addition to her campaign efforts, she was the first African American woman to be elected to Congress (Philpot, T. S., and Walton Jr, H. 2007). Women made up around 5.12 percent of confirmed carrier or business pilots in the United States as of July 2014. (Carsenat and Rossini, 2014). Women's employment in the Royal Canadian Air Force has increased to 18% in Canada (Parker, 2016). In general, just 16% of women were employed in the assembly of airplanes and shuttles in 2008. (Poole, 2008). In 2014, women made up just 25% of those working as aircraft design professionals (Marcus, 2014). Beginning in 2015, women made up less than 6% of top official positions in carrier groups (CAPA, 2015) Women were frequently required to make a concerted effort to establish themselves as competent as males in the area. Clare Booth Luce stated, "Because I am a lady, I should make extraordinary efforts to achieve." People's pay disparities have not just been a source of contention in the aviation industry, but also in other industries where women are paid much less than males (Morris, 2016). Women are not paid the same as males in the industry, despite having comparable qualities, skills, and experience. Regardless of the skewed wage structure, the business association culture has consistently promoted men's professional advancement up the stepping stool (Chapman, Stephen and Nicole, 2017). Few women develop their careers in the avionics industry, despite the fact that males hold the same number of top positions. Women have had a difficult difficulty progressing from the bottom of the stepping

stool to the top, but males have invested less efforts at the lower levels of the vocation stepping stool before anticipating high positions (Harkonen et al, 2016).

The airline industry is no longer an exception when it comes to sexual orientation discrimination. During the 1970s, carriers typically imposed weight, appearance, and even time limits on female airline stewards. In general, the industry has been particularly hazardous to pregnancy. Until the late 1970s, several airlines fired any employee who married or became pregnant, most likely because women were no longer regarded sufficiently appealing to male travellers (Sherwin, 2019). The first women to join aircrafts in Europe encountered sexism, harassment, high perceivability, and segregation. According to the designers, some female pilots working for European business aviation organisations stated that sex-related deterrents caused them to face obstacles and discomfort. These women were subjected to strong prejudices and predispositions regarding their abilities and women's suitability for a career as expert pilots. Despite the fact that the severity of these issues has decreased over time, women's awareness of dealing with sexism and favouritism continues (Davey and Davidson, 2000).

Women attempting to enter male-dominated occupations confront the hurdles of defying sexual orientation, instructive, and word-related assumptions about their physical, intellectual, and mental skills, as well as their suitability for such tasks (Simeone 1987). A meeting of female flight stewards established a body of evidence of sex discrimination against national carrier Philippine Airlines in 2004. (PAL). The class action stems from PAL's dispersed strategy, which "necessarily retired" airline stewards at the age of 55, although stewards might quit at the age of 60. The arrangement is part of PAL's Collective Bargaining Agreement, but no explanation for the inaccuracy was provided. In the meanwhile, airline stewards hired after the year 2000 must quit at the much younger age of 40. Regardless, the retirement age for both men and women in administrative roles is 65. (Fritzie Rodriguez, 2015). In another case, a senior male official sexually harassed a female labourer while working on a reported aircraft. The employee said in a letter that she was sexually harassed and separated at work by an Air India senior officer, who sexually propositioned, manhandled, and used bad language against her. She had to file a legitimate complaint of sexual harassment and, gross and serious discrimination by a top official of Air India over the last couple of years since the management of Air India would not deal with the matter properly (Firstpost, 2018). Airline stewards describe verbal sexual harassment as "terrible, unwanted, lascivious, unpolished, improper, uncomfortable, sexual, provocative, and nasty" statements. They also claim to have been

exposed to passengers' explicit sexual desires, recommendations, requests for sexual "favours," and pornographic recordings and images. By request of recurrence, the most well-known answer to traveller verbal harassment is to keep a strategic distance from further interaction with the traveller, dismiss the harassment, or diffuse/redirect the situation. Physical sexual harassment, according to airline stewards, includes having their bosoms, buttocks, and groin zone "touched, felt, tugged, grasped, gripped, slapped, stroked, and patted" both over and under their attire. Other forms of mistreatment included travellers surrounding or rushing towards them, which was followed by unwanted hugs, kisses, and bumps (AFA CWA, 2018).

An investigation report on sex stereotypes in the aeronautics industry written by M.E. Heilman (2012) revealed that women feel unprepared to handle 'typically' masculine jobs, which impacts their presentation. As a result, men are overrepresented at the top of the structure, while women are overrepresented at the bottom. This is referred to as vertical isolation. However, it also causes isolation on a level plane, where males are assigned different tasks than women due to their sexual orientation and sex stereotypes, despite the fact that they are functioning at the same work related level. According to the Seibel report from 2018, stereotyping has also led to sexual suggestions in the aviation industry. This is another area where the media has played an important role. 'I am Cheryl,' was the marketing motto of an American carrier group named The National Airlines in 1971. 'Fly Me.' The flight attendants turned into sexual attractions; their outfits included short skirts, and they couldn't get married or have children since they needed to be available for the male passengers on the journey. Most planes were emblazoned with the aphorism 'Sex sells.' This resulted in a culture in which the majority of aircraft stewards were women who needed to service a male-dominated society. Every other aspect of flying warranted a man's participation. In the year 2008, Ryanair launched a picture Calendar to earn funds for a philanthropic organisation that included flight stewards represented in a sexually provocative style, wearing just laundry or bathing suits, which fundamentally generalised and sexualized women. As a result, women came to assume that their sexuality and body were their sole abilities, and that was all they needed to demonstrate in order to be effective (Bos, 2018). Surprisingly, this culture has persisted right up to the present day, when women's equity and empowerment are fashionable expressions. Ms. McCullough, a pilot by trade, spoke on the growth of women in the aeronautics industry that may be delayed due to maternity leave, which has deterred women from becoming pilots. She sarcastically stated that ladies should not be becoming pregnant because of the length of their employment or at that age (Slaughter, 2015). Kathy McCullough, who began her career as a pilot in the mid-1980s, stated that throughout

the early years of her career, prejudice was obvious. The frame of thinking coordinated at her was that women should be home shoeless and pregnant in the kitchen. Ms. McCullough, who quit as a Northwest Airlines captain flying 747s out of Anchorage, Alaska, stated that there were other subtler techniques for weakening female pilots in the industry. Men, for example, made check rides and sensible flying tests increasingly difficult for women by overburdening them and presenting them with a big number of crises to address at once (Spero, 2018).

The male-dominated nature of the industry makes it difficult for women to get employment or grow in the long run. Suppositions and preferences about women ceasing to work after having children, vocation aspirations, and even women's flying abilities make it difficult for them to acquire employment, but they also contribute to an uncomfortable workplace in which women are not treated equally. This has an impact on women's professional life and their relationships with male counterparts. Women's job was considered as less important, and this bias resulted in pay rates that were set at 50% of the male rate (Scutt, 1992). Women's ability to labour without supervision, like their physical qualities, was addressed. Women were thought to be better in mundane, incompetent, and monotonous tasks. Women were perceived to be less effective and efficient than males, while men were perceived to be more effective and efficient, but both of these perceptions were based on a bias against women as a sexual orientation rather than on certainty. Women are expected to conform to the macho social structure of flying, rather than the industry altering and becoming more welcoming to women. Women are still perceived as 'diverse' at the moment, and they must adapt to the existing business culture in order to fit in (Neal smith and Cockburn, 2009). Regardless, the extended periods of time culture have a detrimental impact on women in board positions in all firms, since women, despite anything, bear key obligation for childcare and dealing with the family. This suggests that the burden of lengthy working hours affects women more broadly, since they transmit the requirement of domestic exercises near their profession. For women to be able to enter (top) executive jobs, they must stop being obligated for unpaid work, such as family unit and other domestic activities. At the end of the day, if women are to occupy the previously indicated jobs in today's society, they must take the alternative of adapting to macho corporate societies (Rutherford, 2011). The number of women gradually diminishes as one moves up the pecking order to the administrative level and then to the c-suite level administration. Women are underrepresented as pilots in the aviation industry as a whole (Kristovics et al., 2006). The representation is irrelevant at each level, with the exception of the passing level and the top level (Mckinsey and organization, 2015). They account for fewer than 5% of all airline women CEOs worldwide.

There isn't a single woman at the VP, SVP, or CEO level, or even ready, in the Indian airline industry right now. Aside from sexism and other uncontrollable challenges in the aviation industry, there is frequently a need felt for a reasonable workforce, and this has to alter for further growth (Samantha Shankman, 2014). Flying, being a largely macho industry, has been proven to promote traditionally manly convictions, traits, and attitudes. Predisposition, as well as assumptions about women's inclinations and talents, are a few of the main challenges optimistic female pioneer's encounter. Sexual orientation stereotypes also have a significant impact on women's career advancement. Care and compassion, for example, are typically depicted as feminine qualities, whereas competition, confidence, and decisiveness are frequently portrayed as masculine characteristics. When female pioneers exhibit some of the above, they are frequently scolded or seen harshly (Szakal, 2019). To eliminate the possibility of discrimination, stereotyping and summarization of workplace distinctions should be seen from a different perspective.

1.3 PURPOSE OF RESEARCH

There are several metrics that track the number of women in the workforce, their talents, and their pay rates, but this information does not provide the complete picture. It does not capture how women feel, how they toil in the job on a daily basis, or the obstacles they encounter (Atlantic, n.d). Sexual harassment news from the company has been making the rounds on the internet from time to time. Following the disembarkation of visitors, the female lodge groups were striped checked by security personnel (NDTV news, 2018). Workplace harassment (Laschinger, Grau, Finegan, and Wilk, 2010), less support and trust, unfavorable disposition (Bergman and Hallberg, 2002), and so on are cited as key concerns in the aviation company. The difficulties are not just limited to sexual assault or discrimination in association arrangements; the partners also have a significant influence on the business. There isn't a single woman in top-level administration in the Indian airline business. The need to ask about develops here in order to find the difficulties winning in the carrier industry and to identify the challenges.

The investigation is necessary because it will not only help us understand the sexual orientation issues at work in the carrier industry and their significant impact on their work execution, inspiration, and self-awareness activities, which in turn influence their professional development, resulting in underrepresentation at a higher level of framework. The inspection is actually required since once the main difficulties are identified, efforts may be done to address

these issues. The difficulties should be addressed in order to provide women with an acceptable working environment. This will also encourage more women to enter the aircraft industry in order to meet the growing need for workers in the business sector. According to Judith Milne, seat of the Royal Aeronautical Society (RAeS) Women in Aviation Network: "If we don't get the young women involved, we won't have enough people. The problem is that there aren't enough young males to fill all of the design, pilot, and business jobs that will be needed in an expanding industry."

Spurred representatives consistently outperform, and a 2004 study by women's gathering Catalyst assumed that Fortune 500 businesses with the most women at important levels produced a return on value that was 35% greater than those with the least women in senior positions (Catalyst, 2004). Studies have been conducted both worldwide and in India that show that strong assistance for women would help not just the business but also the national economy. According to the studies, if India increased female labour force participation by 10% (68 million extra women) by 2025, it could boost GDP growth to 16%. (Pritesh Samuel, 2016). As a result, it is critical at this time in the aviation industry's development to address women's employment difficulties and provide them with workplaces in which to perform and develop.

1.4 RESEARCH QUESTIONS

Table 1.3: Research table representing research objectives and research questions

Research Questions	Research objectives
RQ1: What are the workplace challenges that women experience in the Indian aviation business, and what events, beliefs, attitudes and policies are shaping these phenomena?	RO1: The issues being faced by women in the Indian airline industry will be identified and examined.
RQ2: What are the variables impacting the career growth of women employees?	RO2: The impact of workplace issues on motivation, work performance and personal growth initiatives in the Airline Industry will be analyzed based on the opinion from

	women employees, Line managers and HR personal.
RQ3: What are the best approaches to address the persistent women problems in the airline industry?	RO3: The recommendations to the pertaining workplace issues have to be cumulated from the women employees, line managers and HR personals working in the airline industry with the help of focus group interviews.

1.5 RESEARCH SIGNIFICANCE

It is a social and financial catastrophe for any organisation when women are underrepresented in the workforce (Dipti Jain, 2018). According to a McKinsey Global Study (2015), India could increase its GDP by 16-60% by 2025 merely by allowing women to participate in the economy on level with males. Beating the challenges encountered by women, the employees as a group may be increasingly original and creative, and can participate in increasingly powerful critical thinking, due to the proximity of different points of view with no prejudice (Carter et al., 2003). According to a study conducted by impetus (2004), the advantages of increasing sex in organisations are not surprising. It is advantageous for business leaders to achieve better budgetary outcomes. Organizations with a higher proportion of female board members reported a 16 percent increase in transaction profit and a 26 percent increase in contributed capital profit. The organisations with the highest proportion of women's portrayal also had a higher return on investment than the organisations with the lowest proportion of women's portrayal. As a result of separating the components for women discrimination, they may be eliminated, therefore enabling enhanced women's interests. Women's support at a higher level will improve the implementation of ideas in the carrier sector, and women's performance at work will improve. The concentrate will be beneficial in increasing the resolve and inspiration of female representatives.

The evidence gathered and discussed in this summary paints an undeniable image of the airline sector looking for more female involvement to become faster at all levels of the board. According to the study, if India increases its female labour force by 10%, there will be a 16 percent increase in GDP commitment (Pritesh Samuel, 2016). The usual outcomes of this investigation and research will lead to a decrease in women's participation on more important

levels such as C-Suite, VP, and SVP levels, propelling this sector to new heights. We also believe that this study will demonstrate how women are becoming increasingly competent for positions in business and will result in significant advancement. Execution that is currently frustrated will most likely go to the next level, and women's execution will improve in the workplace. If women's involvement in the job grows, we will undoubtedly observe new efficaciousness and measures in the business. This will increase the representatives' spirit and inspiration. Furthermore, it can be recognized that if one continues to build confidence and inspiration, as well as assist colleagues, the conclusion will be enormously satisfying.

1.6 CHAPTERS IN THESIS

This research consists of seven chapters:

Chapter 1 - Introduction: It consists of research background, research purpose and questions, research significance and structure and chapters of thesis.

Chapter 2 – Developing the research conceptual framework through review of literature: It consists of review of literature, formulation of hypotheses, and research gap. The literature review will focus on the women issues and their impact on career growth in Airline Industry.

Chapter 3 – Research design and Methodology: This chapter focuses on research design, population, sampling and research instrument.

Chapter 4 – To study the women issues prevailing in Airline Industry. This chapter presents the workplace issues and will factorize those issues under certain heads such as organizational issues, policy issues, personal issues etc.

Chapter 5 – This chapter tests the hypotheses and measures the impact of workplace issues on career growth, measures that are motivation, work performance and personal growth initiatives.

Chapter 6 – This chapter compiles the recommendations suggested by female employees, their line managers and HR person to resolve the prevailing workplace issues; will also present findings, conclusions, limitations and scope of further research.

CHAPTER 2

LITERATURE REVIEW

2. WORKPLACE ISSUES AND CAREER GROWTH

Women's abilities and efforts have helped them establish a global business presence and become an important part of almost every organisation; however, data show that women face a number of barriers to reaching management positions in most professions (Datta and Agarwal, 2017; MN and Mukulu, 2012), and the airline industry is no exception. Women in the aviation industry are an important resource for satisfying personnel demands (Lutte, 2019), and according to the Airman database, women made up 46.9 percent of the workforce in 2018. According to the most recent FAA Aeronautical Centre data, women and men made up a total of 2,092,967 aviation personnel, with 1,096,375 of them working as pilots, non-pilots, engineers, flight attendants, and so on (FAA, 2019). The gender distribution among the top 100 airline groups in 2019 revealed that males predominated at the top level of management, with around 96 percent of CEOs of leading airline groups being men (Mazareanu, 2019). It is critical for organisations to understand that their firm's performance and growth are dependent on the commitment and performance of their employees, and employee commitment and performance are heavily influenced by the types of career growth and advancement opportunities available within the organisation (Kirai and Elegwa, 2012). It is clear that society ideals are evolving, as are employee goals, and women are no exception. Working women no longer regard their jobs as the most essential aspect of their life, instead choosing occupations that match their objectives and offer a boost to their career as well as job happiness (Kirai and Elegwa, 2012). With India's tremendous economic and cultural progress, a refined structure of organisational behaviour and regulations that might lead to women becoming corporate leaders is necessary (Datta and Agarwal, 2017). According to 2012 research by Booz and Company, if men and women were treated equally in India, the country's GDP might have increased by 27 percent (Hewlett, 2012). The movement toward strengthening women's interests sooner rather than later is still quite different, as evidenced by research that ranked India 124th out of 136 countries in the Global Gender Gap Index for women's financial assistance in 2013. To make India an economic powerhouse, it is critical to better understand the organisational, societal, and individual elements that influence women's advancement to senior and leadership positions (Datta and Agarwal, 2017; Gupta and Saran, 2013). Organizations in India are increasingly

interested in diversity management and developing inclusive policies (Budhwar and Verma, 2010). Multiple types of research have been and are being conducted with the goal of identifying challenges and barriers to managing gender diversity and inclusiveness in the workplace (Donnelly, 2015); the role of organisational mentors in the career advancement of women (Blake-Beard, 2015); factors affecting entry and re-entry of women and their career ladder (Ravindran and Baral, 2014); or glass ceiling psychology impacting the growth of women in the organisation (Ravindran and Baral, 2014). (Sahoo and Lenka, 2016; Dutta and Agarwal, 2017). There has been relatively little research on the workplace challenges that are negatively influencing the career goals and advancement of Indian women in the Indian airline business (Bergman and Hallberg, 2002; Bergman, 2003; Shrier et al., 2007).

2.1 THEORETICAL FRAMEWORK

2.1.1 UNDERSTANDING CAREER GROWTH

Serbes and Albay (2017) defined profession as an occupation pursued for a long period of time and with opportunities for advancement. Peel (1992) defined career progression as "not merely a technique for persons limited to their work, but it also organises individual lives by affecting people's inspiration, adequacy, and ambitions." It reflects a continual shift on the grounds that when an individual progresses to a higher level, his or her desires, interests, and yields will change as well. Similarly, Ivancevich (1994) said that career progress is a collection of procedures that shape an individual during his or her professional journey. According to Patton and McMahon (2001), a career is the sequence and range of jobs (paid and unpaid) that one engages in over the course of a lifetime. Career, in a broader sense, comprises life responsibilities, leisure activities, study, and job. Career development is the process of balancing life, study, and employment throughout one's life. Gilly and Egglend (1989) also defined career development as a composed, planned exertion that involved coordinated exercises or processes that resulted in a shared vocation mapping endeavour among representatives and the organisation.

Career development, according to Jo Justin (2010), is a crucial component of an employee's life. Career advancement gives incentives, advantages, and recognition, which boosts confidence, develops talents, and improves performance. Focusing on career growth and development brings several benefits to organisations, including lower attrition rates, fair employment opportunities, and improved utilisation of personnel, improved employee quality of work life, enhanced other skills, and overall improvement in the business. Employees strive

hard to achieve higher productivity, fulfil their obligations, show great organisational commitment and loyalty if they believe their organisation is fulfilling its obligations by recognising performance and providing career growth options, promotions, development and support, and so on, according to Barnett and Bradley (2007). Serbes and Abley (2017) agreed that firms that do not support their people or are prejudiced in their recognition process cannot expect workers to be emotionally committed.

2.1.2 WOMEN CAREER GROWTH TREND IN INDIA

Women have made major contributions throughout the history of human evolution. The higher status of women and the job they conduct in society is an important sign of the country's overall development. Without the active engagement of women, the country's social, economic, and political development would inevitably diminish and become stagnant.

Rajesh and Ekambaram (2013) discussed how the job paths of Indian women had changed dramatically over the previous two decades. According to the Times of India (2019), India's female labour force participation rate (FLFPR) plummeted to its lowest level since independence in 2017. According to the World Bank (2017), India has one of the lowest FLFLPRs in the world. This flight was not instantaneous; rather, women's labor-force involvement has been steadily declining over the previous seven decades. The FLFPR peaked at 33% in 1972-73 and then declined until 1999-00, when it reached 26%. In 2017-18, it was the lowest in Indian history, at 17.5 percent. According to Kapur (2019), recruiters have discovered that males are appropriate for practically any job description, however women are unable to be given with possibilities that demand masculine skill sets and competencies. According to Buddhapriya (2009), a study on women's professional growth in India found that Indian women struggle to manage their work lives. Women in India face significant pressures from family obligations, uncompromising working hours, and a lack of childcare facilities in the workplace, all of which act as barriers rather than sources of assistance for employed women.

According to Elvitigala et al. (2006), women's professional advancement, demanding obligations, and tasks are frequently affected by a variety of workplace problems. In a recent PwC poll, 35 percent of women who recently moved employment cited a lack of opportunities

for professional progression as the main reason for leaving their previous employer. Rajesh and Ekambaram (2013) found that many women in the IT industry commit suicide each year. With this attrition, 48 percent of women leave the workforce before they reach 30 years old. Because of this, a substantial pool of women with 3 to 10 years of work experience who have taken career breaks is created. So, even while the share of women in the workforce has grown considerably over time at the section and centre levels, there is still a lack of female representation at the senior level.

2.1.3 MEDIATING WORKPLACE HINDRANCES TO WOMEN CAREER PROGRESSION

According to Martin and Barnard (2013), the work environment has been dominated by men for a long time. Schrieber (1998) remarked that career growth theories for women have not been developed and may not relate to the concept of their professions.

There has been a significant improvement in recent decades for women managers internationally, according to Wood (2008), but research reveals that women in executive roles across a number of professions continue to confront numerous barriers inside the organisation that impact their career advancement. Numerous researchers, such as: Galinsky, Myerson and Fletcher (2003), Adams and Iverson (1999), Diaz and Umbreit (1995), Riger and Gallagin (1980), Sparrowe and Iverson (2007), Woods and Kavanaugh (1994), Brownell (1998), Eagly and Wood (1991), Vianen and Fischer (2002), Brownell (1998) and There are several reasons why qualified people are not able to achieve in their organisations, including irrational impediments, such as phoney barriers, gender discrimination, e.g., compensation discrepancies and inappropriate conduct, a male-dominated hierarchical structure, and work and family conflict.

Gregg and Johnson (1996), Ng and Pine (2003), Knutson and Schmidgall (1999), Baruch and Leeming (2001), and Baruch and Peiperl (2000) identified characteristics that serve as enablers of women's professional success. Difficult job, organising and instructing, moving or changing companies, an attractive personality, work execution, post-business instruction, relational talents, and tenacity are examples of these.

According to Powell and Graves (2003), a number of studies have identified fundamental and social constraints at work inside organisations that have resulted in under representation of

women at the executive level. According to Cordano and Sherer (2002), the hostile to women nature of the organisation and the institutional separation, for example, limited access to systems administration forms, absence of coaching, and constrained preparing and development openings have added to women's low career movement concerns about authoritative hindrances in executives' advancement remain testing and meriting additional research.

According to Burke (2017), Abendroth et al (2017), Ellemers, (2014), and Mckinsey and Company, (2017), there is a major need for businesses to recognise and support women's professional and relationship demands in order to retain proficient representation in the organisation. According to Ruwali (2018), despite this acknowledgement, companies are not fully capable of implementing it, resulting in a paucity of women representatives in higher-level management roles.

Various historical studies and ideas for assessing such emergent circumstances have been suggested. Bergman and Hallberg (2002) investigated women's working issues, while Bergman (2003) investigated women's workplace culture and gender-related stress. Tlaiss and Kauser (2011) led the investigation based on the influence of gender, family, and work on professional achievement. Liu et al (2015) tested the CGS theory analysing the career advancement of nurses. Zhong et al. (2011) investigated the elements that influence women's career advancement. Weng et al., 2010 carried out and completed the study on the association between career advancement and organisational commitment. Furthermore, MN and Mukulu (2012) conducted research on organisational hurdles to women's professional advancement. Based on the research and extensive investigation, the present study's findings may be employed in addition to the ongoing issues encountered by women in the workplace and in their career development.

Challenges and hurdles to women's careers have emerged, according to Hatmaker (2012) research. According to O'Neil (2008) and Khilji (2019), the cause is gendered social circumstances, and the aviation sector is no exception. Many serious women's workplace challenges exist in the aviation sector, as they do in other male-dominated industries. Bergman and Hallberg (2002) and Bergman (2003) grounded theory models contained many of the features mentioned in the literature on women's obstacles in male-dominated industries. In terms of work environment culture, this includes organisational viewpoints, profession, obscene

conduct, and a variety of other characteristics. In male-dominated organisations, the desire to live in mutually beneficial ties clashes with established norms. Workplace bullying, limited collaboration, confidence, and unfavourable attitude of seniors and male colleagues are only a few examples cited by Bergman (2003), Laschinger et al (2010), and Shrier et al (2007). Due to numerous preconceptions about women's inadequacy as pilots, recruitment of female aviators has frequently been viewed as a bad attempt to satisfy a quota. Wilson (2006) noted that there are animosities toward female pilots who are deemed incompetent to be aviators. According to *Experteer Magazine* (2018), numerous evident impediments impede women's professional progress, such as leadership conflict, social capital building issues, a lack of mentors, and system transparency.

According to Sheridan et al (2019), most women workers feel intellectually unchallenged in their pursuits; rather, they face psychological constraints that limit their active participation in the workforce, ranging from looking and stalking to harassment in various ways, which is terrifying for all of them in particular. According to Hyder (2009), these unpleasant behaviours are not confined to any one hierarchical level; even highly educated managers and administrators are accountable for these psychological stresses. According to Mahmood and Ahmad (2011), workplace harassment takes numerous forms and manifests itself in many ways, making the job a constant source of agony for women. Behboodi- Moghadam et al. (2018) identified such actions polluting the workplace and impairing the effectiveness of working women, causing them to avoid larger and more conspicuous portfolios.

According to CAPA Center of Aviation (2015) and IATA (2018), the aviation sector lags behind other industries in terms of women leadership at the middle and top levels. According to McKinsey and Co (2015), there is a significant gender disparity in the aviation business, with just 89 percent of women at the mid and senior levels aspiring to the C-suite, compared to 81 percent of males with the same objectives. The male-female senior leadership ratio in aviation is 94:6, but it is 12 percent in other industries (IATA, 2018). According to the Lutte (2019) aviation workforce report, less than 5% of women work as Maintenance Technical Experts or Executives; 5-10% of women are pilots (varying by airline); and approximately 17% work as a dispatcher, airport manager, air traffic controller, aviation higher education level, or in a cyber security cell (BLS, 2019a; McCarthy, 2019). According to the Bureau of Labor Statistics (2019a), 41 percent of women work as TSA Screeners or NTSB personnel, while roughly 79

percent of women work as flight attendants or travel agents. Although much data on the prevalence of women in various management positions in the aviation business is not accessible, the pattern of entry and trajectory to top profiles reveals a restricted women's career advancement (Lutte, 2019).

The following hypothesis was developed to evaluate the prevalent workplace concerns in the Indian airline sector and its influence on their career advancement aspects:

H_a: Women career growth opportunities in Indian airline industry are adversely influenced by prevailing workplace issues.

2.2 INFLUENCING WOMEN CAREER PROGRESSION IN TERMS OF MOTIVATION, WORK PERFORMANCE AND PERSONAL GROWTH INITIATIVES.

Expanded obligations and functions for women in the modern world (Bohra, 2016). Women's role in advancing a country is critical. Social, economic, and political progress would be hindered if women were not involved in national activities (Mahapatra, 2018). Equal opportunities for advancement in a non-discriminatory workplace are thought to make employees happier, more likely to stay with the firm for a longer period of time, and more likely to promote it to others. Despite this, women in India are severely hampered in their quest for decent work opportunities due to widespread discrimination in the workplace. (Huang and colleagues, 2019).

A "glass ceiling" is the most widely used metaphor in illustrating the persistence of "invisible" barriers that women experience in the workplace (such as a sticky floor, a leaky pipeline, or a parental wall). Workplace cultures, expectations, and routine tasks all have a role to play in creating these "invisible" humps (Teelken and Deem, 2013). In the workplace, women are treated unfairly, which is substantiated by several research showing that women are undervalued and underutilised. Consequently, women face difficulties such as scepticism over their competences and capabilities (Jessica L. Cundiff and Theresa K. Vescio, 2016).

Due to male views, women face the difficulties of addressing gender, educational, and vocational stereotypes regarding their physical, cognitive, and psychological talents and fit for any position (Simeone, 1987) and their professional advancement (Catalyst, 2017). Women are led to believe that their contributions are likely to be seen as inconsequential due to persistent working obstacles, an attitude of isolation, coworkers' intolerance, and organisational structure

and culture. This destabilises women's motivation, job performance (Derks, Van der Aar, and Ellemers, 2006), and their personal growth efforts, hurting women's morale and the organisational efficiency as a result of the underutilization of women's skills (Pang and Huang, 2010). Women who feel underappreciated at work reevaluate their goals and are tempted to "opt out" (Ellemers, 2014), therefore terminating their careers (Whittaker, A. E., and Robitschek, C. 2001).

Motivation may be achieved when its antecedents are met, however it is frequently seen that female employees lack the same job characteristics and organisational aspects as their male counterparts, which results in lower levels of motivational activity. A lack of human capital is a result of lower levels of motivation among women, which means decreased production and efficiency. Therefore, they have a greater chance of being laid off (Lee, 2012). This has a direct impact on women's psychological and physical stress, mental and physical health (Goldenhar et al., 1998; Adler et al., 2000; Schmader et al., 2008; Borrel et al., 2010), job satisfaction, job motivation, and organisational commitment (Hicks-Clarke and Iles, 2000), and lastly, their performance and career growth (Cohen-Charash and Spector, 2001).

In the business world, where job losses are high as a result of layoffs and retrenchment to create a lean organisation, it is crucial for companies to prevent the loss of high-performing employees due to decreasing job satisfaction and a lack of motivation to remain with the company for the long term. Companies must demonstrate a comparable commitment to employee-only goals, i.e. career progression, in order to attract and retain motivated, fulfilled, and growth-oriented employees (Varma, 2017). Long believed that learning new things and opportunities for competency development improve employee motivation and job happiness, it is now acknowledged that goal achievement has a considerably bigger effect on motivation and job satisfaction (Lather and Jain, 2005). Participation, mutual commitment, and an awareness of diversity issues play an essential role in motivating and facilitating performance (Snyder et al, 2004). It is the organizational behaviour exemplified by the organization's top management that influences motivation and job satisfaction through the organization's tightly adhered-to ideas, principles, and underlying values (Roos, Van Eeden, 2008). Employees with a positive outlook and a commitment to personal development have a significant impact on their job performance (Solanki, 2013).

2.3 PERSONAL GROWTH INITIATIVES, MOTIVATION AND WORK PERFORMANCE MUTUAL INTERDEPENDENCE

Personal Growth initiative PGI, employee motivation, and work performance all impact employee development in a cyclical manner. Throughout the cycle, the employee's development is aided by each component (Mayhew, 2020). Personal growth initiative was described by Robitschek (1998) as "active, conscious engagement in the process of personal improvement" and stressed that it encompasses both cognitions that support and promote personal progress. I begin the transition process if I want to make a major shift in my life. With high levels of personal growth initiative, people know that they have grown through time, but they also actively seek out and take advantage of new and better ways of doing things. It's a process of self-improvement. Any part of one's life might experience cognitive, behavioural, or emotional changes. When it comes to self-directed growth, it appears that a person must have a certain amount of self-motivation and freedom to act on their own will (Robitschek et al., 2012; Thoen and Robitschek, 2013).

As Guay et al. (2010) put it, motivation is "the underlying causes of behaviour." Gredler, Broussard, and Garrison (2004) state that "the feature that drives an individual to act or not act" is the essence of what they refer to as "motivation." In principle, motivation and performance should be linked (Deci and Ryan, 1985). A person's drive to improve professionally and personally comes from a deep-seated desire to engage in intellectually stimulating work. The link between motivation and performance has been shown in several studies in the past. It has been shown that motivated students are more likely to stay on track with their schoolwork and achieve academic goals (Hardre and Reeve, 2003; Robbins et al., 2004). Deeper learning practises that have been linked to better exam scores are more likely to be practised by students with higher self-confidence and persistence (Simons, Dewitte, and Lens, 2004).

A person's motivation is a combination of reasons, behaviours, or stimuli that compel them to engage in a desired behaviour. Motivation is a key factor in employee satisfaction, which in turn has a significant impact on their productivity (Ozatac, 2012). Researchers have shown that, in addition to monetary compensation, the satisfaction gained from exceeding one's own expectations is a powerful incentive for one's own personal growth (Deci et al., 1999). As stated by Smith and Rupp (2003), organisational strategy, structure, and unwillingness to change have an empirical role in the link between motivation and performance. Performance in the workplace is defined as the acts that an employee does to help the company accomplish its

objectives (Poor, 2014). Employees that have a strong desire to better themselves, or a personal growth mindset, may be more likely to succeed at work (Weiner, 2000). When employees feel that their employers treat them fairly and recognise their efforts, they are more likely to perform better and have better career opportunities (Latham and Pinder, 2005).

2.3.1 EFFICIENT WORKPLACE CHALLENGES TO GLOOMY WOMEN CAREER GROWTH.

In gender studies, there is extensive research and discussion of the notion that women face significant obstacles in their pursuit of employment. It is true that women in India now receive the same level of education as men and nearly all pursue careers. Ironically, few are urged to seek employment in the public sector. Women are not a homogeneous group, and consequently, their challenges appear diverse (Mahapatra, 2018). Women are disadvantaged by gendered positions, gendered organisational structures, and a generally biased workplace culture (Datta and Agarwal, 2017). Women anticipate greater barriers to their career advancement, which they attribute to gender norms (Watts et al., 2015). Women's professional ambitions are hampered by the lack of a support system and the nature of the work (Schrujier, 2006; Sweet et al., 2016). Companies continue to believe that femininity is detrimental to the workplace. Due to a strong macho culture that does not prepare women for high management positions, a number of women have reported being excluded from career-advancing developmental tasks.

Hypothesis 1: Workplace issues challenge the career growth perspective of women in Indian airline industry.

H1a: Unfriendly HR policies challenge the career growth perspective of women in Indian airline industry

H1b: Gender Based Discrimination challenge the career growth perspective of women in Indian airline industry.

2.3.2 WORKPLACE ISSUES AND WOMEN EMPLOYEE MOTIVATION

All a company needs to do is provide appropriate resources and a working environment for its employees. In order to demonstrate its worth, a successful organisation, according to Kuo (2013), must combine internal personnel's strengths and motivations with quick answers to external changes and demands. In contrast, a 2003 piece in the 'New York Times' titled 'the opt-

out movement' revealed some stunning statistics about high-potential women quitting their jobs. Because of workplace gender inequalities (stone, 2013) Women's low acceptance in the workplace caused them to assume that their lives would be significantly more meaningful if they were not in such positions, resulting in female demotivation (Belkin, 2003).

Women are excluded from higher posts in Bangladesh's civil service, according to Habib (2000) in his study on the influence of the Brick Wall and Glass Ceiling in Bangladesh's public administration (Glass Ceiling). Women's entrance into public service is hampered by social and cultural factors. Women's morale, motivation, and production were all damaged by this discrimination. Only happy employees will result in happy customers. Some companies put their employees under a lot of pressure and pay them poorly, which demotivates them. As a result, the employee is unable to successfully fulfil their job and displays feelings of distrust (Parvaiz and Ahmad, 2016)

It appears that being the only woman in a group at work causes women to fear that their contributions will be neglected. Consequently, their motivation and productivity decline (Derks et al, 2006). In addition, mild sexism may negatively affect the motivation, aspirations, and performance of women (Stamarski and Hing, 2015). Implicit prejudice can initiate a cycle of low motivation and subpar performance. The knowledge that others anticipate women to do poorly on the work due to their gender (e.g., in financial decision-making, problem-solving, and leadership) increases anxiety and distraction among women. Fear of confirming preexisting assumptions undermines confidence (Betz, Ramsey and Sekaquaptewa, 2013). Therefore, a lack of performance incentive may appear to be a fair cause to exclude women from desirable positions.

2.3.3 MOTIVATION AND WOMEN CAREER GROWTH

To be motivated, one must have an intrinsic drive to achieve in order to advance in one's profession without regard to the interests of others (Parvaiz and Ahmed, 2016). Success and a sense of accomplishment are the most important aspects of job happiness, according to data presented by Kaliski in 2007. Employee output rises when they are happy in their work and motivated to do well. Accomplishments and promotions have resulted in acknowledgment from the organisation and a successful career goal. As of 2007, (Kalski, 2007).

The aspiration of any employee in a company is to see their position improve. They have found and defined eloquently what drives development, the demand for daily advancement, in

Harvard Business Review. According to Lipman (2014), persons with high levels of motivation succeed in their careers. In terms of pay and advancement prospects, women are underrepresented in the workforce, according to available data. Female employees will be less motivated to work hard and their absence and turnover rates would rise if employers do not provide them with appealing career opportunities (Ellemers, 2014).

It is predicted that a decrease in the motivation of women on managerial career routes to hold senior management positions will operate as an inhibitor to future growth, thereby limiting women's aspirations to reach the top management level.

The authors developed a framework of incentive theories for professional education and career development based on extensive work experience-based research. E.L. Deci and R.M. Ryan's Self-Determination Theory (Deci, Ryan, 1985), B. Rizhov's Motivational Systems Theory (Rylov, 2010), P. Becker's Theory (Becker, 1991), and F. Herzberg and R.M. Maslow's Two-Factor Theory (Herzberg, Maslow, 1959) (Keller, 2010). Among the several theories of career development: the Theory of Occupational Allocation by P.M. Blau, J.L. Holland, K. Jung, K. Roberts, J. Klimov, F. Parson, and K. Roberts and A. Bandura's Development Theory of Vocational Behaviour (Blau, 1985; Holland 1994; Jung 2006; Roberts 1993; Klimov 1996; Parson 1909; Osipow, Fitzgerald 1996); (Bandura, 1997; Havighurst, 1972; Ginzberg, Ginsburg, Axelrad, Herma, 1951; Super, 1980; Osipow, Fitzgerald, 1996; Krumboltz, Levin, 2004;). The writers believe that the principles are incredibly important for motivating employees, which in turn helps them develop in their careers. The next hypothesis is made.

Hypothesis 2: Intrinsic motivation significantly mediates the relationship between workplace issues and career growth perspective of women

H2a: Recognition at workplace significantly mediates the relationship between workplace issues and career growth perspective of women

H2b: Self aspiration significantly mediates the relationship between workplace issues and career growth perspective of women.

2.3.4 WORKPLACE ISSUES AND WOMEN WORK PERFORMANCE

As women contribute a fresh set of abilities to the workplace, it is more beneficial to employ more women in the workforce than previously imagined (Lagarde and Ostrey, 2018). There are

still obstacles to overcome in the workplace when it comes to achieving gender equality (Leonard, 2019).

An exclusionary culture may have a significant impact on both the organisation and its employees in the form of decreased job satisfaction, a larger desire to quit the company, and the most critical decrease in effort to work performance (catalyst, 2017). As a result of their personal characteristics (such as gender, race/ethnicity, country of origin, maturity level, and/or sexual orientation), many working women experience social exclusion. Bullying in the workplace is likely to have a negative impact on productivity, according to researchers (e.g., M. Harvey, Treadway, Heames, and Duke, 2009; Vega and Comer, 2005).

As a developed Asian economy, Japan's labour force is skewed heavily toward women. Women make up little under half of Japan's labour force. To be sure, the percentage of those that make it to the top is quite low when compared to other developed nations (Renshaw 1999; Tsuda 1999; Staley 2002). Discrimination in the workplace can lead to mental health concerns, even though the Japanese female workforce is among the most well educated in the world. Prejudice can cause a person to become more prone to emotional outbursts and unhappiness, which can have a negative impact on their job performance and productivity (Leonard, 2019). In the workplace, at least a quarter of women have reported harassment. Increasing absenteeism, frequent job turnover, and low productivity and engagement are all consequences of this unethical behaviour. As an individual, women may feel depressed or anxious or may decide to leave their jobs in order to escape additional sex abuse (catalyst, 2017). Discrimination against women employees by their employers is a possible explanation for the gender gap in workplace success. While women are underrepresented at the top levels of scientific and organisational leadership in academia, they are also underfunded and underpaid at the same career levels in a wide range of scientific fields (Bedi, Van Dam, and Munafo, 2012). (Shen, 2013). As a result of male dominance and competition, women tend to avoid competitive pay schemes and show less progress in performance (Niederle and Vesterlund, 2007). As cited by (Gneezy, Niederle and Rustichini, 2003). Only 3% of senior management roles in the public sector are held by women, despite the fact that women hold one-third of all management positions in the workplace (Segal, 1992). In spite of the fact that women outperformed males in management and business jobs, these differences may be the consequence of gender discrimination and a preference for female employees (Green, Jegadeesh, and Tang, 2007).

2.3.5 WORK PERFORMANCE AND WOMEN CAREER GROWTH

The ability to advance in one's career is a necessity for achieving professional success. When there are opportunities for advancement and promotion, employees may show that they are capable of doing their tasks well (Mayhew, 2020).

For women all across the world, advancing in their careers is a difficult task. This inner conflict occurs when women are confronted with "tough decisions" (Jacobs and Gerson 2004). Working women who do not conform to "normal" gender and parental role standards are underestimated as caregivers and as effective employees (Albiston 2007; Dowd 1989; Benard and Correll 2010; Sterling and Reichman 2016). Working in this way means that women are subject to gender (stereotypes) expectations that impact their work schedule and professional progression.

Women often work part-time or withdraw from the legal profession in order to balance their employment and family responsibilities (Kay et al. 2013; Kay and Wallace 2009). A shift from full-time to part-time employment even for a short length of time impedes professional advancement and creates obstacles to future employment and promotion opportunities (Kay et al. 2013). As a result, the following claim is made:

Everyone has an innate need to pursue the current zeitgeist's dominant thought (Rabby 2001). Individual performance is closely linked to motivation, which acts as a catalyst for all persons working for a company to significantly enhance their performance or accomplish tasks more successfully than usual. Motivation is a powerful driver of both individual and organisational performance. The ultimate goal of the organisation cannot be achieved without the help of everyone.

Hypothesis 3: Women work performance mediates the relationship between workplace issues and career growth perspective of women

H3a: Work engagement significantly mediates the relationship between workplace issues and career growth perspective of women

H3b: Work anxiety significantly mediates the relationship between workplace issues and career growth perspective of women

2.3.6 WORKPLACE ISSUES AND WOMEN PERSONAL GROWTH INITIATIVES

Gender-based discrimination in the workplace is prevalent and complicated in different ways, as is seen in the general structure and operations of a large number of firms (Stamarski et al.,

2015). In recent years, the concern has been less about women's participation in the labour market and more about their managerial and decision-making positions (Krivkovich, et al, 2018; Eagly and Carli, 2007). In both the public and private sectors, they continue to be underrepresented in executive roles (Datta and Agarwal, 2017; MN and Mukulu, 2012). Cultural barriers (Johns, 2013), stereotypes and perceptions, lack of mentoring and networking, workplace discrimination, funding availability (Bible and Hill, 2007; Cai and Kleinerer, 1999), lower job satisfaction (McKeen and Burke, 1994), and a higher intention to quit are some of the obstacles women face in the workplace (Burke and McKeen, 1996). All of these difficulties contribute to low work satisfaction and poor mental health (Greenhaus et al., 1987). Difficulties at work can cause women to experience stress, leading to melancholy and worry (Melchior et al., 2007). Numerous research indicates a negative association between psychological suffering and personal development initiative (Zaman and Naqvi, 2018).

2.3.7 PERSONAL GROWTH INITIATIVES AND WOMEN CAREER GROWTH

Personal growth initiatives (PGIs) have been characterised as "active, purposeful participation" in the process of personal advancement and may be considered as a set of abilities that assist people strive for self-improvement (Robitschek, 1998); (Robitschek et al., 2012). Career success hinges on an individual's personal growth initiative. PGI has a positive impact on an individual's mental, social, and emotional well-being (Robitschek and Keyes, 2009) and encourages them to look at other career options (Robitschek and Cook, 1999). It is easier for people with high levels of personal development initiative to make transitions since they are confident in their roles, aware of their professional goals and have developed the means to achieve their goals (Stevic and Ward, 2008). Finally, those who advocate for personal growth say that it aids people in dealing with the myriad tough situations that they will undoubtedly face during their lives and which will necessitate adjustment and adaptation (Robitschek, 1998; Robitschek et al., 2012). It is possible for people to grow either by overcoming their weaknesses or by maximising their abilities (Meyers, 2015). Therefore, given the supporting evidence, the subsequent hypotheses are accepted.

Hypothesis 4: Personal growth initiatives mediates the relationship between workplace issues and career growth perspective of women.

H4a: Personal growth initiatives mediates the relationship between workplace issues and career growth perspective of women.

CHAPTER 3

METHODOLOGICAL FRAMEWORK

A research philosophy is a set of views about how knowledge on a certain topic should be gathered, analysed, and used. In contrast to doxology (what is thought to be true), the term epistemology (what is known to be true) encompasses the many study approach philosophies. It is a problem-solving philosophy that holds that the finest research methods are those that aid in the most effective solution to the research issue. In social science research, this is frequently a combination of quantitative and qualitative methodologies used to assess various aspects of a research subject.

Methodological planning and execution are essential for the completion of any endeavour. An arrangement is a commitment to a specific course of action that is deemed required to achieve specified results. Planning in research is even more important for the research action, as it reveals to the researcher the optimal strategy for organising plans to achieve resolutions. The study plan provides extensive details regarding the methodological approaches utilised by the researcher in directing the investigation. It entails a variety of steps, including the determination of the issues under investigation, objectives, tools and strategies for data gathering, analysis techniques, and study limitations. This section of the chapter is devoted to the research methods employed in the current study.

The study intends to provide answers to all of the research issues raised in Chapter 1. To investigate the prevalent women's workplace challenges in the Indian airline industry; consider the impact of these issues on the career development of female representatives in terms of motivation, work performance, and personal growth initiatives; and compile suggestions and recommendations from female employees, their line supervisors, and HR personnel for eliminating the prevalent challenges. The purpose of this study is to analyze and establish a causal relationship between the given factors, it is largely regarded as exploratory research.

This chapter describes the approach used, which acts as a guide for addressing research questions and filling gaps in the literature review. It focuses on research design, demographic and sampling strategies, research instruments, and data analysis methods.

3.1 RESEARCH GAP

Women are currently a part of every industry. With the rise of women's participation, gender disparities grew as well. Women hold only 2.7% of board chair positions today. Innovation, media, and broadcast communications are the industries with the highest proportion of female C-suite executives and board members (Deloitte, 2015). Only eight (2.5 percent) of the 323 chief directorship positions (often seen as needed to becoming CEO) on the Bombay Stock Exchange are held by women, while 54 percent of businesses on the Bombay Stock Exchange have no women board leaders (Sharma, 2013). Research undertaken at different workplaces at different points in time reveals that woman in the workplace face essentially the same kind of challenges. Pay equity is a factor in a number of frequent concerns. On average, a woman is paid 54 cents for every dollar a man makes. World Economic Forum 2019 estimates it will take 202 years to close this gap at the current rate of advancement (Tyson and Parker, 2019). The greater a woman's education, the greater the gender pay gap. The income difference between men and women widens as women advance in their jobs (Gould et al., 2016). In the majority of industries, other prevalent issues include race and gender bias, work arrangements, access to hot jobs, being a role model, organisation spokesperson, sexual harassment, non-inclusiveness, and gender stereotype (double-blinding), etc. (Tripathy, 2005; Sudharshan, 2013; Datta et al, 2012).

Multiple international studies have been undertaken to investigate the gender issues prevalent in airlines and aviation industries, although the majority of these research have been limited to female pilots, co-pilots, and flight attendants (Schmitt et al, 2002). The research was limited to the difficulties women experience in the aviation business and to the flying profession solely. In the Indian airline business, not single research has focused on the working challenges experienced by women.

Women are accessible in the majority of positions within the Indian Aviation Industry, including those associated with ground handling operations, customer service assistance, ticketing, in-flight services, check-in counters, operations, finance, and human resources, among others. According to studies, if India boosted female labour force participation by 10 percent (68 million additional women) by 2025, its GDP growth might increase to 16 percent (Lagarde and Ostrey, 2018). Previous researchers have focused on the obstacles women confront in the aviation business, but solely in the flying profession.

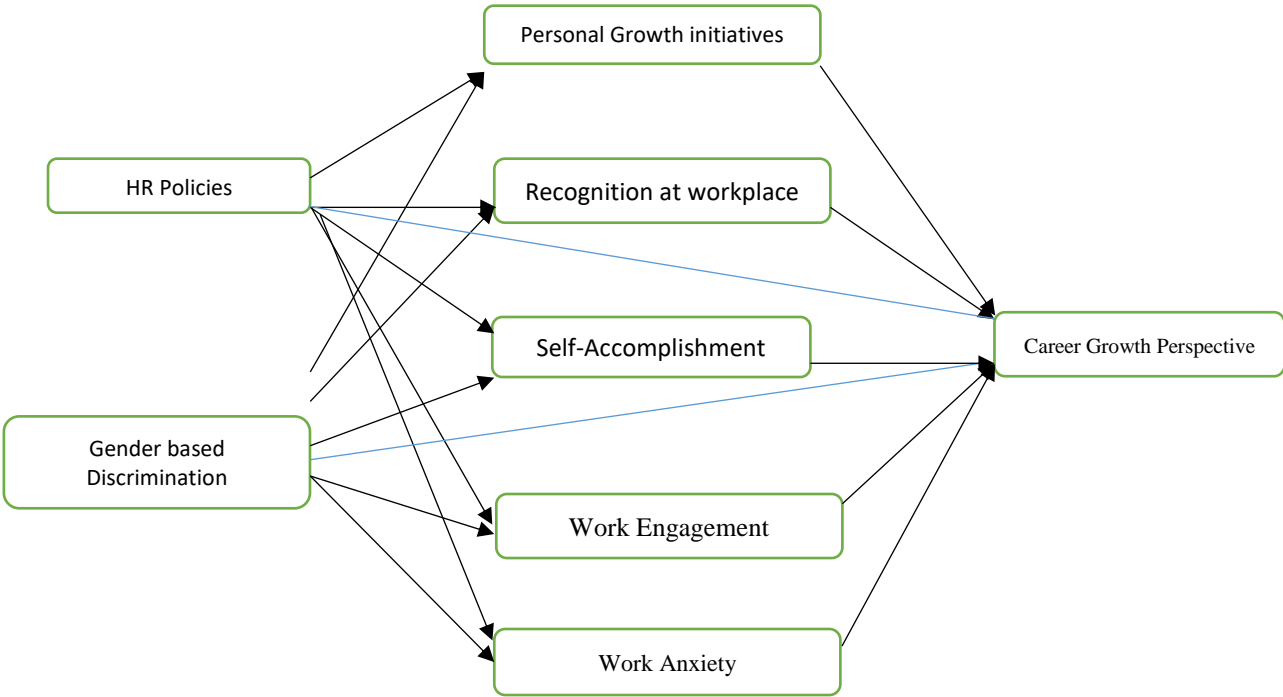
Women are underrepresented as one ascends the organisational hierarchy. In other industries, such as manufacturing, coal, IT and ITES, and hospitality, women's workplace issues have been extensively studied (Bergman and Hallberg, 2002). However, the direct impact of these issues on the career advancement of women in the airline industry has not yet been investigated. There are no studies in the airline industry that measure the effect of these workplace issues on the career development of female employees in terms of their work performance, motivation, and personal development initiatives. Politicians, policymakers, non-governmental organisations, etc., make a variety of recommendations for the equal treatment and empowerment of women. To resolve current issues, no study has collected data from the Indian airline industry (female employees, their line managers, and HR departments).

Numerous national and international studies have been conducted to better comprehend the gender disparities that exist in the IT industry, the medical field, academia, Science Technology, engineering, and mathematics, among others. There are studies that focus on women working in a variety of occupations and environments with varying job profiles and responsibilities. The studies focused exclusively on the presence of obstacles in the workplace and factors affecting the career advancement of both men and women.

A review of the literature reveals that scant attention has been paid to identifying the actual obstacles to women's career advancement. There is a second observation that other businesses and institutes have tried to investigate the same problem, but no studies covering the airline industry in India have been discovered as of yet. The mentioned research solely applies to female pilots and cabin personnel. The survey excludes, among others, vice presidents, engineers, commercials, customer service executives, operation agents, flight attendants, dispatchers, managers, and executives. Numerous corporate sectors have conducted research on women's career advancement at work, examining aspects such as job choices, workplace issues, ethics, social and cultural obstacles, opportunities, mentors, etc. However, no research has evaluated the role of workplace obstacles on career advancement, taking into consideration the moderating effects of motivation, work performance, and personal growth initiatives.

3.2 RESEARCH MODEL

Fig.3.1 The figure represents the multiple mediator model (To fill the gap, the study has proposed the model).



Sno.	Type of Variable	Name of Variable
1.	Independent variable (X ₁)	HR Policies
2.	Independent variable (X ₂)	Gender Based discrimination
3.	Dependent Variable (Y)	Career Growth perspective
4.	Mediator (M ₁)	Personal Growth initiatives
5.	Mediator (M ₂)	Recognition at workplace
6.	Mediator (M ₃)	Self-Accomplishment
7.	Mediator (M ₄)	Work engagement
8.	Mediator (M ₅)	Work anxiety

3.3 BUSINESS PROBLEM

The problem persists in the airline business, where female employees encounter obstacles to professional advancement owing to a variety of workplace concerns. With the help of extensive literature review it is evident that women at leadership positions are very low and at some industries specifically male dominating like airlines, there is none. The problems not only impede their progress, but also make it tough to stay in the industry and eventually compel them to resign, jeopardizing not just the women's personal advancement but also the aviation business's.

Companies that actively promote and retain women workers have a tendency to make better business decisions, which eventually leads to increased profits for the company. According to the findings of recent studies, inclusive teams are up to 87 percent more likely to make better business decisions, whereas teams with fewer women are more likely to make judgments that are detrimental to their organisations.

Catalyst's research shows that the number of women in leadership roles correlates directly with an increase in revenue. By a ratio of up to 66%, organisations with the greatest percentages of female board directors beat those with the lowest percentages. As McKinsey and Company in the United Kingdom found, a higher level of gender diversity in senior management was closely linked to a higher level of productivity. Women's aspirations for leadership positions have never been higher, as evidenced by a seemingly constant stream of statistics. The top 500 most profitable businesses. Only 6.4% of the Fortune 500 list in the United States is headed by a female chief executive officer. Women on corporate boards have a greater impact on financial success than do their male counterparts. There are several studies that suggest that organisations with a higher level of gender diversity in their workforce and in their senior leadership are more lucrative than those without it. It doesn't matter if the company has a diverse staff or if its senior management are ethnically diverse. Women have made significant progress toward gender equality and lowering the gender wage gap over the past few decades, but there is still a basic lack of women at the top of the corporate ladder. Thus, the airline industries in India bear responsibility for improving policies and opportunities for women. At the same time, women must be provided assistance in taking the first step and breaking free from the challenges that

have been holding them back and regard the possibility of hiring more women in leadership roles.

3.4 UNDERPINNING THEORY

A substantial amount of research on gender-based discrimination shows that gender bias in appraisal affects women's job involvement. This bias is rooted in gender preconceptions (Burgess and Borgida, 1999; Cejka and Eagly, 1999; Eagly and Karau, 2002; Heilman, 2012). Gender stereotypes are assumptions about women's qualities, skills, and personalities. Whether accurate or not, gender stereotypes impact how we view and judge people (Bussey and Bandura, 1999; Eagly and Wood, 2013; Ellemers, 2018). Gender stereotypes lead to prejudice by driving decision-making toward stereotype-consistency.

Differentiated roles and jobs foster gender stereotypes. Underrepresentation in high-power jobs and overrepresentation in domestic and caregiving jobs link female stereotypes with communality (Eagly et al., 2000; Koenig and Eagly, 2014). Agency includes achievement orientation (e.g., able, successful), assertiveness (e.g., dominant, forceful), and autonomy (e.g., independent, self-reliant), while communality includes consideration for others (e.g., caring, helpful), affiliation with others (e.g., sociable, likeable), and emotional sensitivity (e.g., tender, sensitive). This gendered divide of work reinforces the idea that women are inherently different. Women are considered more communal than agentic (Broverman et al., 1972; Kite et al., 2008; Wood and Eagly, 2010). Gender stereotypes describe and prescribe. They represent what women are and should be.

To describe the discrimination and predict the anti-female bias, the Congruity Model of Discrimination (CMD) has been successfully and extensively used in various male dominating work settings such as academia (Schmader et al., 2007), military (Boldry et al., 2001), sports (Koenig and Eagly, 2014) and senior management leadership (Eagly and Carli, 2007). CMD's predications have been supported by many researches and practitioners working in the field of gender bias demonstrating psychological mechanisms related to discrimination and stereotype-based expectations from women at various stages of their career (Manzi, 2019). Women are perceived as less competent and capable for male dominating professions (Cheryan et al., 2017) or in STEM streams (Leslie et al., 2015). In the aviation and airlines industry as well, women are being hired to lure customers especially males who are predominantly the purchase decision

makers (Natalie, 2014). Several meta-analyses have also provided strong support for existing bias persisting against women both in male-dominating industries as well as male-typed jobs (Koch et al., 2015). Looking at the evidence, it is clear that women continue to face vulnerability in occupations where decision makers are predominantly men (Manzi, 2019). CMD has provided information on reducing bias by reducing the absurd discrimination at workplace. The effects have been documented for counter-stereotypical women who have presented themselves as exceptionally competent in male dominating areas (Koch et al., 2015). Some studies even suggested that the raising voice against issues and setting examples as women who are ‘an exception to the rule’ can motivate organisations to attenuate incongruity against women (Williams and Ceci, 2015); Leslie et al., 2017). Looking at the CMD theoretical foundation, the focus of the current research is to highlight the current discriminatory practices and other workplace issues women are facing in the male dominating Indian Airline Industry. The themes have been generated after conducting interviews with working women, their immediate line managers and the HR professionals of these companies and presented in the analysis and discussion part.

3.5 RESEARCH PROBLEM

The Indian aviation industry poses workplace challenges for women employees. The majority of women those are highly talented and competent are also quitting as there is insufficient support for their career development and workplace conditions. To keep women, sustain in the Indian aviation sector, must concentrate on women to achieve top-notch development efforts and working environment.

Women's representation and participation are no longer a problem. The problem today is that, despite the fact that women make up the majority of airline employees, they still face workplace problems, such as having to adapt to the male dominant style and practices that are prevalent in the sector. Women in the airline business face significant challenges in climbing the corporate ladder and assuming leadership positions.

The aviation industry is an extremely profitable sector. Generally, recruitment and selection are conducted massively. The proportion of women in the corporate sector tends to decline more rapidly than that of men as the hierarchy rises in any company over time. In 2012, the percentage of women at the entry level of a corporate sector was 42%, decreasing to 33% at the manager

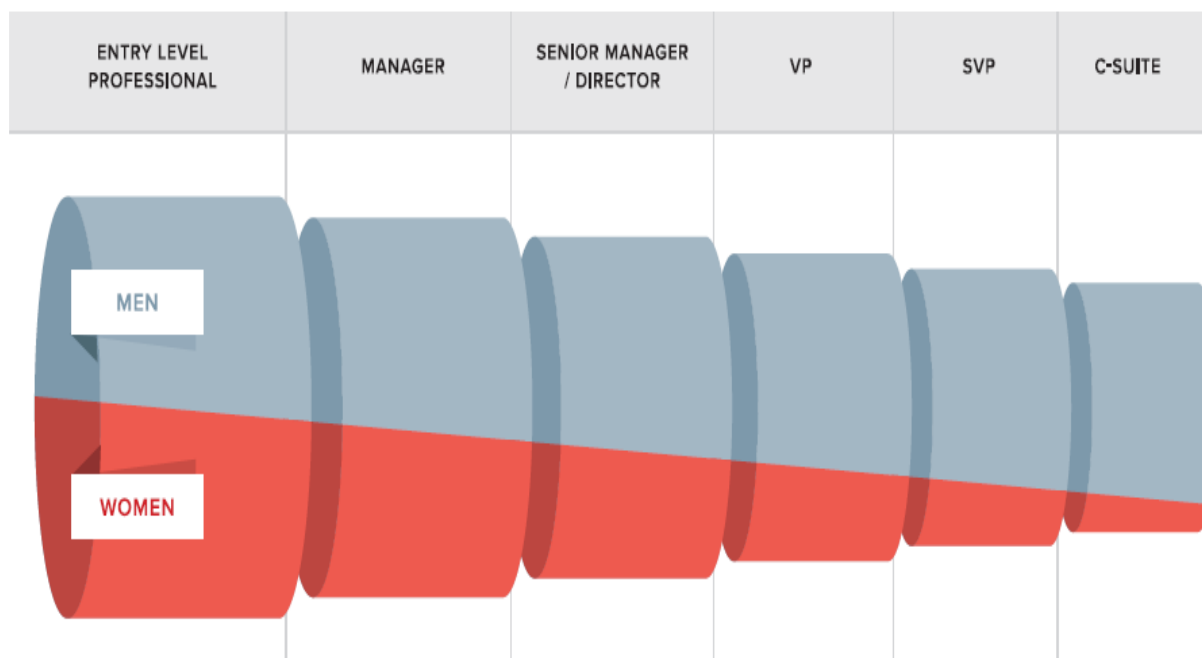
level and 38% at the senior manager or director level. At the vice president and senior vice president levels, the percentage decreases to 23% and 20%, respectively, and at the c suite level, only 16% of women survive. In 2015, it was 45 percent at the entry level, 37 percent at the manager level, 32 percent at the senior manager and director level, 27 percent at the VP level, 23 percent at the SVP level, and 17 percent in the executive suite. April 2012, McKinsey and Company.

The ambition to achieve the top-level increases from the entry-level position, with 39 percent of women and 47 percent of men desiring a job at the earliest stage, advancing through middle management. 59% of women and 63% of men desired employment and advancement to the executive level. 60% of women and 72% of men desired the top position. Women have various explanations for this % disparity. Like they do not want the stress and pressure of the position, do not believe they would be able to balance family and work responsibilities, do not have an interest in the type of work, have doubts about their success in top management, and are concerned that less senior staff may not value them at the highest level. Some causes may be personal, while others professional, creating a barrier for women in the aviation industry. There are numerous obstacles that prevent women from working in industries dominated by men. The scenario described above pertains to western nations, however based on the evidence, we may conclude that the crisis in India would be more severe than in other nations. As there are no available statistics, it is possible to conclude that India's participation of women at the middle management level is far higher than at the top management level, where women make up only 3 to 4 percent of the workforce. The aviation industry will be the third largest industry by the year 2030.

According to Mckinsey and company's (2015) report, the proportion of women and men at entry-level positions in industry is equal. The number of women decreases as one ascends the organisational ladder to the manager level and then to the C-suite level. Women are underrepresented at all levels with the exception of entrance. They account for less than 5 percent of female airline CEOs worldwide. There is not a single woman in the VP, SVP, or CEO level or on the board of the Indian airline industry at this time.

There is a need to investigate the prevalent concerns and causes of women's workplace issues in the airline business. Politicians and other policymakers discuss the empowerment and equality of women in society, despite the fact that it is not actually practised.

Figure 3.2: Gender representation at management level pipeline



It is crucial to understand why women are underrepresented at the centre and upper levels of business administration. It is not only advantageous for women to work at high levels of management, but also financially advantageous for the organisation or industry. None of the inquiries examines the available research on women's challenges in the workplace and its impact on their professional development, thus all responses must be analysed.

3.6 RESEARCH STRATEGY

Researchers have access to a variety of research methodologies, the most prominent of which include survey, case study, grounded theory, experiment, ethnography, archival research, action research, etc (Saunders et al. 2009). This study used a survey methodology for research. It is the predominant research system in the social sciences and is frequently used to respond to several questions, such as what, who, how much, where, etc. Consequently, this technique is used for exploratory and explanatory research. Below are a few contrasts between these diverse study methodologies.

Table 3.1: Research Strategies

Research Strategy	Form of research questions	Control over behavioral events	Focuses on contemporary events
<i>Experiment</i>	How, why	Yes	Yes
<i>Survey</i>	Who, what, how, where, how many, how much	No	Yes
<i>Archival Research</i>	Who, what, how, where, how many, how much	No	Yes/no
<i>History</i>	How, why	No	No
<i>Case Study</i>	How, why	No	Yes

There are various advantages of utilizing survey research. It provides opportunity to the researcher to acquaint the research with the respondent and explain the importance and motivation behind research to the respondent. The advantages of this method is given below:

- (i) It is simple to quantify the outcomes gathered from survey and apply vital treatment.
- (ii) Able to characterize and detail the attributes of explicit issues engaged with research.
- (iii) Enable researcher to generalize the outcomes from a representative sample to a bigger populace.
- (iv) It is quick and simple method in contrast with different methods.

The survey strategy provides the analyst with greater control over the overall research procedure. The researcher can quickly collect accurate data (information) from respondents. Despite the fact that the researcher must devote more time in obtaining responses from the sample, this data collection method is less expensive than other methods. When selecting a survey method for data collection, it is important to keep in mind that the sample must be representative of the population, the instrument must be carefully developed, and the response rate must be adequate.

3.6.1 FRAMEWORK

The research questions of this study encourage to investigate on the workplace challenges that women experience in the Indian aviation business, and the events, beliefs, attitudes and policies are shaping these phenomena; what are the variables impacting the career growth of women employees? and the best approaches to address the persistent women problems in the airline industry to compile the suggestions and recommendations of women workers, their line supervisors, and HR personnel for addressing. This section describes the adopted research approach, which serves as a guide to answer research questions and further contribute to the literature review gap. It describes the research strategy, demographic and sampling method, research instrument, and data analysis procedure. As this inquiry seeks to analyse and establish a causal relationship between the supplied components, it is categorised as Descriptive Exploratory Research.

3.7 RESEARCH METHOD

Research methodology examines two sorts of research methods, one quantitative and the other qualitative, due to their varied data gathering strategies, methodologies, and data processing approaches. Quantitative research techniques use questionnaires and surveys to generate numerical data, which is then analysed using graphs, tables, and measurements. In contrast, qualitative research techniques use a variety of methods (focus groups, in-depth interviews, observation, etc.) to collect non-numerical information, and the analysis is conducted by categorising data and generating themes and patterns from responses. Both strategies have their advantages and disadvantages (Saunders et al. 2009).

This is a qualitative investigation employing an exploratory and causal research approach. The purpose of exploratory research is to study the research questions; it is neither intended nor expected to provide a definitive solution to any existing issue. Exploratory research is typically conducted when the research question is unclear.

The goal of this research is to examine the challenges women encounter in the Indian aviation sector at all levels of employment. The purpose of causal research is to investigate cause-and-effect correlations. There must be a change in the variable that is considered to be responsible for the change in the other variable(s) in order to determine causation (s). Currently, the

researcher is attempting to determine the effect of the investigated workplace issues on career growth measures and is recommending solutions to the problems.

The primary objective is to investigate the prevalent workplace issues for women in the airline industry and to determine the impact of these obstacles on the career growth measures of women, namely motivation, work performance, and personal development initiatives. In this instance, the independent variables are workplace issues, and the dependent variables are motivation, personal growth initiative, and work performance.

3.7.1 RESEARCH DESIGN

Research design has four characteristics: research philosophy, research paradigm, research strategy, and research methodologies. The researcher's turn of events and information, as well as his or her conception of the investigated material, comprise the researcher's research philosophy. Research philosophy is what a researcher engages in when directing research and generating knowledge in a certain topic. The research paradigm is characterised by testing a hypothesis and modifying it if analysis indicates so. This study employs a deductive approach, which is associated with positivism, whereas inductive methodology is associated with interpretivism. In deductive methodology, the researcher enjoys a number of advantages, such as the ability to clarify the causal relationship between variables, the opportunity to develop theories, and the ability to test hypotheses independently. In addition, this methodology assists researchers in maintaining a structured methodology that promotes replication of research and ensures its dependability. Thirdly, deductive technique helps researchers to examine deliberate realities during study and further facilitates research speculation. To statistically summarise the patterns in the data in human behaviour, a suitable sample size must be selected.

Five phases/arrangements constitute deductive research. A hypothesis derived from the theory in order to propose a relationship between at least two variables. Developing / identifying / selecting variable estimations to communicate theories in operational terms; Testing the operational hypothesis; Examining the results to confirm theory or suggest transformation pointers; and Voicing the Hypothesis Modification of the theory in light of the results (whenever required).

To accomplish the objectives of this study, two distinct research designs were adopted.

Objective 1: To explore the workplace issues faced by women in the Indian airlines industry

The exploratory research design was adopted to identify the most prevailing workplace issues.

Thus, qualitative research methodology was adopted. Qualitative research was used to explore

other persisting challenges and delve deeper into them, and thus to understand the reasons behind the underlying challenges of women at work.

Objective 2: To study the effect of the workplace issues on the career growth of the female employees in the terms of motivation, personal growth initiative and work performance.

The relationships between the variables were examined using the causal research design. The causal research, also called explanatory research is used to determine the cause-and-effect relationships. To find causality it is important to observe variation in the variable assumed to cause the change in the other variable(s).

Objective 3: To examine the recommendations addressed by women employees, their line managers and HR department to resolve issues.

The exploratory study design was used to compile recommendations for addressing the current workplace difficulties that women in the airline industry confront. As a result, **qualitative research method** was used. Focus group research is a qualitative technique with unique characteristics. An interview was lead with 3 different groups of respondents. Participants were chosen from the study population.

3.7.2 POPULATION AND SAMPLING

3.7.2.1 TARGET POPULATION

Population is described as a group of persons (components or products as well) who share specific characteristics as determined by sampling procedures, such as the women workers working at the entry, medium, and top levels, their line supervisors, and HR personnel in the research. The goal of this study is to investigate the hurdles women face in the workplace in the airline business, as well as the impact these obstacles have on women's motivation, performance at work, and personal development activities. Confirming the prevalence of workplace concerns, the research also attempted to compile ideas to improve the working environment for respondents. This study's target demographic consists of three groups: entry-level, middle-level, and senior-level women employees in the aviation sector, their direct supervisors, and HR personnel.

3.7.2.2 SAMPLING

Due to cost and time constraints, it is not possible to collect data from the entire population under consideration for research. Therefore, sampling is required. Researchers can use probability sampling or non-probability sampling to collect data. This is the sampling method in which the population is known and each object has an equal probability of being picked. In non-probability sampling, the likelihood of getting picked is uncertain. Probability sampling is utilized in experimental and survey researches where it is necessary to identify all possible solutions to given research issues and where statistical estimations of population characteristics must be determined. Non-probability sampling is used when statistical estimation of the characteristics of a population is impossible. This is a form of sampling based on convenience in which the sample must fulfil fundamental sampling requirements.

In this study, procedures based on convenience sampling were utilised. A convenience sample is a form of non-probability sampling technique in which the sample is drawn from an easily-reachable set of persons. The only conditions for the sampling procedure are the availability and willingness of participants. In addition, this technique of sampling does not need the generation of a simple random sample; the sole criterion is whether the participants accept to participate.

3.7.2.3 SAMPLING PROCEDURE

The population for the study was Indian airline industries. Due to the ongoing epidemic COVID-19 the access to respondents was not easy hence, non-probability convenience sampling was adopted.

Objective 1: To explore the workplace issues faced by women in the Indian airlines industry
Personal In-depth interviews were conducted with 200 women employees,30 (15 male and female each) line managers and 28 (14 male and female each) HR personnel to explore the women workplace challenges. To acquire a clear sense of the prevailing issues, women at all levels of the hierarchy were approached.

Objective 2: To study the effect of the workplace issues on the career growth of the female employees in the terms of motivation, personal growth initiative and work performance.

Individually completing the survey were 600 female employees at different levels from six major Indian airlines. This list included Air India, Indigo, Spice jet, Air Asia, Go air, and Vistara. Based on their growth rate and market share, the airlines were chosen. All six of these airlines are extremely competitive, profitable, and able to recruit customers. Due to the ethical constraints and organisational and regulatory limits imposed by the outbreak, data gathering and access to respondents were problematic. Regarding Ganiyu's (2017) research on customer happiness and loyalty, a convenience sample was implemented. In both commercial and academic research, this method of sampling is commonly employed. Instead of focusing on the complete sample, it enables researchers to access whatever respondents are available at any particular time.

Despite assurances of secrecy, only 572 female employees from these six airlines responded to this poll. In the end, 562 questionnaires were deemed suitable for final analysis, while seven replies were eliminated owing to missing data on significant factors. Thus, the response rate was 88%. The acquired data were utilised for the research with the consent of the respondents. Objective 3: To examine the recommendations suggested by female employees, their line managers and HR department to resolve issues.

The focus group interview was conducted with 20 women employees,8 (4 male and female each) line managers and 6 (3 male and female each) HR personnel to fulfil the objective. 3 groups comprising of women, Line managers and HR personnel respectively were approached to learn about the current challenges and propose recommendations to address them.

Table 3.2: Demographics of women employees, line managers and HR personals.

Respondents	Age	Gender	Position Held	Experience In current Airline
Women Employees	19-25: 6 26-30: 8 31-45: 7 46-50: 4 older than 50: 5	Female:30 Male: 0	Vice president: 2 Flight attendants: 1 HR Manager and Executives: 3 Operation agents: 4 Avionics technicians: 5 Airline sales Manager: 2 Flight Dispatcher: 1	Less than 3-year experience: 6 3 years- 5 years' experience: 9 5 years – 10 years' experience: 7

			Ground station support: 2 Passenger service agent: 4 Ramp planner: 2 Crew schedule coordinator: 3 Airline flight Instructor: 1	10 and above years' experience: 8
Managers	19-25: 4 26-30: 3 31-45: 4 46-50: 2 older than 50: 1	Female: 6 Male: 8	Duty managers: 6 Duty officers: 4 Operation manager: 4	Less than 3-year experience: 2 3 years- 5 years' experience: 5 5 years – 10 years' experience: 5 10 and above years' experience: 2
HR	19-25: 1 26-30: 2 31-45: 1 46-50: 1 older than 50: 1	Female: 3 Male: 3	HR Director: 1 HR VP: 2 HR executives: 3	Less than 3-year experience: 2 3 years- 5 years' experience: 5 5 years – 10 years' experience: 5 10 and above years' experience: 2

Table 3.3: Demographics of Women Respondents for survey.

Classification	Variable	Data values	
Age (in Years)	19-25	85	33.2
	26-30	64	24.8
	31-45	57	22
	46-50	33	12.8
	Older than 50	17	6.5
Position Held	Vice president	2	.07
	Flight attendants	32	12
	HR Managers and Executives	30	11.6
	Operation agents	15	5.8
	Avionics technicians	12	4.7
	Airline sales Manage	15	5.8
	Flight Dispatcher	12	4.7
	Ground station support	10	3.8
	Passenger service agent	40	15.6
	Ramp planner	24	9.3
	Crew schedule coordinator	37	14.4
	Airline flight Instructor	27	10.5
Years of experience with current airline	Less than 3-year experience	56	21.9
	3 years- 5 years' experience	90	35
	5 years – 10 years' experience	55	21.5
	10 and above years' experience	55	21.5

3.8 DATA ANALYSIS

The data was analysed using version 2.0 of SPSS for Windows. To evaluate the findings of each variable in the survey instrument, frequency and descriptive statistics were applied. To assess the strength of each construct, the alpha reliability analysis was used to examine the constructs' reliability. A data reduction approach (Factor Analysis) was resorted to in order to isolate the elements for future investigation.

The objective of the study are as follows:

1. To explore the workplace issues faced by women in the Indian airlines industry.
2. To study the effect of the workplace issues on the career growth of the female employees in the terms of motivation, personal growth initiative and work performance
3. To examine the recommendations suggested by female employees, their line managers and HR department to resolve issues.

The following hypotheses were formulated to test the objectives.

Hypothesis 1: Workplace issues challenge the career growth perspective of women in Indian airline industry.

H1a: Unfriendly HR policies challenge the career growth perspective of women in Indian airline industry

H1b: Gender Based Discrimination challenge the career growth perspective of women in Indian airline industry.

Hypothesis 2: Intrinsic motivation significantly mediates the relationship between workplace issues and career growth perspective of women.

H2a: Recognition at workplace significantly mediates the relationship between workplace issues and career growth perspective of women

H2b: Self accomplishment significantly mediates the relationship between workplace issues and career growth perspective of women

Hypothesis 3: Women work performance mediates the relationship between workplace issues and career growth perspective of women

H3a: Work engagement significantly mediates the relationship between workplace issues and career growth perspective of women

H3b: Work anxiety significantly mediates the relationship between workplace issues and career growth perspective of women

Hypothesis 4: Personal growth initiatives mediates the relationship between workplace issues and career growth perspective of women.

H4a: Personal growth initiatives mediates the relationship between workplace issues and career growth perspective of women.

CHAPTER 4

EXIGENT WORKPLACE ISSUES

The chapter seeks to investigate the workplace difficulties faced by women airline personnel. The investigation will aid in determining the prevalent workplace issues in the Indian aviation industry.

As described in Chapter 3, a concept was developed in relation to the prevalent women's workplace difficulties in the airline industry with the aid of a comprehensive literature review. With respondents, in-depth interviews were undertaken.

The questions asked from women employees were like *'Do you feel comfortable working with this airline?'* *'What is the workplace-specific issues that you feel uncomfortable with?'* *'Have you shared about the said issues with your line manager or HR department?'* The men Line Managers were asked questions around the subject area, such as: *'Do you think that women employee is treated well in this airline?'* *'Do women employees feel comfortable in reporting instances related to workplace issues with you?'* *'What kind of workplace-related issues women employees have reported to you?'* The questions that were asked from HR personnel were *'Do you receive complaints related to workplace issues from women employees or their line managers.'* *'What are the complaints usually related to and what are the workplace issues that bother you the most?'*

4.1 RESPONDENT'S PERSPECTIVES

4.1.1 WOMEN EMPLOYEES' PERSPECTIVE

The women employees were asked about their comfort and well-being at their separate workplaces for the airline. 15% of women were content; 60% of women were dissatisfied with their jobs due to the numerous problems they confront every day; and the remaining respondents provided a range of views. In addition, the respondents were asked to describe the workplace difficulties that made them feel uncomfortable. Approximately ninety percent of them reported facing gender discrimination on a frequent basis. Eighty-five percent of respondents indicated that occupations were separated based on gender, while seventy percent complained about irregular work hours. Many of them also complained about other concerns, such as a lack of career advancement prospects, excessive workload, poor work-life balance, and numerous

others. Table 4.1 summarises the workplace concerns cited by respondents. Then, individuals were asked if they had reported these difficulties to their direct supervisors or HR professionals. They stated that they had been informally discussing these issues with their line managers and HR professionals on numerous occasions. However, they never chose a formal way to raise these concerns, mostly due to a lack of trust, a feeling of fear, and being singled out.

Table 4.1: The Workplace Issues by Women Employees as Respondents

S. No.	Workplace Issues	No. of respondents (20 women employees)	Percentage (%)
1.	The dearth of women in leadership roles	19	95.0
2.	Gender discrimination at workplace	18	90.0
3.	Gender marked work pattern	17	85.0
4.	Odd work timing	14	70.0
5.	Fewer opportunities for women to progress in career	13	65.0
6.	Women Job insecurity due to corporate politics	11	55.0
7.	Judgments about women competencies to perform	11	55.0
8.	Work-life imbalance	10	50.0
9.	Inadequate sense of belonging in the industry	8	40.0
10.	Inadequate organizational support to women for the double role	8	40.0
11.	Communication gap	8	40.0
12.	No/diluted support from male coworkers	7	35.0
13.	Greater exposure to sexist comments and sexual harassment	6	30.0
14.	Bias at the workplace	6	30.0
15.	Gender favoritism	6	30.0
16.	Benevolent sexism	5	25.0

17.	No/inadequate acceptance of women and their ideas	5	25.0
18.	Workload	5	25.0
19.	Low recognition of women capabilities	5	25.0
20.	Non-cooperative and non-supportive HR	4	20.0
21.	Stress	3	15.0
22.	Gender pay gaps for women	2	10.0
23.	Targeted for criticism at the workplace	1	5.0
24.	The unfair judgement of work	1	5.0
25.	Job monotony	1	5.0

About Table 4.1, 19(95%) of 20 respondents reported that there were relatively few women in leadership positions, particularly at the highest levels. A women respondent from spice jet stated that *“The rate of acceptance is still slower because they still do not expect women to apply for a position in the department. Sometimes, it is not the stress; it is the people that get on to the nerves.”*

Out of 20 respondents, 18 felt that there was gender discrimination in employment, including discrimination during the performance evaluation. A women employee shared her experience, stating, *“Allowing an ADP (Aerodrome Driving Permit) requires a government-approved driving license and a driving test that you need to clear. I came across sexist and discriminating comments that said, “Women do not have brains, and their cars certainly do not have brakes. I was denied a driving license for being a woman driver.”*

During the course of this research, special efforts were undertaken to determine whether there is a discernible pattern in the distribution of work between men and women. According to 17 (85%) workers, transferable and highly moveable work roles are more frequently granted to male candidates than to female employees in certain occupations. Given the reaction, this issue must also be handled with urgency. Shift-related (timing) employment responsibilities were also a barrier to work-life balance. A Duty Officer of an airline stated, *“The shift issues made me deeply fatigued. As it was a rotational shift, that too for 12 hours, and I was not able to give time to my family. That certainly was another annoying issue for me and my family both.”*

14 female employees (or 70%) raised concerns regarding irregular work hours. Fewer job advancement chances for women than for males existed according to thirteen female employees (65 percent). A customer service executive of an airline stated, *“Women employees do not get*

equal access to promotional development and career growth opportunities in a workplace. Not only those women get inappropriately touched, therefore, in such an environment, how can one even think of such an opportunity for women?”

The 11(55 per cent) respondents said that there was a feeling of job insecurity in the minds of women. One of the women respondents (customer service executive) said, *“I used to be always worried about the next at work”*. Job insecurity due to corporate politics and work ethics often leads to demotivation for women toward their work.

11 respondents (55 percent) believe that a bias assessment of the capabilities of female employees occurs during job allocation. Because of the disproportionately high number of complaints, half of respondents claimed that work-life imbalance impacts female employees more than male employees. Especially when the children are young and family and work obligations are compounded. A woman from the Airline Sector shared, *“It is difficult to work and to take care of home simultaneously, especially when it comes to taking care of my kids”*. Also, a women operation trainee from airlines responded, *“By the time I get back home, I am completely drained out to focus on my personal life. Being on a rotational shift affects not only your health, but it also takes a toll on your health of those who are around you. You are not left with hardly any time to accomplish what you thought of.”* Women employees were unable to function successfully within such un favourable socio-political conditions, and their performance suffered the consequences. As a result, the 'Boss' (organisation) frequently asserted that women could not be important and active participants. Fifty percent is, once again, a significant percentage.

Women felt less connected to the organisation, according to 40% of respondents, because of the lower proportion of female employees in any organisation and low job satisfaction.

Forty per cent respondents opined, *“There is inadequate organizational support for the women employees, especially when multiple responsibilities are given to the employees, more so in private firms where consistency and multitasking skill is a must, and the employees are rewarded and motivated at the same level.* A Cabin Crew Head of a reputed Airline corroborated this.

In terms of workplace-related difficulties, 40% of respondents say there is a lack of open communication between employees and management. The cited problems must be examined, and effective policies to address them can then be devised.

Thirty percent of respondents said their coworkers are unsupportive. According to 30% of respondents, female employees are more likely to be subjected to sexual insults, abuse, and

harassment at work. As a result, severe punishments could be imposed for such grave offences to protect women employees at their workplaces. A senior analyst complained, *“There happens to be a huge population of those who have retired from the armed forces. Of the rigorous and harsh training, they have been through, and I believe they are accustomed to using language that is too rough, or, let us say, unsuitable for the kind of corporate environment we are working in, especially for women. For those who do not belong to that background, it becomes unusual to deal with and makes them feel demotivated all the time.”* Thirty per cent of respondents claimed that there are visible bias and gender favoritism at the workplace.

25% of women stated that, in the event of sexual harassment, only women and not men are held accountable.

Twenty-five percent of respondents stated that women views and opinions were less accepted in the business, particularly in jobs such as pilots, drivers, and lift operators. According to 25% of respondents, the additional responsibilities of female employees at work increased their burden. 25% of employees choose little recognition for their work performance.

Twenty percent of women in the workplace believed that the HR Department is frequently uncooperative and unsupportive. A private Airline Chief Executive stated, *“When it comes to safety, being a shift job, the company provides cab facility but only for the sake of saying. The shift used to get over at 8 pm, but the cab was provided at 10 pm, sometimes even past midnight. Surprisingly, even after complaining, nothing much was done”*. Relatively fewer respondents (15 per cent) felt stressed due to workload pressure. 10 per cent respondents also felt that the gender pay gap still exists in the corporate.

Five per cent of respondents claim that criticism at the workplace is undoubtedly an unfair judgement of work and job monotony by the manager exists.

4.1.2 LINE MANAGER’S PERSPECTIVE

The female line managers were asked if the female employees in their airlines were well treated. The line managers indicated that women were treated equally in the organisation, despite receiving complaints from women regarding unequal treatment and other profession-related challenges. According to the managers, female employees commonly approach them if they are dissatisfied with any work-related rule or process, or in general. Despite being notified, they fail to disclose the situation in writing or formally by mail. Furthermore, the managers claimed that women generally complained about, among other things, gender discrimination, work-life

balance, atypical working hours, and fewer opportunities to grow in their professions. Table 4.2 shows the workplace issues that women reported to their line managers.

Table 4.2: Line Managers' Experience Describing Workplace Issues Reported by Women Employees

S. No.	Workplace Issues	No. of respondents (8-line managers)	Percentage (%)
1.	Gender discrimination at the workplace	7	85.0
2.	Rigid gender work pattern for women employees	7	85.0
3.	The dearth of women in leadership roles	6	75.0
4.	No sense of belonging in the organisation	6	75.0
5.	Work-life imbalance	6	75.0
6.	Odd work timings	5	62.5
7.	Communication gap	5	62.5
8.	Questions on competencies and working style of women	4	50.0
9.	Lesser opportunities for women to progress in career	4	50.0
10.	Women Job insecurity	4	50.0
11.	Sexual connotations and comments	4	50.0
12.	Non-cooperative and non-supportive HR	3	37.5
13.	Work load	3	37.5
14.	Stress	3	37.5
15.	Male domination at the workplace	2	25.0
16.	Gender pay gaps	2	25.0
17.	Low recognition	1	12.5
18.	Job monotony	1	12.5
19.	Criticism at workplace	1	12.5

Eight managers were interviewed during the said survey, and seven managers (85 per cent) stated that they had received complaints regarding discrimination and gender inequality from

women employees. A manager quoted, *“Often women employees raise their issues of not being treated equally in terms of employee performance evaluation and growth. Besides, they are also being discriminated, in terms of work allocation, new work opportunities, job monotony and allied issues.”* However, seven (85 per cent) managers agreed to receive complaints related to rigid gender work pattern. A senior shift manager conveyed, *“The jobs are classified on gender basis. It impinges women’ growth, as women are not able to do some jobs which notify that only ‘male staff required’. They cannot even opt for the job, even when they know they are capable of doing so.”* Also, 75 per cent managers said that women felt a lower sense of belonging and, display lesser participation in meaningful jobs.

Six (75%) managers said that women complain about not having a good balance between work and life because they have to work unplanned long hours, work in the kitchen at home, and take care of the children and the elderly. This is, of course, in addition to some other social obligations and random tasks at work. As quoted by a manager of a private airline, *“The ‘Shift duties’ often lead to numerous family problems and health issues. For understandable reasons, preceding, such imponderables make women employees uncomfortable and hamper their official performance and productivity. Such circumstances often lead them to frustration, thereby, adversely affecting them as well as the concerned Airline”.* Going further, managers did say, *“Shift duties do indeed contribute to the extent of participation of women in an organisation, and that is even though they have so many other social responsibilities related their home, children and issues concerning their safety along with their office job, no gainsaying that such shift duties do add additional complexities to handle things.”*

Five (62.5%) managers got complaints about odd work hours and a lack of communication between line managers and their women employees. Fifty percent of the managers were shocked to hear that some women had told them they judged them based on their skills and work style, giving women fewer opportunities. As a result, the above conveys a sense of job insecurity and sexual connotations/comments. The managers, based on their interactions with their women employees, articulated, *“it is observed that there is a good number of women employees here, and yet they feel uneasy among themselves to work due to lack of incentives, desired facilities and other participative activities that they believe are denied to them. The absence of these socio-professional pluses will make them lesser connected to the organization and generate a feeling of being disliked.”* The managers also shared, *“Women often came up with the issues regarding being commented upon their physical attributes. The male staff*

somehow or the other make fun and pass unacceptable comments by whispering among themselves and scoffing at.”

37 percent of managers remarked on the women's obviously reasonable complaints about non-cooperative and non-supportive HR practices, excessive workload, and workplace stress. Other concerns, such as male dominance and gender pay disparities, were conveyed to 25% of managers. Women employees addressed 12.5% of supervisors, complaining them about their lack of recognition, job boredom, and workplace criticism.

4.1.3 HR PERSONNEL’S PERSPECTIVE

HR workers (supervisors and executives) were questioned about the frequent complaints they hear from female employees or their line managers. HR professionals stated that supervisors often reported and informed about women's workplace concerns, but that women were not particularly active in reporting their issues. However, they frequently face challenges such as bad attitudes from coworkers, fewer possibilities to advance, fewer promotions, shift work timings, and so on. The HR professionals also stated that the accusations concerning employment discrimination disturbed them the most. Table 4.3 summarises the workplace difficulties raised by HR professionals.

Table 4.3: Represents the Workplace Issues by the HR Managers of the Airline Industry.

S. No.	Workplace Issues	No. of Respondents (6 HR Personnel)	Percentage (%)
1.	Gender discrimination at the workplace	4	66.6
2.	The dearth of women in leadership roles	3	50.0
3.	Odd work timings	3	50.0
4.	Work-life imbalance	2	33.3
5.	The lesser growth opportunity for women	1	16.6
6.	Non-cooperative HR	1	16.6
7.	The gender pay gap for women	1	16.6
8.	No acceptance of women	1	16.6
9.	Stress	1	16.6
10.	Job monotony	1	16.6

Six human resource employees were interviewed to have a better knowledge of the workplace difficulties that women face. Sixty-six percent of HR managers/executives reported getting complaints concerning gender discrimination. Fifty percent of HR workers reported fewer career prospects for female employees and scheduling issues. One of the HR persons shared, “It is the long *working hours, which not only women but males also do not want to work. Male members, however, are manageable whereas women struggle a lot to cope up with the long working durations. We now and then come across the requests for changing their duties to the general shift, which is mostly meant for administrative or senior people*”. Thirty-three per cent of HR managers and executives stated the work-life imbalance of women employees. He said, “*Generally women with families, especially with kids, try to back off from work a little bit, which is major because of the prior commitments they have made to their extended families, particularly the kids*”.

16.6 per cent of HR managers and executives confirmed about having received the grievances relating to lesser growth opportunities in career, non-acceptance of women, non-cooperating HR policies, and stress and job monotony.

4.2 WORKPLACE ISSUES FACTORS

Above explored workplace, issues and inputs received were later used to construct a 36-item scale to collect the responses from women in Indian Airline Industry about the workplace challenges they were facing, the variables were first reduced to factors using data reduction technique in SPSS 2.0. Once the factors were clear, factor naming was done with the help of available literature.

To have better understanding of the responses, mean and standard deviation were calculated for all statements using descriptive statistics presented in table 4.4.

Table 4.4: Descriptive Statistics of Workplace issues

Grouping Variable	Variables	N	Mean	Std. Deviation
Workplace Issues	Forced physical contact and unwelcome advances	258	4.1202	.96490
	No recognition for comparative better performance	258	4.1550	.97796
	Expected to be more professionally dressed and impeccable	258	3.9031	1.04858

Unfair judgment of women' work	258	3.6512	1.16466
Work life is balanced due to fixed working hours	258	3.6395	.94494
Equal opportunities are provided to progress in one's career	258	3.8411	.81923
Equal importance is provided to competencies irrespective of gender.	258	3.6434	.87150
Appropriate transport facilities are available for odd working hours	258	3.8953	.83264
For casual conversations, seniors feel equally comfortable with women	258	3.8760	.84621
I can easily share my views and ideas with management	258	3.8256	1.04965
Male colleagues are cooperative at my workplace.	258	3.8566	.98568
Zero tolerance policy for sexual harassment	258	3.5310	1.32361
Appropriate appreciation and reward policies are present for equal works and efforts irrespective of gender.	258	3.5891	1.05205
No gender favoritism and discrimination.	258	3.8721	.96390
Employees are paid as per pay policies	258	3.7907	.99159
Women are expected to be more sophisticated than males	258	3.6434	.95664
Equal opportunity to work is provided for all job profiles	258	3.8527	.87863
Workable suggestions are accepted from anyone irrespective of gender.	258	3.6977	.88748
Performance evaluation is gender discrimination free	258	3.5388	1.09848
Baby care centers/crèches facilities are available at workplace.	258	3.5698	.96886
Work life is balanced due to fixed Shift timings	258	3.6124	.99266
Equal importance is provided to working skills of all irrespective of gender.	258	3.7364	.86900
Women are more stressed than males at workplace.	258	3.6124	.91940

Women generally face criticism by co-workers and seniors at workplace.	258	3.5194	.93443
Other than job description, one is bound to perform extra work at workplace.	258	3.5969	.91268
Job monotony is an existing issue for women at my workplace.	258	3.5853	.93489
Equal work pressure is present on all irrespective of gender.	258	3.7403	.90739
Seniors are ready to guide juniors in any work-related issue without being biased.	258	3.7829	.86399
Equal opportunities are provided to all for leadership positions at my workplace	258	3.2558	1.28614

According to the descriptive statistics, the mean value for three assertions is close to 4.0 (on a scale of 5). Specifically, women face unwelcomed physical contacts and advances from male colleagues and seniors (mean = 4.12; SD=0.96); women don't receive due recognition even after performing better (mean = 4.15; SD=0.97); and women staff is expected to look more impeccable at workplace (mean = 3.9; SD=1.04). The mean value for the statement 'equal opportunities are provided to me as compared to my male colleagues' was 3.2 (SD= 1.2). This data shows that job prejudice against women still exists.

4.3 FACTOR ANALYSIS OF WOMEN WORKPLACE ISSUES

Extraction strategies are available in the Factor Analysis approach for generating responses. Starting with an initial set of variables that have as much volatility as possible, the main component approach employs a linear combination (a component). There are then as many components as starting variables, and the process repeats itself until all of the beginning variables have been accounted for in a way that doesn't rely on each other. These factors can be used in place of other, more complex variables when attempting to explain most of the observed variance. Using this method, a huge number of variables can be broken down into a smaller number of constituents. This approach eliminates the largest fundamental variation from all variables and converts them to a standard score. The score, as a record of all factors, can be used for further analysis.

Researchers use factor analysis on the replies they obtain from respondents. Factor analysis is an effective tool for identifying insignificant or basic elements from a multitude of seemingly significant variables. In a broader sense, factor analysis is a collection of methodologies that, by studying links between variables, reduce their number into fewer components, which clarify a significant portion of the original data, all the more profitably (Nargundkar, 2004).

Exploratory factor analysis (EFA) was utilised to extract constructive components utilising the Principle Component Method in the current study (Aggarwal et al., 2019). Varimax rotation was utilised to achieve a balance between the extracted components. Before using data reduction techniques, the scale's overall reliability was assessed, and the alpha value was found to be .935. The estimated alpha value was higher than the required minimum of 0.70, indicating that the variables/scale were credible for factor analysis (Griethuijzen et al., 2014).

Table 4.5: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.886
Bartlett's Test of Sphericity	Approx. Chi-Square	4985.456
	df	351
	Sig.	.000

The Kaiser-Mayer-Olkin (KMO) sampling adequacy measure was used to extract three factors in order to assess the sample's suitability. The calculated KMO Value was .886 (Table 4.5) which is close to 1, that the connection patterns are compact, and that the results will reveal unique and dependable variables that the connection patterns are compact, and that the results will reveal unique and dependable variables (Kim and Mueller, 1978). Further, to test the multivariate normality of the set of distributions, the Bartlett's test of Sphericity was used. The Chi Square value of 4985.456 (df=351) was significant at p value = .000 which implies that the dataset was approximately multivariate normal and adequate for factor analysis.

The variables having extracted communalities above 0.4 were considered for factor analysis. The extracted communality means that how much as variable under study is explained by the extracted factor component and the expected value is at least 40 percent.

Table 4.6: Communalities of Workplace Issues

Communalities		
	Initial	Extraction
Equal opportunities are provided to all for leadership positions at my workplace	1.000	.604
Performance evaluation is gender discrimination free at my workplace.	1.000	.726
Unfair judgment of females' work is prevailing at my workplace.	1.000	.747
The burden of job affects my other responsibilities (Personal Life)	1.000	.673
I can easily share my views and ideas with my colleagues	1.000	.440
Job insecurity is not a factor of stress at my workplace.	1.000	.348
Equal importance is provided to competencies of all irrespective of gender.	1.000	.422
Leave policies are women friendly at my organization	1.000	.622
Everyone is motivated to participate in informal group activities at my workplace	1.000	.646
For casual conversations, seniors feel equally comfortable with females.	1.000	.770
I can easily share my views and ideas with management	1.000	.625
Male colleagues are cooperative at my workplace.	1.000	.592
My workplace is free from gender favoritism and discrimination.	1.000	.590
Employees are paid as per pay policies in my organization	1.000	.656
Females are expected to be more sophisticated than males	1.000	.534
Females are expected to be more professionally dressed and impeccable(perfect).	1.000	.434
Even though I perform better, I do not receive due recognition from my senior.	1.000	.610
Baby care centers/crèches facilities are available at workplace.	1.000	.555
Work life is balanced due to fixed Shift timings	1.000	.448
Equal importance is provided to working skills of all irrespective of gender.	1.000	.636

Females are more stressed than males at workplace.	1.000	.650
Females generally face criticism by coworkers and seniors at workplace.	1.000	.772
Other than job description, one is bound to perform extra work at workplace.	1.000	.676
Job monotony is an existing issue for females at my workplace.	1.000	.547
Equal work pressure is present on all irrespective of gender	1.000	.600
Senior is ready to guide juniors in any work-related issue without being biased.	1.000	.624
The seniors consider the personal problems of females.	1.000	.470
Extraction Method: Principal Component Analysis.		

A rotation approach is widely used in factor analysis to optimise the correlations of items on a factor (Comrey and Lee, 1992). The components were extracted using Principal Component Analysis, and three were kept based on Eigen values and variance explained. The total variation explained by each component is represented by the Eigen value.

Three factors were extracted with a total variance explained of 61,314 percent, which exceeds the threshold value of 60 percent typically employed in behavioural or social sciences to validate the acceptance of drawing components (Hair et al., 1995). The findings were obtained using orthogonal rotation with the Varimax method, and variables with factor loading values greater than 0.40 were maintained for further study.

Table 4.8 provides the constructions, their variables, the variance explained by each construct, and the Cronbach alpha value of each factor representing the reliability of the construct. The three elements that adequately define the 27 variables with measurable characteristics have been established. These include 1. discrimination based on gender, 2. unwelcoming HR practices, and 3. deterrent organisational support. The variance described by the first three components with Eigen values greater than one is around 61%, while the remaining variance is explained by the next 24 variables. Consequently, three criteria can describe workplace concerns in the aviation business based on Eigen values greater than one. The first construct, titled "Gender-based discrimination," was comprised of 12 items and had an explained variance of 24.977 percent (=0.927). The second construct, 'Unfriendly HR Policies,' had eleven statements with a variance explained of 21.075 percent and a Cronbach Alpha value of 0.909. The third construct

had four statements that explained 15.262 percent of the variance (= 718) and was titled "Deterrent Organizational support."

Table 4.7: Total Variance Explained by the Factors

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.368	38.401	38.401	10.368	38.401	38.401	6.744	24.977	24.977
2	3.856	14.280	52.681	3.856	14.280	52.681	5.690	21.075	46.052
3	1.791	6.633	59.314	1.791	6.633	59.314	3.581	13.262	59.314
4	1.321	4.891	64.204						
5	1.100	4.073	68.277						
6	.937	3.472	71.749						
7	.877	3.248	74.997						
8	.707	2.617	77.614						
9	.587	2.174	79.788						
10	.553	2.048	81.837						
11	.507	1.879	83.716						
12	.488	1.808	85.523						
13	.467	1.729	87.253						
14	.432	1.600	88.853						
15	.424	1.572	90.425						
16	.368	1.362	91.787						
17	.331	1.228	93.014						
18	.293	1.086	94.101						
19	.269	.996	95.096						
20	.239	.884	95.981						
21	.202	.748	96.728						

22	.188	.697	97.425						
23	.176	.652	98.078						
24	.154	.571	98.649						
25	.134	.495	99.144						
26	.127	.472	99.616						
27	.104	.384	100.00 0						

Three factors of workplace issues were drawn with the help of factor analysis. The above analysis explored Gender Based discrimination, HR policies (unfriendly) and deterrent organizational support as the most prevalent workplace issues in the Indian airline industry.

To describe the discrimination and predict the anti-female bias, the Congruity Model of Discrimination (CMD) has been successfully and extensively used in various male dominating work settings such as academia (Schmader et al., 2007), military (Boldry et al., 2001), sports (Koenig and Eagly, 2014) and senior management leadership (Eagly and Carli, 2007). CMD's predications have been supported by many researches and practitioners working in the field of gender bias demonstrating psychological mechanisms related to discrimination and stereotype-based expectations from women at various stages of their career (Manzi, 2019). Women are perceived as less competent and capable for male dominating professions (Cheryan et al., 2017) or in STEM streams (Leslie et al., 2015). In the aviation and airlines industry as well, women are being hired to lure customers especially males who are predominantly the purchase decision makers (Natalie, 2014). Several meta-analyses have also provided strong support for existing bias persisting against women both in male-dominating industries as well as male-typed jobs (Koch et al., 2015). Looking at the evidence, it is clear that women continue to face vulnerability in occupations where decision makers are predominantly men (Manzi, 2019). CMD has also even provided information on reducing bias by reducing the absurd discrimination at workplace. The effects have been documented for counter-stereotypical women who have presented themselves as exceptionally competent in male dominating areas (Koch et al., 2015).

Table 4.8: Extracted Factors of Workplace issues

Women Workplace Issues
(KMO = .886 Bartlett's Test of Sphericity: Chi Square: 4985.456; df = 351; Sig. 0.000)

Total Variance Explained = 61.314%					
<i>Factors</i>	<i>Variables</i>	<i>Factor Loading</i>	<i>Communality</i>	<i>% Variance Explained</i>	<i>Cronbach Alpha</i>
Gender based discrimination	Performance evaluation is gender discrimination free at my workplace	.847	.726	24.977	.927
	For casual conversations, seniors feel equally comfortable with women	.846	.770		
	Equal opportunities are provided to all for leadership positions at my workplace	.775	.604		
	I can easily share my views and ideas with management	.773	.625		
	Leave policies are women friendly at my organization	.741	.622		
	Employees are paid as per pay policies in my organization	.731	.656		
	Forced physical contact and unwelcome advances	.724	.646		
	No recognition for comparative better performance	.706	.590		

	Male colleagues are cooperative at my workplace	.695	.592		
	I can easily share my views and ideas with my colleagues	.633	.440		
	Women are expected to be more sophisticated than males	.550	.534		
	Women are expected to be more professionally dressed and impeccable (perfect).	.459	.434		
Unfriendly HR policies	Women generally face criticism by coworkers and seniors at workplace	.758	.772	21.075	.909
	Equal work pressure is present on all irrespective of gender	.754	.600		
	Senior is ready to guide juniors in any work-related issue without being biased	.752	.624		
	Other than job description, one is bound to perform extra work at workplace	.743	.676		
	Equal importance is provided to working skills of all irrespective of gender	.721	.636		

	Women are more stressed than males at workplace	.658	.650		
	Job monotony is an existing issue for women at my workplace	.646	.547		
	The seniors consider the personal problems of women	.591	.470		
	Baby care centers/crèches facilities are available at workplace	.533	.555		
	Work life is balanced due to fixed Shift timings	.485	.448		
	Job insecurity is not a factor of stress at my workplace.	.454	.400		
Deterrent Organizational support	Unfair judgment of women work is prevailing at my workplace	.840	.747	15.262	.718
	The burden of job affects my other responsibilities (Personal Life)	.785	.610		
	Even though I perform better, I do not receive due recognition from my senior	.647	.512		

	Equal importance is provided to competencies of all irrespective of gender	.503	.422		
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Some studies even suggested that the raising voice against issues and setting examples as women who are ‘an exception to the rule’ can motivate organizations to attenuate incongruity against women (Williams and Ceci, 2015); Leslie et al., 2017). Looking at the CMD theoretical foundation, the focus of the current research has been proved that was to highlight the current discriminatory practices and other workplace issues women are facing in the male dominating Indian Airline Industry.

4.4 DISCUSSIONS

The work place issues encountered by women employees were quite astounding. The study manifested that the significant number of women employees acknowledged the lack in leadership roles in the industry. The similar evidence was given by McKinsey and company in their report (2017) where they presented that woman are less likely to be promoted as compared to their counterparts. The present research substantiated that women employee are working in an afflicted environment. Majority of the women assented that gender discrimination is prevalent following a gender marked work pattern by not giving equal opportunities to women to work on various challenging job projects. The study also stated that women employees were obligated to work odd timings compromising their safety and security at late nights. Although, it could have been managed, but then too, the seniors are not ready to look into it. Due to the corporate politics, women employees were not provided with opportunities to develop their career, which increases their job insecurity. As a consequence, many women employees started to believe that they are not suitable to work in the airline industry.

It was also that a notable number of women employees are struggling with sexual harassment and gender favouritism along with biases at the workplace giving them a difficult time to work. It also somewhere affects their mental health and work performance. A significant percentage of women employees also undergo various other challenges such as lower recognition of women talents, non-cooperative higher-level management and gender-based pay gaps. Regardless of the fact that women workplace issues are happening around the world in various forms however, many women

employees often suppress or conceal these concerns due to immense fear of losing job and family trust. The workplace issues are never taken to the higher authorities except a handful incident where women take stand for their own rights and complaint against the occurrences. The research also distinctly confirms the reduced addressing of the discrimination and incidents to the higher authorities. To inspect the workplace issues, the line managers were enquired. The number of women employees reporting the workplace challenges to the line managers was very striking since the report to the higher authorities was thin on the ground when compared to the direct survey with them. The study confirms the gender discrimination and rigid gender work pattern was merely the half, certainly when women employees were the direct respondents. The count reduced when it comes to addressing the prevailing workplace issues to the line managers. A fair number of responses agree to the fact that these circumstances make the employees to be skeptical about their persistency in the industry.

In addition, the line managers acknowledged that women employees were impelled to peculiar work timings. In context to sexual harassment and exposure to sexist comments, rarely a few women employees opposed this statement. Sexual harassment is faced by many women employees in industries; however, they are invariably concealed and suppressed. The study also conveys the extent of workload and stress which is found to be significantly higher for the women employees. It was also found that comparatively higher numbers of women employees are not getting growth opportunities and face more job insecurity. The study also points out the male domination and the gender pay gaps in the industry where women are paid far less for the equal amount of work as compared to their counterparts. Evidently, the study proves that the women employees are criticized, questioned on their competencies, Lack of assistance and support from the higher authorities.

The HR managers from airline industry corroborated the hostility and the workplace challenges faced by the women employees. The research indicates that the management also discovered the workplace challenges revealed by the women employees and their line managers. Nearly all the HR respondents reported that the gender discrimination persist in the airline sector at all levels. Primarily, women HR managers account the dearth of women in leadership roles. In reference to the study, it was found that there were conflicts with the odd work timings due to which women face work life imbalance. The research affirmed that women employees also undergo stress, skepticism towards women; job monotony and gender pay gaps.

CHAPTER 5

ASSESSING IMPACT OF WORKPLACE ISSUES ON CAREER GROWTH USING MOTIVATION, WORK PERFORMANCE, AND PERSONAL GROWTH INITIATIVES

The chapter seeks to investigate the impact of workplace issues on career growth with the help of mediating factors i.e., motivation, work performance, and personal growth initiatives.

5.1 DESCRIPTIVE STATISTICS

To have a better understanding of the responses, mean and standard deviation were calculated for all statements using descriptive statistics. The descriptive statistics presented the mean value was near to 4.0 (on a scale of 5) for three statements i.e., Stress and burden of job affects women other personal (mean = 3.80; SD=1.02); women are asked to act more sophisticatedly at work than their counterparts (mean = 3.82; SD=1.48); and women staff is expected to be more impeccable at job (mean = 3.87; SD=1.03). On the statement 'equal progression opportunities are given to me to progress in career irrespective of gender' the mean value was 3.50 (SD= 1.19). The above stated simple statistics represented that discrimination against women persists at workplaces.

The descriptive statistics was simultaneously done for career growth perspectives, and results were identical such as current job helps me to learn new work-related skills (mean = 3.5; SD=1.2) and Current job makes me build knowledge related to work (mean = 3.5; SD=1.3). None of the statements received a mean value near to 4.0 in all stated statements of career growth perspective.

Similarly, the statistics for work performance, motivation and personal growth initiatives was done. Results were such as for work performance, I work to enhance and keep my work-related knowledge up to date (mean = 3.7; SD=1.1). I actively participate in all meetings related to my job (mean = 3.7; SD=1.07). For motivation, the descriptive statistics again represented that the mean values fluctuated near to 4 as in the above cases. I am doing this work because others will respect me (mean = 3.67; SD=1.1). I am putting efforts at work because I will be rewarded monetarily (mean = 3.68; SD=1.12). For Personal Growth Initiative the results were again quite

similar such as I am aware of how to change specific things that I wish to change in my life (mean value 3.6 =; SD = 1.07). I know what my contributions at work means to the society upliftment (mean value 3.58 =; SD = 1.16).

Table 5.1 Descriptive Statistics of Workplace issues, Career Growth Perspectives, Work performance, Motivation and personal growth initiatives.

Grouping Variable	Variables	N	Mean	Std. Deviation
Workplace Issues	Equal opportunities are provided to all for leadership positions at my workplace.	562	3.3452	1.33179
	Performance evaluation is gender discrimination free at my workplace.	562	3.5053	1.37360
	Equal opportunity to work is provided for all job profiles.	562	3.3416	1.48456
	Unfair judgment of females' work is prevailing at my workplace.	562	3.2544	1.43089
	Work life is balanced due to fixed working hours	562	3.3434	1.26711
	The burden of job affects my other responsibilities (Personal Life)	562	3.8007	1.02524
	Equal opportunities are provided to progress in one's career to all irrespective of gender.	562	3.5018	1.19603
	I can easily share my views and ideas with my colleagues	562	3.3381	1.16986
	Male colleagues and seniors use abusive language for females.	562	3.7082	1.35245
	Job insecurity is not a factor of stress at my workplace	562	3.3701	1.19939
	Equal importance is provided to competencies of all irrespective of gender.	562	3.5160	1.23551
	Appropriate transport facilities are available for odd working hours	562	3.5053	1.19004

Leave policies are women friendly at my organization	562	3.4537	1.28705
Everyone is motivated to participate in informal group activities at my workplace	562	3.3577	1.15092
For casual conversations, seniors feel equally comfortable with females.	562	3.3737	1.25921
I get cooperation and support from organisation for multiple job roles.	562	3.3132	1.32364
I can easily share my views and ideas with management	562	3.3025	1.37625
Male colleagues are cooperative at my workplace	562	3.4306	1.41660
My organization has zero tolerance policy for sexual harassment	562	3.3132	1.45208
Appropriate appreciation and reward policies are present for equal works and efforts irrespective of gender.	562	3.2384	1.38752
My workplace is free from gender favoritism and discrimination.	562	3.4324	1.32703
Employees are paid as per pay policies in my organization	562	3.3256	1.32265
Females are expected to be more sophisticated than males.	562	3.8238	1.48286
Females are expected to be more professionally dressed and impeccable (perfect).	562	3.8754	1.03356
Workable suggestions are accepted from anyone irrespective of gender.	562	3.3897	1.14980
Even though I perform better, I do not receive due recognition from my senior.	562	3.6281	1.16030
Baby care centers/crèches facilities are available at workplace.	562	3.4395	1.14419
Work life is balanced due to fixed Shift timings	562	3.6459	1.08015

Equal importance is provided to working skills of all irrespective of gender.	561	3.4528	1.19448
Females are more stressed than males at workplace.	562	3.7740	1.05153
Females generally face criticism by co-workers and seniors at workplace.	562	3.7989	1.00292
Other than job description, one is bound to perform extra work at workplace.	562	3.7954	.99863
Job monotony is an existing issue for females at my workplace.	562	3.7562	1.07773
Equal work pressure is present on all irrespective of gender.	562	3.4164	1.32073
Senior is ready to guide juniors in any work-related issue without being biased.	562	3.4520	1.31575
The seniors consider the personal problems of females.	562	3.3310	1.22688
Females are subjected to forced physical contact and unwelcome advances by male colleagues and seniors.	562	3.6032	1.12539

Career Growth	Current job makes me closer to my career goals	561	3.3494	1.15072
	Current job was related to my career goals, career ideal	562	3.3381	1.24371
	Current job lays a foundation for my career objective	562	3.3167	1.32279
	Current job lays a foundation for my career objective	562	3.3683	1.36597
	Current job facilitates me to learn new work-related skills.	562	3.5356	1.21912
	Current job facilitates me to learn new work-related knowledge.	562	3.5178	1.30153
	Current job facilitates me to accumulate abundant experience.	560	3.3821	1.23328
	I feel my career ability enhanced and improved.	562	3.4377	1.29879
	In current work unit, my position improves faster.	561	3.4135	1.21159
	In current work unit, my position is more ideal than original unit.	562	3.4537	1.23907
	In current work unit, my position is likely to move up.	562	3.2847	1.25703
	Compared with my colleagues, my position improves faster.	562	3.2028	1.37386
	In current work unit, my salary raises faster.	562	3.1495	1.41890
	In current work unit, my present salary is likely to raise.	562	3.1744	1.24310
	Compared with my colleagues, my salary raises faster	562	3.1904	1.23859

Work performance	I keep in mind the results that I have to achieve in my work.	562	3.5872	1.05991
	I am able to separate main issues from side issues at work	562	3.7046	1.17836
	I am able to perform my work well with minimal time and effort.	562	3.6762	1.11788
	I work at keeping my job knowledge up-to-date.	562	3.7349	1.10217
	I actively participate in work meetings.	562	3.7776	1.07905
	I work at keeping my job skills up-to-date.	562	3.7082	1.04459
	I come up with creative solutions to new problems	562	3.5925	1.15908
	I speak with people from outside the organization about the negative aspects of my work.	562	3.2758	1.31917
	I complain about unimportant matters at work.	562	3.2758	1.35910
	I make problems greater than they were at work.	562	3.2046	1.44258
	I focus on the negative aspects of a work situation, instead of on the positive aspects.	562	3.3256	1.39352
	I speak with colleagues about the negative aspects of my work.	562	3.2811	1.24071

Motivation	I don't, because I really feel that I'm wasting my time at work.	562	3.4680	1.11378
	I do little because I do not think this work is worth putting efforts into	562	3.5409	1.29414
	I do not know why I am doing this job, its pointless work	562	3.5587	1.13960
	To get others' approval (e.g., supervisor, colleagues, family, clients etc.)	562	3.6157	1.18441
	Because others will respect me more (e.g., supervisor, colleagues, family, clients)	562	3.6744	1.11016
	To avoid being criticized by others (e.g., supervisor, colleagues, family, clients etc.)	562	3.6317	1.24442
	Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor etc)	562	3.6886	1.12539
	Because others offer me greater job security if I put enough effort in my job (e.g., employer, supervisor)	562	3.4573	1.22909
	Because I risk losing my job if I do not put enough effort in it.	562	3.5676	1.22214
	Because I have to prove to myself that I can	562	3.5142	1.34998
	Because it makes me feel proud of myself	562	3.3523	1.36564
	Because otherwise I will feel bad about myself	562	3.3790	1.23400
	Because I personally consider it important to put efforts in this job.	562	3.3505	1.33107
	Because putting efforts in this job aligns with my personal values.	562	3.4662	1.36146
	Because putting efforts in this job has personal significance to me.	562	3.3541	1.15048
Because I have fun doing my job.	562	3.3238	1.19197	

Personal Growth initiatives	I know how to change specific things that I want to change in my life.	562	3.6174	1.07038
	I have a good sense of where I am headed in my life.	562	3.5783	1.09370
	If I want to change something in my life, I initiate the transition process.	562	3.4288	1.21902
	I can choose the role that I want to have in a group	562	3.5819	1.23000
	I know what I need to do to get started toward reaching my goals.	562	3.4804	1.19288
	I have a specific action plan to help me reach my goals	562	3.4858	1.16881
	I take charge of my life.	562	3.5018	1.22692
	I know what my unique contribution to the world might be.	562	3.5801	1.16614
	I have a plan for making my life more balanced	562	3.5356	1.06457

5.2 FACTOR ANALYSIS

5.2.1 FACTOR ANALYSIS OF WOMEN WORKPLACE ISSUES:

As the variables of workplace issues were collected with the help of extensive review of literature; exploratory factor analysis (EFA) was used to extract constructive factors using Principle Component Method (Aggarwal et al., 2019). To create a balance between extracted factors, Varimax rotation method was used. The overall reliability of the scale was checked before running data reduction techniques and the alpha value was 0.952. The calculated alpha value was above the prescribed minimum value of 0.70 which makes the variables/scale reliable for factor analysis (Griethuijsen et al., 2014).

Table 5.2: Factors Analysis of Variables of Workplace Issues

<p style="text-align: center;">Women Workplace Issues (KMO = .900 Bartlett's Test of Sphericity: Chi Square: 28049.454; df = 666; Sig. 0.000) Total Variance Explained = 61.314%</p>					
Factors	Variables	Factor Loading	Communality	% Variance Explained	Cronbach Alpha
HR policies	I get cooperation and support from organisation for multiple job roles.	.891	.814	48.709	.982
	Everyone is motivated to participate in informal group activities at my workplace	.891	.797		
	Leave policies are women friendly at my organization	.879	.828		
	I can easily share my views and ideas with management.	.877	.794		
	My organization has zero tolerance policy for sexual harassment	.868	.762		
	Appropriate appreciation and reward policies are present for equal works and efforts irrespective of gender.	.868	.754		
	Male colleagues are cooperative at my workplace.	.866	.783		

For casual conversations, seniors feel equally comfortable with females.	.852	.730
Employees are paid as per pay policies in my organization	.852	.729
Equal opportunities are provided to progress in one's career to all irrespective of gender	.850	.723
Performance evaluation is gender discrimination free at my workplace.	.838	.732
My workplace is free from gender favoritism and discrimination.	.834	.696
Equal opportunity to work is provided for all job profiles.	.826	.729
Equal importance is provided to competencies of all irrespective of gender.	.821	.705
Equal opportunities are provided to all for leadership positions at my workplace.	.819	.673
Workable suggestions are accepted from anyone irrespective of gender.	.815	.665
Equal importance is provided to working skills	.809	.659

	of all irrespective of gender.				
	Equal work pressure is present on all irrespective of gender.	.806	.653		
	Senior is ready to guide juniors in any work-related issue without being biased.	.805	.665		
	The seniors consider the personal problems of females.	.801	.642		
	Work life is balanced due to fixed working hours	.800	.640		
	Appropriate transport facilities are available for odd working hours	.800	.652		
	Unfair judgment of females' work is prevailing at my workplace.	.787	.619		
	I can easily share my views and ideas with my colleagues	.783	.616		
	Job insecurity is not a factor of stress at my workplace.	.763	.594		
	Baby care centers/crèches facilities are available at workplace.	.752	.593		
Gender based	Other than job description, one is bound to perform extra work at workplace.	.851	.732	18.252	.923

Females generally face criticism by coworkers and seniors at workplace.	.838	.710		
Females are more stressed than males at workplace.	.811	.667		
Even though I perform better, I do not receive due recognition from my senior.	.801	.646		
Job monotony is an existing issue for females at my workplace.	.785	.623		
Females are subjected to forced physical contact and unwelcome advances by male colleagues and seniors.	.775	.604		
The burden of job affects my other responsibilities (Personal Life)	.756	.573		
Work life is balanced due to fixed Shift timings	.728	.548		
Male colleagues and seniors use abusive language for females.	.723	.556		
Females are expected to be more professionally dressed and impeccable (perfect).	.719	.535		
Females are expected to be more sophisticated than males.	.570	.339		

To measure the adequacy of the sample, the Kaiser-Mayer-Olkin (KMO) measure of sampling adequacy was used to extract three factors. The calculated KMO Value was .900 (Table 5.2) which is close to 1, an indication of the patterns of correlation being compact and the results would yield distinct and reliable factors (Kim and Mueller, 1978). Further, to test the multivariate normality of the set of distributions, the Bartlett's test of sphericity was used. The Chi Square value of 28049.454 (df=666) was significant at p value = .000 which implies that the dataset was approximately multivariate normal and adequate for factor analysis. The variables having extracted communalities above 0.4 were considered for factor analysis. The extracted communality means that how much as variable under study is explained by the extracted factor component and the expected value is at-least 40 percent. Two factors were extracted with a total explained variance of 61.314 percent which exceeds the threshold value of 60 percent commonly used in behavioural or social sciences to approve the acceptance of drawn factors (Hair et al., 1995). Orthogonal rotation using Varimax method was used to obtain results and the variables carrying factor loading value greater than .4 were retained for further analysis.

Table 5.2 presents the constructs, their variables; the variance explained by each construct and the Cronbach alpha value (α) of each factor presenting the construct reliability. The two factors were identified which can well define the 37 variables with measurable parameters. These are 1. Unfriendly HR policies and 2. Gender based discrimination. The total variance explained by the first 2 factors with Eigen values greater than 1, is approximately 61 percent, whereas subsequent 35 variables explain the balance. Thus, based on Eigen value greater than 1, there are 2 factors which can explain the workplace issues in the airlines industry. Here, the first construct was consisted of 26 statements and named as 'Unfriendly HR policies' with an explained variance of 48.709 percent ($\alpha = .982$). The second construct was 'Gender based discrimination' consisted of 11 statements with 18.252 percent explained variance and Cronbach Alpha value was .923.

The HR policies at many organizations are very unfriendly for women, at times, no action is been taken on the cases reported by the women in the organization. Other than the described duties, women are bound to work for extra hours. Job security is one of the biggest factors of stress for women at workplace and equal importance is not given to females at work place.

Gender based discrimination at work place is hampering female growth because at many times performance evaluation is affected by gender, male colleagues are not supportive and there is a lot of male chauvinism, females are not free to express their views and are likely to be judged

over their talks and views. People have a prejudice that women are likely to underperform in comparison to men.

5.2.1.1 FACTOR ANALYSIS OF CAREER GROWTH PERSPECTIVE

To convert 15 variables of women career growth perspective into construct, data reduction technique using principle component matrix and Varimax rotation method was conducted. The table 5.3 shows the KMO measure of sample quality, which is 0.936 and significant. One percent significance is acceptable for Bartlett's sphericity test. The first component with an Eigen value larger than 1 account for 61% of the variation, while the other 14 factors account for the rest. Eigenvalues larger than 1 do not reveal considerable variance for the first variable after extraction. So, it may be concluded that the first factor's importance has equalised. There is just one component that may explain the career progression features, based on Eigenvalue larger than 1.

Table 5.3: Factors Analysis of Career Growth Perspectives

Career Growth Perspectives (KMO = .936 Bartlett's Test of Sphericity: Chi Square: 11690.069; df = 105; Sig. 0.000) Total Variance Explained = 74.828%					
Factors	Variables	Factor Loading	Communality	% Variance Explained	Cronbach Alpha
Career Growth Perspectives	Current job lays a foundation for my career objective	.911	.830	74.828	.976
	In current work unit, my position is more ideal than original unit.	.904	.817		
	I feel my career ability enhanced and improved.	.903	.816		

Current job facilitates me to learn new work-related skills.	.885	.783		
In current work unit, my position improves faster.	.885	.783		
Current job facilitates me to learn new work-related knowledge.	.885	.783		
In current work unit, my position is likely to move up.	.883	.779		
Current job was related to my career goals, career ideal	.880	.774		
Current job facilitates me to accumulate abundant experience.	.864	.746		
In current work unit, my salary raises faster.	.862	.744		
Current job lays a foundation for my career objective	.859	.739		
Compared with my colleagues, my position improves faster.	.856	.732		
Current job makes me closer to my career goals	.803	.645		
Compared with my colleagues, my salary raises faster	.797	.636		
In current work unit, my present salary is likely to raise.	.786	.618		

The table 5.3, includes communalities that reflect how much variance is truly common. The average communality is 0.625 and the figures vary between 0.618 and 0.830.

5.2.1.2 FACTOR ANALYSIS OF WORK PERFORMANCE

To convert 12 variables of work performance into construct, data reduction technique using principle component matrix and varimax rotation method was conducted. Table 5.4 presents the KMO measure of sampling adequacy is 0.898 and is significant. Bartlett’s test of sphericity is also 1% significant and is suitable. The table presents the constructs, their variables; the variance explained by each construct and the Cronbach alpha value (α) of each factor presenting the construct reliability. The two factors were identified which can well define the 12 variables with measurable parameters. These are 1. Work participation /engagement and 2. work anxiety. The total variance explained by the first 2 factors with Eigen values greater than 1, is approximately 61 percent, whereas subsequent 10 variables explain the balance. Thus, based on Eigen value greater than 1, there are 2 factors which can explain the work performance in the airlines industry. Here, the first construct was consisted of 7 statements and named as ‘Work participation /engagement’ with an explained variance of 40.386 percent ($\alpha = .928$). The second construct was ‘work anxiety’ consisted of 5 statements with 36.127percent explained variance and Cronbach Alpha value was .954.

Table 5.4: Factors Analysis of variables of Work Performance

Work Performance					
(KMO = .898 Bartlett’s Test of Sphericity: Chi Square: 7050.622; df = 66; Sig. 0.000)					
Total Variance Explained = 61.314%					
Factors	Variables	Factor Loading	Communality	% Variance Explained	Cronbach Alpha
Work participation /engagement	I actively participate in work meetings.	.848	.766	40.386	.928
	I am able to perform my work well with minimal time and effort.	.833	.775		

	I come up with creative solutions to new problems.	.820	.788		
	I am able to separate main issues from side issues at work	.816	.712		
	I work at keeping my job skills up-to-date.	.787	.714		
	I work at keeping my job knowledge up-to-date.	.718	.618		
	I keep in mind the results that I have to achieve in my work.	.666	.555		
work anxiety	I complain about unimportant matters at work.	.904	.887	36.127	.954
	I make problems greater than they were at work.	.893	.892		
	I focus on the negative aspects of a work situation, instead of on the positive aspects.	.884	.841		
	I speak with people from outside the organization about the negative aspects of my work.	.825	.816		
	I speak with colleagues about the negative aspects of my work.	.813	.817		

5.2.1.3 FACTOR ANALYSIS OF MOTIVATION

Similarly, to convert 16 variables of motivation into construct, data reduction technique using principle component matrix and Varimax rotation method was conducted. Table 5.5, presents

the KMO measure of sampling adequacy is 0.900 and is significant. Bartlett's test of sphericity is also 1% significant and is suitable. The table presents the constructs, their variables; the variance explained by each construct and the Cronbach alpha value (α) of each factor presenting the construct reliability. The two factors were identified which can well define the 16 variables with measurable parameters. These are 1. Work participation /engagement and 2. work anxiety. The total variance explained by the first 2 factors with Eigen values greater than 1, is approximately 61 percent, whereas subsequent 14 variables explain the balance. Thus, based on Eigen value greater than 1, there are 2 factors which can explain the motivation in the airlines industry. Here, the first construct was consisted of 11 statements and named as 'Recognition in organization' with an explained variance of 47.004 percent ($\alpha = .950$). The second construct was 'work anxiety' consisted of 5 statements with 26.276 percent explained variance and Cronbach Alpha value was .930.

Table.5.5: Factor Analysis of Motivation

Motivation					
(KMO = .900 Bartlett's Test of Sphericity: Chi Square: 28049.454; df = 666; Sig. 0.000)					
Total Variance Explained = %					
Factors	Variables	Factor Loading	Communality	% Variance Explained	Cronbach Alpha
Recognition in organization	I do not know why I am doing this job, its pointless work	.919	.845	47.004	.950
	I do little because I do not think this work is worth putting efforts into	.886	.793		
	To avoid being criticized by others (e.g., supervisor, colleagues, family, clients etc.)	.878	.815		

Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor etc.)	.870	.763		
To get others' approval (e.g., supervisor, colleagues, family, clients etc.)	.869	.761		
Because others will respect me more (e.g., supervisor, colleagues, family, clients)	.827	.704		
Because others offer me greater job security if I put enough effort in my job (e.g., employer, supervisor ...)	.805	.648		
I don't, because I really feel that I'm wasting my time at work.	.801	.652		
Because I risk losing my job if I do not put enough effort in it.	.798	.638		
Because it makes me feel proud of myself.	.693	.600		

	Because I have to prove to myself that I can	.672	.584		
self- accomplishm ent	Because otherwise I will feel bad about myself	.888	.789	26.276	.930
	Because I personally consider it important to put efforts in this job.	.887	.808		
	Because putting efforts in this job has personal significance to me.	.887	.798		
	Because putting efforts in this job aligns with my personal values.	.876	.796		
	Because I have fun doing my job.	.851	.730		

5.2.1.4 FACTOR ANALYSIS OF PERSONAL GROWTH INITIATIVES

The data reduction technique using principle component matrix and Varimax rotation method was conducted to convert the 9 variables of personal growth initiatives into constructs. Bartlett's test of sphericity is also 1% significant and is suitable. The total variance explained by the first factor with Eigen value greater than 1, is nearly 61%, whereas subsequent 8 variables explain the balance. After extraction the percentage of variance for Eigenvalues, greater than 1 does not show much variance for the first variable. Thus, confirming the relative importance of the first factor equalized. Based on Eigenvalue greater than 1, there is just 1 factor which can explain the personal growth initiatives.

Table 5.6: Factors Analysis of Personal Growth Initiatives

Personal Growth Issues (KMO = .881 Bartlett's Test of Sphericity: Chi Square: 5214.032; df = 36; Sig. 0.000) Total Variance Explained = 72.311%					
Factors	Variables	Factor Loading	Communality	% Variance Explained	Cronbach Alpha
Personal growth initiatives	I know what my unique contribution to the world might be.	.928	.862	72.311	.952.
	I take charge of my life.	.910	.829		
	I know what I need to do to get started toward reaching my goals.	.894	.799		
	I can choose the role that I want to have in a group.	.877	.770		
	I have a specific action plan to help me reach my goals	.855	.731		
	If I want to change something in my life, I initiate the transition process.	.840	.705		
	I have a plan for making my life more balanced	.816	.666		
	I have a good sense of where I am headed in my life.	.814	.662		
	I know how to change specific things that I want to change in my life.	.695	.483		

The table 5.6 includes communalities that reflect how much variance is truly common. The average communality is 0.625 and the figures vary between 0.483 and 0.862.

5.2.1.5 PRELIMINARY ANALYSIS

The purpose of this study was to verify the specific validity of of HR policies (X_1), gender-based discrimination(X_2), personal growth initiatives (M_1), recognition at workplace (M_2), self-aspirations M_3 , work engagement (M_4), work anxiety (M_5), and career growth perspective (Y). The maximum likelihood estimation was used in conjunction with the confirmatory factor analysis (CFA) that was done with AMOS 21.0. The overall model fit was evaluated by estimating the values of chi-square (χ^2), the χ^2/df , Hoelter's critical factor N , and the goodness of fit (GIF) index. A value of χ^2/df that was less than 3.0, a value of X_2 that was non-significant, and a value of GIF index that was greater than 0.95 indicated that the model had a better fit (ref of model). Comparative fit index (CFI) value 0.095 indicated a better model fit and RMSEA (root mean square error of approximation) value less than 0.08. The modified data indices for eight factor /dimensional model were $\chi^2/df = 1.505$; GFI = 0.93, AGFI = 0.091; RMSEA= 0.064, NFI = 0.97 and CF2 = 0.98 which shows that the overall model fit is presented and valid for further analysis and interpretation.

5.2.1.6 CORRELATION BETWEEN THE STUDY VARIABLES

The correlation matrix presented that the unfriendly HR policies (X_1) presented inverse relationship with personal growth initiatives (M_1). The values in Table 5.7 clearly depicts that the unfair HR policies can reduce the efforts of women towards their growth initiatives. The unfriendly HR policies (X_1) presented a significant strong positive correlation with self-accomplishment among women. It presented that due to prevailing workplace policies the women feel trapped and might want to shift in careers that can provide them feeling of self-fulfillment instead of negligence. A strong positive correlation with a significant coefficient was observed between gender-based discrimination (X_2) and personal growth initiatives (M_1), indicating that an increase in gender-based discrimination in the workplace causes women to be more committed to their growth and to take more initiatives for personal development. Gender-based discrimination (X_2) had a substantial positive correlation with workplace recognition (M_2) and work engagement (M_4). This may be a plausible explanation for why workplace discrimination pushes women to work harder and strive for acknowledgment and admiration for their success. Gender-based discrimination (X_2) had a positive connection with work anxiety (M_5), indicating that women experience anxiety due to prejudice and harassment

in the workplace. The strong positive association with a significant coefficient between personal growth initiatives (M1) and recognition in the organisation (M2) implies that women are rewarded at work for their personal initiative, but with a diminished sense of self-accomplishment.

Personal growth initiatives (M1) and recognition at workplace (M2) presented a significant negative correlation with career growth perspective (Y) which was quite disturbing. This inverse relationship means that if the women try to take personal measures/initiatives for their growth at workplace and put efforts to be recognized at workplace for their performance, their chances of career growth will decrease. This means that organizations such as civil airlines industry demotivate women that try to present themselves as strong, independent and hardworking. A very strong positive correlation was noted between unfriendly HR policies (X1) and career growth perspectives (Y), whereas, a mild significant negative correlation was noticed between gender-based discrimination (X2) and career growth perspectives (Y). This relationship between independent and dependent variables clearly presents that biased and unfriendly HR policies give more push to women employees to break all bars and rise above in their career. However, the discrimination and harassment demoralize the women employees to grow in the career as it might feel meaningless to them to grow at a workplace which doesn't value their inputs. The correlation matrix clearly presented that women experience work anxiety despite positive personal initiative, work engagement and recognition at workplace due to positive correlation with these variables. Gender based discrimination (significant positive correlation), unfriendly HR policies and poor career growth can be the contributory factor leading to more work- and job-related anxiety as women are not represented well in civil airline sector. Thus, Gender based discrimination might be considered as one of the reasons for the poor career growth of women in civil airline sector.

Table 5.7: Correlation Matrix between the variables

	M1	M2	M3	M4	M5	Y	X1	X2
	Personal growth Initiative	Recognition at workplace	Self-aspiration	Work Engagement	Work anxiety	Career growth	Unfriendly HR Policies	Gender Based Discrimination
M1	1	.571**	.172**	.443**	.330**	-.168**	-.153**	.624**
M2		1	.000	.636**	.666**	-.156**	-.020	.776**
M3			1	-.116**	.155**	.651**	.599**	.051
M4				1	.000	-.009	.032	.529**
M5					1	-.027	.080	.581**
Y						1	.860**	-.126**
X1							1	.000
X2								1

** . Correlation is significant at the 0.01 level (2-tailed).

5.2.1.7 MULTIPLE MEDIATION ANALYSIS

Multiple Mediation analysis was used to investigate the hypotheses that personal growth initiatives, recognition at workplace, self-aspiration, work engagement and work anxiety mediate the effect of HR policies and workplace discrimination on career growth perspective.

Table 5.8 Model summary of Mediator Recognition at Workplace

Model summary	R	RSQ	MSE	F	DF1	DF2	P
	0.7775	0.6045	0.3967	423.4333	2.0000	554.0000	0.0000
Model	coeff	SE	T	P	LLCI	ULCI	
constant	-.0038	.0267	-.1436	.8859	-.0562	.0486	
Unfriendly HR(X1) policies	-.0213	.0267	-.7989	.4247	-.0737	.0311	
Gender based discrimination (X2)	.7770	.0267	29.0857	.000	.7245	.8294	

Table 5.9 Model summary of Mediator Self Accomplishment

Model summary	R	RSQ	MSE	F	DF1	DF2	P
	.6007	0.3609	0.6375	156.4070	2.0000	554.0000	0.0000
Model	coeff	SE	T	P	LLCI	ULCI	
constant	.0023	.0338	.677	.9461	-.0642	.0687	
Unfriendly HR(X1) policies	.5967	.0338	17.6392	.0000	.5302	.6631	
Gender based discrimination (X2)	.0467	.0339	1.3802	.1681	-.0198	.1133	

Table 5.10 Model summary of Mediator Work Engagement

Model summary	R	RSQ	MSE	F	DF1	DF2	P
	0.5320	.2830	0.7212	109.3430	2.0000	554.0000	0.0000
Model	coeff	SE	T	P	LLCI	ULCI	
constant	-.0050	.0360	-.1390	.8895	-.0757	.0657	
Unfriendly HR(X1) policies	-.0309	.0360	-.8601	.3901	-.0397	.1016	
Gender based discrimination (X2)	.5319	.0360	14.7671	.000	.4612	.6027	

Table 5.11 Model summary of Mediator Recognition at Workplace

Model summary	R	RSQ	MSE	F	DF1	DF2	P
	0.5839	.3410	0.6615	143.3036	2.0000	554.0000	0.0000
Model	coeff	SE	T	P	LLCI	ULCI	
constant	.0002	.0345	.0048	.9961	-.0675	.0679	
Unfriendly HR(X1) policies	.0793	.0345	2.3007	.0218	.0116	.1470	
Gender based discrimination (X2)	.5790	.0345	16.7836	.0000	.5112	.6467	

Table 5.12 Model Summary of Mediator Personal Growth Initiatives

Model summary	R	RSQ	MSE	F	DF1	DF2	P
	0.6414	.4115	0.5866	193.6545	2.0000	554.0000	0.0000
Model	coeff	SE	T	P	LLCI	ULCI	
constant	-.0043	.0325	-.1312	.8957	-.0680	.0595	
HR(X1) policies	.1545	.0324	-4.7614	.0000	-.2182	-.0908	
Gender based discrimination (X2)	.6196	.0325	19.0716	.0000	.5557	.6834	

Table 5.13: Direct and Indirect Effect of X (workplace issues in Airline Industry) on Y (Career growth of women)

Direct effect of X on Y					
Effect	SE	t	p	LLCI	ULCI
0.6557	0.0267	24.5496	0.0000	0.6032	0.7082
Indirect effect of X on Y					
	EFFECT	BOOT SE	BOOTLLCI	BOOTULCI	
Total	.2019	.0247	.1562	.2573	
Personnel Growth Initiative	0.0066	.0053	-.0024	.0177	
Recognition At Workplace	.0076	.0069	-.0067	.0210	
Self-Aspiration	.1632	.0224	.1228	.2128	
Work Engagement	.0093	.0089	-.0070	.0274	
Work Anxiety	.0151	.0079	.0025	.0343	

5.3 RESULTS

The results indicated that HR policies are significant predictor of personal growth initiatives where $B = -.15$, $SE = .032$, 95% CI $[-.22, -.09]$, $p = .00$; and self-aspiration where $B = .60$, $SE = .034$, 95% CI $[.53, .66]$, $p = .00$. It was further presented that workplace discrimination is a

significant predictor of personal growth initiatives where $B = .62$, $SE = .033$, 95% CI [.56,.68], $p = .00$, and recognition at workplace where $B = .78$, $SE = .027$, 95% CI [.72, .82], $p = .00$, and work engagement where $B = .53$, $SE = .036$, 95% CI [.46, .60], $p = .00$, and work anxiety where $B = .60$, $SE = .035$, 95% CI [.51, .64], $p = .00$. The analysis further revealed that recognition at workplace; self-aspiration, work engagement, and work anxiety were strong significant predictor of career growth perspective. Recognition at workplace effect on career growth perspective where $B = -.36$, $SE = .05$, 95% CI [-.45, -.25], $p = .00$; self-aspiration effect on career growth perspective where $B = .27$, $SE = .02$, 95% CI [.22, .33], $p = .00$; work engagement effect on career growth perspective where $B = .30$, $SE = .032$, 95% CI [.22, .38], $p = .00$; and work anxiety effect on career growth perspective where $B = .19$, $SE = .04$, 95% CI [.11, .29], $p = .00$.

The analysis presented the significant direct relationship between HR policies and career growth perspective where $B = .66$, $SE = .027$, 95% CI [.60, .70], $p = .00$, and between workplace discrimination and career growth perspective where $B = -.10$, $SE = .032$, 95% CI [-.17, -.03], $p = .001$ which means that unfriendly HR policies and workplace discrimination were a strong predictor of career growth perspective after controlling all the mediators consistent with partial mediation. Approximately 58 percent of the variance in career growth perspective was accounted by the unfriendly HR policies and workplace discrimination ($R^2 = .58$). The indirect effect was tested using a percentile bootstrap estimation approach with 10000 samples implemented with the PROCESS macro version 4 (Hayes, 2020). The table 5.8 results indicated that the indirect coefficient was significant for self-aspiration where $B = .16$, $SE = .022$, 95% CI [.12, .21], and work anxiety where $B = .015$, $SE = .007$, 95% CI [.002, .034]. Receiving unfriendly HR policies and workplace discrimination was associated with career growth perspective scores that were approximately 65 points higher as mediated by Self-aspiration and work anxiety positively.

5.4 DISCUSSIONS AND FINDINGS

Regarding the study, the outcomes were approximated. The results reveal no mediation effect (effect value = 0.006; negligible) of workplace concerns, i.e., unfavourable HR regulations and gender-based discrimination obstacles, on career progression in the aviation business, indicating an inconsequential link. The conclusion was inconsistent with a previous study by Robitschek et al. (2012) that identified personal growth initiative as a significant component in continuous personal development, self-accomplishment, and prospective fulfilment in life.

According to previous study, employee recognition inspires, creates a sense of success, and helps workers feel appreciated for their job. Denying the findings of Dvorak (2016) that employee recognition increases employee engagement, motivation, and gratitude for the honoured employee. Since the link is minor, the current study demonstrates that recognition at work predicts no mediation effect (effect value = 0.007; insignificant) unit between workplace difficulties and career advancement viewpoint. Self-aspiration has a considerable favourable indirect (mediated) influence of 0.16 units on workplace challenges and career progression prospects, according to this concept. This implies that the influence of workplace concerns on career development will be good as self-aspiration increases (mediator).

Since the model is negligible, there is no mention of an indirect impact with a value of 0.009 units on the variable's workplace concerns and career progression outlook. Numerous research studies have been conducted on employee engagement throughout the years. Human resources (HR) and management practises, such as career opportunities, coworkers, employee health and well-being, recognition of achievements, rewards for hard work, and work processes and tasks, were all cited by Hewitt Associates as key factors in increasing employee engagement (Mishra et al., 2014). Anitha (2014) found a strong link between a company's work culture and its employees' level of satisfaction. Whether or not employees stay with a company is heavily influenced by the working environment. The study shows that existing work engagement trends in the aviation sector have little effect on minimising the impact of workplace issues on career progression. Employees' health and attitude on life are boosted by their work, according to the corporate wellness magazine (2020). However, the negative effects of stress and anxiety on the health and productivity of many people outweigh any possible benefits and may even pose a threat to their health and well-being. Data from this study support prior findings that the perception of professional development is moderated by workplace anxiety by 0.01 percentage points.

CHAPTER 6

RECOMMENDATIONS AND CONCLUSIONS: DETERMINING WOMEN WORKPLACE CHALLENGES

This chapter aims to compile the suggestions made by the women employees, their immediate managers/boss, and HR personnel to improve the industry as a workplace. The recommendations offered by respondents are in accordance with the reoccurring workplace difficulties prevalent in the airline industry. With the adoption of the aforementioned recommendations in the aviation industry, this chapter will aid in boosting the level of women's investment. Similarly, the workplace performance, personal growth initiative, morale, and motivation of women would improve.

As discussed in Chapter 3, the proposals of respondents were compiled with the use of a focus group interview. The women employees, managers, and HR personnel were separated into three distinct categories. The moderator took note of the responses. The focus group interview was a free-flowing discussion in which respondents were free to express their opinions and provide suggestions on the concerns. To identify the themes, each group's data was broken down into small pieces independently. The data was further categorised, and themes were developed to convey the diverse suggestions made by each focus group.

The respondents to explore workplace issues, the recommendations were also recorded.

The women employees were asked few questions like *'What would you recommend to the system with respect to the friendly/ unfriendly HR policies for women in your organisation?'* *'What is your call to the administration in regards to the provision of equal promotional opportunities to all its employees especially at the senior level?'* The line managers were asked questions around the subject area, such as: *'What strategies and policies can be amended regarding the professional issues/workplace issues that bother a women employee the most?'* *'Do you think new strict policies are much needed against the gender-based work obstructing the women career growth?'* *'What is your intrigue for upholding new laws and policies against the women harassment at their workplace?'* Similarly, the questions that were asked from HR personnel were *'What are the new strategies you choose to implement after receiving the*

complaints related to workplace issues from women employees or their line managers.’ ‘How are you going to work in making your airline as the best place to work for the women employees by eliminating the workplace issues that pesters your women employees and their managers the most?’

6.1 RECOMMENDATIONS

6.1.1 WOMEN EMPLOYEES PERSPECTIVE, RECOMMENDATIONS AND SUGGESTIONS

Table:6.1 Suggestions by Women Employees

S.No	SUGGESTIONS BY EMPLOYEES (20)	NUMBER (20)	PERCENTAGE (%)
1	Policy implementation for equal Promotional opportunities based on performance and merit.	17	85
2	Policy to formulate a grievance handling forum for women	14	70
3	policy to flexi shift timings	12	60
4	Strict HR policies supporting women self-esteem and dignity	9	45
5	Strategical and sensible allocations of staff at work	7	35
6	policy to equal rights to women after maternity leaves	5	25
7	Provision for routine interaction and feedback sessions with employees.	4	20
8	provision of day care, crèche facilities for working mothers	4	20
9	Regulations against favouritism	4	20
10	policy of transparent, fair appraisal	4	20

11	Policy for training and development opportunities to women employees.	2	10
13	strategies to women safety in and while travelling back home	2	10
14	Policy to keep track of HR activities and decision by management.	2	10
15	policy to reward and motivate women employees	2	10
16	Policy to equal pay to both Gender according to their qualifications.	2	10
17	Strategies to give personal family space to employees	2	10
18	Provision of fixed women quota for career growth opportunities	2	10
19	Revision of organizational policies as per today's lifestyle and prevailing women issues.	2	10

About table 6.1, the women employees raised their concerns regarding the workplace challenges they were facing at work. They were asked to come up with the suggestions and needs they would like to be addressed by the organisation management. 17 (85 percent) out of 20 women employees said that policy must be implicated for equal promotional opportunities based on the evaluation of their overall performance and merits. Few women employees stated, *'I think people should be promoted to higher levels by their knowledge. work and performance more than by their gender'*; *"Opportunities should be provided on the basis of efforts and hard work put in by an employee or at least they should be appreciated instead to taking credit of someone else by the managers.'*

14 (70 percent) women suggested that there must be a separate grievance cell or a department where women employees must be free to approach for any kind of workplace injustice. Women giving her suggestion said that, *'While I was at work and wanted to report a complaint against a colleague, I think the problems I had were not very big they must have easily sorted but the employees there were very insensitive. I think management must be little sensitive to recruit humans instead of devil separate cell must be made where any women may easily open up in case of any major grievance.'* Other women also said that, *'I would have let work for which I*

was hired just because I was a women, I was side lined and mentally harassed by behaving badly with me. In addition, my seniors should have supported me for this as they were very much aware of what was going on but they just ignored. I really hope there was a proper channel for me to report my grievances.'

There were other 12 (60 percent) women who advised the need to have a policy of the flexi shift timings according to nature of work and the women in need, especially at the time of pregnancy and other biological requirement that a women undergo. A woman also mentioned that, *'The roster could be given as per the employee satisfaction as there are employees who would actually love to come in night shifts or rotational shifts which for a women is challenging.'*

9 (45 percent) women echoed that strict HR policies supporting women self-esteem and dignity must be enforced where the welfare of women would be the utmost responsibility as due to the prevailing workplace harassment and other gender discrimination has lowered their confidence and self-respect. Seven out of 20 women (35 percent) appealed that there must be the strategies targeting sensible allocations of staff at work i.e., everybody should get chance to work at different allocations for better work experience and to avoid job monotony and gender-based allocation of work. Women said that, *'Because I was a woman, I was always asked to be at the front desk smiling all the time and greeting passengers, I requested my seniors to change my allocation but I was still asked to do the same. I think sensible staff allocation needs to be adopted so that everybody gets a chance to work and experience new things.'*

Five women (25 percent) demanded laws to equal rights to women employees resuming their jobs after maternity leaves. The issue is very prevalent in the airlines industry as the new mothers irrespective of their prior job role and experiences, are asked to join either a backup office or is allocated at a desk job where the chances of promotion and learning new work is next to impossible affecting the employee career trajectory. A woman to which suggested saying, *'I think the policies should be more justifying since, a postpartum is already a big deal for a woman to go through. Secondly, if the performance has been considerably good for some woman working for years, you could look back to their previous results rather than comparing the ones while she was away and doing injustice with her.'*

In order to maintain full cooperation and coordination with the organisation system, 4 women (20 percent) urged Provision for routine interaction and feedback sessions with employees. A woman said, *'feedback of the women employees must be considered if they are not comfortable working in fact first of all there must be someone to hear the women out.'*

Four women (20 percent) out of 20 raised their concerns for their children while they are at work hence, they recommended the provisions to have day care, crèche facilities in or near the work premises. A concerned mother to which stated, *‘There should be facilities for play school or nursery schools or activity halls where the children could stay and be taken care of.’*

Four women employees again out of 20 put forward to impose strict laws and strategies against favoritism and parallel other more four women demands policy to transparent and fair appraisals to dispose gender biasedness at work. To this the women suggested that, *‘Two women (10 percent) looked in favour of the policy to be made for training and development opportunities to women employees.’*

Other two (10 percent) women firmly recommended that policy and strategies to women safety in and while travelling back home should be considered by the management. Two women also suggested that there should be policies or strategies made to keep a track and records of HR activities and of other decisions made by the management. Two women out of 20 suggested that there must be policy to reward women employees for their work, motivation may be monetary, a present or merely a certificate of appreciation for her good work. A women employee said that, *‘2 women (10 percent) proposed that a strict policy must be implemented for equal pay for equal qualifications to both the gender. A women employee said that, ‘I think the pay structure can be designed same for both male and women as per the merit and qualifications one hold. There are many colleagues I found who are not par the experience I hold neither they have any high qualification but still they are paid more than what I receive that too for the same and equal work.’*

2 women recommended that there must be strategies made so that the personal family space is not disturbed for any women employee at work which will not only satisfy a women employee but also enhance her work performance which will be indirectly be a gain for the organisation. A woman to the stated issues suggested commenting that, *‘I think like highly designated people, the middle level employees also have right to lead their personal life. The management should allocate the week off according to the staff availability. Because we are called every now and then on our week off also saying that there is staff shortage. They do not even think that people must be having commitments that may be important for them. They should be sensible enough to understand that we work to live and not live to work, so this should be respected.’* According to the two (10 percent) women employees, there must be a rule of fixed women quota at the time of promotions and other career growth opportunities. A woman said, *‘Since I have been the victim many times, I would suggest that, women first must be respected and then when*

promotional and career growth opportunities are concerned it should be mandating that 50% of women must be promoted at every interview process as per the availability. I have seen as we do not have already any women at the higher level, men tend to have a friendly relationship with male seniors and as a result gets promotion side lining eligible and competent women candidate.'

Lastly, two women i.e., 10 percent women said that eon ago made policies, rules and regulations must be revised as per the present needs, lifestyle and prevailing women issues. A young woman suggested that, *'I would appeal to the management that the whole of the management and HR policies and rules must needs a drastic revision now as per the current women needs.'*

6.1.2 LINE MANAGERS PERSPECTIVE, RECOMMENDATIONS AND SUGGESTIONS

Table 6.2: Suggestions by Line Managers

S. No.	Suggestions By Managers (8)	Number (8)	Percentage (%)
1.	Implementation of flexi hours specially for working mothers	7	88
2.	Policy of promotion on the basis of performance and merits	6	75
3.	strategies towards women welfare, extended training and counselling for balance work and home	3	38
4.	Policy for effective communication and interaction with women employees.	3	38
5.	Policy of fair allocation of jobs.	3	38
6.	forum for grievance handling in support to women	2	25
7.	Policy to work on performance-based appraisal system	2	25

8.	awareness camps /events among employees in organization	2	25
9.	Policy to equal pay to both genders according to their qualifications.	2	25
10.	policy to reward employees	1	13
11.	policy to strengthen and keep track of HR department	1	13
12.	policy to fixed promotion quota for women	1	13
13.	organizing self-defense/conflict management	1	13
14.	women diversification at all levels	1	13
15.	policy for day shift for family-oriented women	1	13
16.	Formulation of a team dedicated towards women safety and security.	1	13

About Table 6.2, the line managers of the reputed airlines were asked about their perspective and suggestions on the prevailing workplace issues bothering them and the women employees working under them. Seven managers (88 percent) out of eight suggested that there must be implementation of flexi hours for the working mothers. A line manager to which alluded, *‘Management must consider the requests for the working mothers and should be given priority.’* Six (75 percent) line managers out of eight said that there is a dire need to formulate the policies for promoting employees based on their performance and merits rather than based on internal relations and favoritism. Every eligible and competent women candidate must have equal opportunity to work and grow in leadership roles in the organisation. Line manager said, *‘It depends on person to person that if their performance will be evaluated or the relations with the seniors’ people in power will be evaluated, when it is time to promote or provide development opportunities.’* Three (38 percent) managers raised their voice recommending strategies to be made for the welfare and provisions for the routine extended training, counselling women employees regarding their issues and career. A line manager suggested that,

'women employees deserve to be effectively trained and routine counselling sessions to balance work and their personal life both. The policies should have a great impact, which I feel they do not as of now. In addition, they should be designed in a way that the women in the organization should feel free to take bold decisions if they feel anything is wrong at any point in time without thinking about the consequences like being fired from the company. The policies should assure this in a clearer way.' Three managers (38 percent) also said that there must be provisions and strategies formulated for effective communication and interaction with women employees and the management to share their feedback for smooth functioning of the system. A manager stated that, *'Women should feel free while working in an organization. Therefore, the HR department should pay in-depth attention on this matter. Also, I feel that not every woman is very open when it comes to discussing matters which are personal so the HR department should definitely come up with some idea of getting these women to speak about the same.'* Other manager also stated that, *'Women should be encouraged for more participation. This may be done by having small HR sessions with the women employees so that they have this feeling that they are much needed and appreciated in the organization.'*

Three managers (38 percent) out of eight suggested that there must be fair allocation of work, as there are many allocations and work to learn in the airlines and airports. Women are always expected to be the welcoming face to attract customers which is not at all fair and hence are not given chance to work in operational fields even if given a chance they end up with workloads. A line manager confirmed suggesting, *'I have seen my women colleagues getting frustrated of greeting passengers all day taking care of either the front desk and distributing promotional pamphlets to the customers, they generally end up quitting the work and if complaints they are moved to the desk job where they are loaded with admin work. Workload for any employee must be decided up to the proper standards and capability of employee. Organizations should work to make good employee friendly environment at work place by designing certain fair strategies and allocating job sensibly.'*

Two managers (25 percent) suggested that there must be an effective grievance handling routine sessions and a distinct committee to look into the serious issues and complaint by the women employees. A manager shared her experience suggesting that, *'I feel that anyone passing wrong comments should be given a warning first and should be kicked out of the company if he repeats the mistake for the very second time. In addition, it should be incorporated as a practice that no woman employee should be called at late nights even if it is regarding work. Moreover, this is only possible if a dedicated team takes care of the entire grievance when reported immediately.'*

Two managers (25 percent) think and hence suggested that the policies must be framed against the biased performance evaluation and appraisal systems but not again by the favoritism and personal bondage criteria which is very common in not just the airlines but other industries. 25 percent i.e. Two-line managers came up with a new idea suggesting that there must be awareness campaigns and events where women employees should be introduced and made well aware of their rights and how they can approach as and when needed. Line manager said that, *'The first thing to tackle the issue is to raise the awareness of women rights among employees in the organization for which events can be introduce time to time.'*

Two managers urged that it is the fundamental right of any employee for equal pay for equal work and hence which is now seems to diminish at workplace hence there must be strict rules where women must also be paid equal pay for the work, she does like her counterpart accordingly considering the qualification and work both. One woman out of eight employees i.e., 13 percent manager suggested that women must motivated for the good work. She must be made realized that she is also important for the organisation like any employee irrespective of the gender which is not actually done. Hence, policy to reward and appreciate must be designed. A line manager in support commented, *'HR needs to play a proactive role here. Women need to be made available special support if they have the potential to perform. It could be a reward program or a special incentive scheme.'* Other 13 percent (1 manager) said that there must be an association of an exceptionally compelling individual from the executives to monitor HR exercises and other administrative choices that influences the employees. One line manager out of eight (13 percent) suggested for a fixed promotion quota for women employees. As per the line manager, the management should decide for a 50 percent reservation for promotion mandatorily for competent women only so that they also get equal opportunity to grow in their career without any biasedness. Line manager in favor also said that, *'HR should have proper and fixed seat for their working women for promotion. This will not only motivate women employees but will also improve the participation of women employees. Another line manager also suggested that, 'Criteria should be fixed at the certain level that girls will get promotion to a certain level so that, they would feel free and can work without pressure and can attain their fair promotion easily.'*

One manager also suggested that management must have policy for organizing other conflict management and self-defense events for their women employees to cope up in difficult times at workplace. A Line manager shared her suggestion that, *'Self-defense and or stress/ conflict management should be taught to the women employees as they tend to be frustrated due to the*

prevalent workplace issues. This strategy will be helpful for the women to cope up and control themselves in hard times and in stress.’ one line manager out of eight (13 percent) said management should form certain policies and strategize in a manner to encourage women employees to work at all levels in all departments. Like any other employee a woman is competent and enough deserving to work at various nature and level of job.

13 percent (1-line managers) also alluded that there must be the policy and strategies to be designed for the convenient day shift for family-oriented women as the roster in airlines works 24*7 all days and hence which will not be a great deal to implement. Line manager in support said that, *‘Family oriented womenshould be preferred for Day shift as she has to manage both home and work at the same time. And I think she must be respected and considered for this especially when she is a mother also.’* One line manager (13 percent) proposed to design a dedicated team to support and work in the safety and security of the women at work. A line manager said that, *‘I think we need dedicated HR staff or a team to care and that gives women employee’s high degree of security and assurance not only at workplace but also while they are travelling to and fro for work.’*

6.1.3 HR PERSONALS PERSPECTIVE, RECOMMENDATIONS AND SUGGESTIONS

HR staff were approached to prescribe certain approaches to help their women employees and administrators at working environment. Hundred percent HR authorities solidly opinioned to actualize strategy for fair, equivalent and transparent advancement opportunity and appraisals to women candidates. Eighty-three percent HR personnel suggested the plan to equal leadership opportunity at workplace, as it is visible in the airline industry there are no or not many women pioneers at high level. Sixty-seven percent line managers preferred to strategize the routine interaction and feedback meetings with women employees for smooth and transparent communication. HRs authorities were approached to remark and recommend with respect to the wellbeing and security of the women employees working in their individual airline carrier. 50 percent HR officials said that it is the responsibility and liabilities of the management to take care of their women assets at all-time especially when at work. They recommended for the prompt guideline on the side of the women security when they are particularly travelling at work or back to home at odd hours. Table 12.3 below delineates different proposals made by the HR employees against the women workplace issues. To mention few are like Policy to

grievance handling forum, organizing counselling sessions for women upliftment and forming welfare associations and shaping government assistance affiliations, strategy to adaptable working hours, systems to encourage women employees at work by giving day care and crèche for the employee's newborn children and kids, etc.

Table 6.3: Suggestions by HR professionals

S. No.	Suggestions by HR Personnels (6)	Number (6)	Percentage (%)
1.	Policy to fair promotion opportunity and appraisals	6	100
2.	Regulation for equal leadership opportunity to all employees	5	83
3.	Interaction and feedback sessions with women employees	4	67
4.	Regulation of women safety at workplace especially in night shifts	3	50
5.	policy to flexi time	3	50
6.	Formulation of women welfare associations and counselling sessions.	3	50
7.	forum for grievance handling to support women employees	3	50
8.	facilitate working mothers for day care or primary schools	2	33
9.	Regulation for extending maternity leaves whenever required	2	33
10.	Regulation for women labour quota	1	17
11.	formulation of biased and healthy work environment	1	17
12.	Standardized regulations and policies for all women employees in organisation	1	17
13.	Policy for facilities in support to women to encourage more participation.	1	17

About Table 6.3, HR is mainly responsible for administrating employee benefit program. The HR personal were asked to suggest ways to help women employees and their line managers to work in a friendly environment. 6 HR personals said that they wanted to plan for a policy of fair and transparent promotional process. They said they wanted all the employees to be assured that the deserving candidate will be chosen for promotion rather than the favored employee. An HR professional said that, *'The management must give equal promotional and growth opportunities to all genders on the basis of their performance and skills.'* An HR person also suggested that, *'There must be time to time recorded feedback sessions for each employee that will not only motivate and help employees to know where they lack and where they are good but will also avoid the unnecessary bothering of seniors at the time of promotion and appraisals. This will also prevent them to be biased or to favor any employee.'*

5 HR personnel (83 percent) out of six demanded for the policy to equal leadership role to all its employees irrespective of the gender. An HR personal alluded, *'Management should believe in giving same leadership opportunities to both genders.'* 4 HR personnel suggested to reform strategies of interaction and feedback sessions with the women employees figuring the persistent workplace issues and their solutions. An HR person shared his opinion that, *'There should be a meeting regularly to know what are the steps that the women employees want to be taken for their benefit in the organization.'* 3 HR personnel (67 percent) also shared their concern regarding the women safety at work and while they are travelling especially at late night hours, hence they proposed the management to provide transport and shuttle services (paid/ unpaid) for the women at night while travelling and to come up with strategies targeting women safety at workplace also. 3 HR personnel (50 percent) feel the need to have policy to flexible timing for the women as per their genuine requirements. An HR person said, *'I understand the issues womenface. However, this is already told to the employees when they come for a job. Management cannot change the timings for all the women, as this is how the airline industry works. Surely, we can take some genuine issues.'* Other HR person said that, *'The working hours must be set separately for those women employees who are coming from a long distance so that they can reach their home safely.'* A concerned HR employee also shared that, *'Many organizations have employed special security services for helping their women employees to get back home at late nights, which actually is a good practice.'* HR personnel suggested that there must be a women welfare associations and counselling sessions for women employees to motivate and build their confidence at workplace. 3 HR professionals (50 percent)

out of six said that there is dire need to have a separate grievance-handling forum to take up all the case with utmost importance and with immediate effect. An HR employee suggested that, *'I think there must be designated policies regarding any harassment or grievance that happens at a workplace. In case of any occurrence, the complaint shall be immediately reported to the concerned and the matter shall be paid utmost attention.'* 2 HR employees (33 percent) suggests that the mandate day care facilities must be provided to the babies and small children of the working mothers. This will ease the mother and will be able to contribute their positive energy and enhance their performance output at work. An HR official and also a mother of two kids shared her opinion that, *'I think the airline can take steps of having a day care or primary schools within or near the area where the working mothers can be comfortable to work.'* 2 HR professional suggested having a regulation of extended maternity leaves when required. It is at times seen that mother requires to stay longer with the new born than the usual hence in the case the management should be supportive with a policy likewise. 1 HR official (17 percent) out of 6 said that there must be a regulation for women labour quota in all offices. 1 HR personal (17 percent) suggests formulation of biased and healthy work environment. He suggests that, *'First of all, there should be classes to teach men and women the importance of equality and respect. These things cannot be forced but taught. This situation will not change overnight but needs time. Organization management and HR has a very big role in it to play.'* 17 percent HR employee proposes to have Standardized regulations and policies for all women employees across the organization. One HR employee out of six i.e., 17 percent suggests formulation to facilitate and support women employees to encourage more capable women participation in the airline industry.

6.2 DISCUSSIONS AND FINDINGS

The research manifested that the women employees encounter workplace issues. In order to abolish the issues and the afflicted working environment, numerous attainable recommendations were compiled. A substantial number of employees recommended a policy implementation for equal promotional opportunities based on performance and merit. A significant number of employees were also in common interest to implement a grievance handling forum for women. A considerable number of women employees also suggested for the improvement of their work timings. The recommendation research also indicated the women employee's need for supporting their self-esteem and dignity, along with better

allocations of women employees at work. The suggestions also mentioned a policy to provide the employees with equal rights after maternity breaks. The research also validated the need for routine feedback sessions, regulations against favouritism and steps to follow a transparent and fair assessment of women employees. The suggestions from the employees also indicated the lack of creche facilities for working mothers. Several were in deed with the enhancement recommendations for training and development, motivation, equal career growth opportunities along with equivalent remunerations without gender discrimination for women employees. In conclusion, a few also recommended to revise the organizational policies as per today's lifestyle and prevailing workplace issues encountered by women.

Workplace issues to the hilt, the line managers recommended the implementation of adaptable timings specially for working mothers. A considerable number of line managers also advised the need of a promotion policy on the basis of performance and merits. Many, but not all, want the organization to effectuate the strategies for women welfare, extended training and work balance counselling besides effective communication and interaction with women employees. Some of the line managers also stated the significance and requisite of fair allocation of jobs. The managers also suggested the necessity of a forum for grievance handling, an implementation of performance-based appraisal system. Several line managers also recommended that an awareness camp among the employees is needed. A few disagree with the current gender biased remuneration system and also indicated that a policy must be introduced to provide equal pay according to their qualifications. An imperceptible amount of line managers also recommended diversification of women employees, women safety and strong career growth opportunities.

The entire HR Personnel were in deed with the requirement of the policy for fair promotion opportunity and appraisals. An abundant recommendation corroborated that leadership opportunity must be regulated. The HR Personnel are also in demand for women safety during late night working hours and also interaction and feedback sessions along with grievance handling and support for women employees. Some of them also suggested for an adaptable work timing. It was indicated that creche services were required in the organization. The HR personnel also recommended that the organization must standardize regulations and policies for women employees and also provide them with a healthy work environment. Regulation for extended maternity breaks when needed and women labour quota was also demanded in a small number. The HR Personnel were in deed for formulating a women welfare association and counselling sessions especially for women employees in the firm. Finally, yet importantly, they

also suggested that the organization must facilitate a policy to encourage more women participation.

6.3 CONCLUSIONS

The needle has not moved much in all these years. 21 years into the twenty-first century, and women are still fighting for workplace acceptability.

Women have demonstrated competency and comfort in nearly all professions; nonetheless, workplaces such as aviation, which is primarily male dominated and governed by men, continue to struggle with recognizing women's actual efforts and aptitude in all sectors (Catalyst, 2020). The elimination of workplace issues and the introduction of inclusion policies in the industry can help an organization's growth. A positive work environment promotes employee involvement and the achievement of an organization's goals.

There is little doubt that the civil aviation business should be made more fair, less discriminating, and more appealing and accessible to women. There is a need to address not only the gender pay gap, but also women's vocational segregation inside the business. To boost women's access to the sector, measures must be implemented prior to and throughout education and training. It is also obvious that several initiatives have already been done in this regard. Many airlines have implemented equality and diversity programmes in the last decade, accelerating gender equality in the industry. In this sense, it is critical to assess the best practises previously developed by industry leaders, as the IATA 25by2025 project is doing.

A social workplace atmosphere and the advancement of women into leadership roles must both be examined and assessed. Policies promoting pay transparency, such as those requiring reporting and preserving employees' rights to share information, can reveal gender-based pay disparities and make remedy easier. Affirmative action, as demonstrated by experience, is crucial in the fight against the women issues. Governments, international organisations, particularly the ILO and ICAO, employer and industry groups, workers' unions, and businesses must all actively participate in order to raise the number of women in civil aviation and end all forms of discrimination.

The seven major transformational factors listed by the UN Secretary-General's High-Level Panel of Experts on Women's Economic Empowerment (2012) provide a clear framework in this regard: Tackling negative norms and encouraging good role models; Ensuring legal protection and revising discriminatory laws and regulations; Recognizing, minimising, and redistributing

unpaid labour and care; Building assets - digital, financial, and property; Changing corporate culture and practise; Improving public sector policies in employment and procurement; Strengthening visibility, collective voice, and representation.

Both from the perspective of human rights and to maximise effect and growth of the company, it is necessary to recognise and include these problems that restrict women from advancing in their professions and make the workplace an inappropriate one into programmes and analyses. By focusing on women's economic empowerment, workplace hindrances and career gaps, as well as career progression to leadership roles in the aviation sector it is possible to raise productivity while improving long-term development results. The findings of the study shed light on the ideas made by airline industry women employees, supervisors, and HR professionals about how to best motivate and retain women airline employees in the face of a supposedly male-dominated business.

6.4 MANAGERIAL IMPLICATIONS

Clearly, there is significant space for change in the aviation sector in order to make it more egalitarian, less discriminating, and more accessible and appealing to women. The research focuses on the obstacles faced by women in India's aviation sector and its effects on their career advancement. Not only must the gender wage disparity be addressed, but also the occupational segregation of women inside the business. Prior to and throughout education and training, measures must be taken to increase women's access to and advancement within the field. It is also evident that numerous initiatives have already been made in this regard, but assurance must be provided that the aforementioned plans will be implemented. Additionally, airlines must implement equity and diversity programmes to advance gender equality in the industry.

The report will aid policymakers and management in providing a clear framework for addressing negative norms. A crucial component of providing female employees with role models is ensuring that their achievement is reachable and reproducible in their thoughts. The management can organise events at which role models talk to their subordinates about their experiences, ensuring that all people in positions of authority within the organisation serve as a positive example and encouraging positive role models for female workers. The administration can provide legal protection and alter discriminatory laws and regulations in favour of women's concerns such as workplace discrimination. Changes must be made to discriminatory laws and proactive legislation must be enacted to promote equality. It results in enhanced legal

safeguards. Inadequate measures are in place to protect women from workplace challenges and other types of abuse that might jeopardise their careers. These obstacles have an effect on a woman's safety and autonomy. Reforming women's legal rights ensures their safety and enables them to work and thrive in a productive setting. Recognizing, minimising, and dispersing unpaid labour and care; constructing digital, financial, and real estate assets; modifying organisational culture and practise. The industry should employ and promote more talented women across the board, not just in executive roles. Women's difficulties are less likely to arise when women are well-represented in "core" occupations and influential positions. Improving public sector hiring and procurement processes, bolstering visibility, collective voice, and representation, and measuring success are also essential to attaining gender equality. Policies on pay transparency, including reporting requirements and the protection of women's freedom to disclose information at work, can shine light on numerous disparities and assist remedy. Affirmative action is crucial in tackling the challenges women confront in the aviation industry. The increased participation of women in civil aviation and the elimination of all forms of discrimination will require the active participation of all stakeholders, including governments, international organisations, and in particular the ILO and ICAO, employer and industry organisations, workers' organisations, and enterprises.

6.5 CONTRIBUTIONS

Theoretical Contributions

The literature on hurdles to women's career advancement supports the assertion that workplace issues prevail in the airline industry, obstructing women's advancement. As a result, in terms of theoretical implications, this study supports the effects of extant women barriers on the women career prospects at the leadership positions. The study's key theoretical contribution is to examine the effect of workplace challenges on women's career advancement perspectives in the presence of mediators' motivation, work performance, and personal growth initiatives.

Practical Contributions

In the aviation industry, eliminating stereotypes is essential and beneficial to everyone engaged, both from an organisational and individual perspective. Also necessary is the creation of rotational programmes for the most senior levels of management. In order to provide women

workers, in particular, an opportunity to show their managerial and leadership skills, as well as other necessary behaviours, these programmes might be created.

6.6 LIMITATIONS

Despite the fact that India has made the formation of an internal complaints committee (ICC) necessary in every organisation, many women in the corporate sector are still subjected to sexual remarks and implications by colleagues and seniors and are afraid to report them. While converting the interviews into themes, one limitation discovered was that some women consciously engage in self-objectification and depict themselves as victims of colleagues or superiors. Self-objectification and self-victimising could be harmful to one's self-esteem and growth of other women who are truly putting efforts to grow. The second limitation felt was reaching to respondents and conducting in-depth interviews with a large sample size because of the sensitivity of the topic. A well-structured unexhaustive questionnaire might have resolved this limitation due to maintenance of respondents' anonymity.

6.7 SUGGESTIONS FOR FUTURE RESEARCH

Since the current study speaks of the airline industry, researchers can lead the investigation in various other ventures. Further research could concentrate on a variety of unexplored mediators to better understand the effects on women's professional development, taking into account the individual (emotional quotient) aspects including an analysis of data viz. issues at different hierarchical levels (junior, middle, senior) and if possible, across firms. More studies addressing women in roles other than management might be researched further to aid women career growth. To fully understand the impact of practices on women at work around the world, perspectives beyond India and the United States are required. Future research should concentrate on the factors that influence women's development in various countries. Further, the research might be conducted only to study and connect with senior management and leaders to understand their long-term strategies to combat the prevailing gender-based workplace issues in airline industry. Because the aviation and airline sector are predicted to develop seven times faster than it is currently, it is critical to debate, discuss, and find a solution to the challenges faced.

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ANNEXURE 1
RESEARCH PAPER PUBLISHED/ACCEPTED

1. Addressing the challenges faced by women in Indian airline industry.
Accepted in International journal of business Excellence, Inderscience (Scopus ABDC 'C' Category)

2. Study on workplace issues affecting career progression of working women – A case of Indian airlines industry.
Accepted in International journal of public sector performance Management, Inderscience (Scopus ABDC 'C' Category)

3. Does Workplace Issues Influence Women Career Progression? A Case of Indian Airline Industry
Published in Research in Transportation Business Management, Elsevier (Scopus ABDC 'C' Category; Impact Factor 2.76)

ANNEXURE 2
SURVEY

BARRIERS TO WOMEN CAREER GROWTH: FEMALE WORKPLACE ISSUES IN CIVIL INDIAN AIRLINES

Priya Singh (Research Scholar, UPES)

The information extracted will be kept **CONFIDENTIAL**, and will be used only for Academic research purpose.

Kindly fill in your details

Name (optional): -----

Designation: -----

In which Organisation /Airline you are working? -----

Years served in organisation:

- 0-1years ()
- 2-5years ()
- 5-10years ()
- Above 10 years ()

Age:

- 18-25 years ()
- 25-35 years ()
- 35-40 years ()
- 40-50 years ()
- 50-60 years ()

Education:

- Under graduate ()
- Graduate ()
- Post graduate and beyond ()

Marital status:

- Married ()
- Unmarried ()
- Do not want to disclose ()

Children:

- Yes ()
- No ()

STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
SA	A	N	D	SD

S. No.	Statements	SA	A	N	D	SD
1.	Equal opportunities are provided to all for leadership positions at my workplace.					
2.	Performance evaluation is gender discrimination free at my workplace.					
3.	Equal opportunity to work is provided for all job profiles.					
4.	Unfair judgment of females' work is prevailing at my workplace.					
5.	Work life is balanced due to fixed working hours					
6.	The burden of job affects my other responsibilities (Personal Life)					
7.	Equal opportunities are provided to progress in one's career to all irrespective of gender.					
8.	I can easily share my views and ideas with my colleagues					
9.	Male colleagues and seniors use abusive language for females.					
10.	Job insecurity is not a factor of stress at my workplace.					
11.	Equal importance is provided to competencies of all irrespective of gender.					
12.	Appropriate transport facilities are available for odd working hours					
13.	Leave policies are women friendly at my organization					
14.	Everyone is motivated to participate in informal group activities at my workplace					
15.	For casual conversations, seniors feel equally comfortable with females.					
16.	I get cooperation and support from organisation for multiple job roles.					
17.	I can easily share my views and ideas with management.					
18.	Male colleagues are cooperative at my workplace.					
19.	My organization has zero tolerance policy for sexual harassment					
20.	Appropriate appreciation and reward policies are present for equal works and efforts irrespective of gender.					
21.	My workplace is free from gender favoritism and discrimination.					
22.	Employees are paid as per pay policies in my organization					

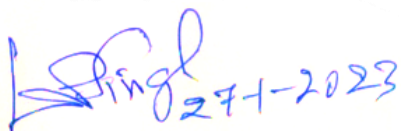
23.	Females are expected to be more sophisticated than males.					
24.	Females are expected to be more professionally dressed and impeccable (perfect).					
25.	Workable suggestions are accepted from anyone irrespective of gender.					
26.	Even though I perform better, I do not receive due recognition from my senior.					
27.	Baby care centers/crèches facilities are available at workplace.					
28.	Work life is balanced due to fixed Shift timings					
29.	Equal importance is provided to working skills of all irrespective of gender.					
30.	Females are more stressed than males at workplace.					
31.	Females generally face criticism by coworkers and seniors at workplace.					
32.	Other than job description, one is bound to perform extra work at workplace.					
33.	Job monotony is an existing issue for females at my workplace.					
34.	Equal work pressure is present on all irrespective of gender.					
35.	Senior is ready to guide juniors in any work-related issue without being biased.					
36.	The seniors consider the personal problems of females.					
37.	Females are subjected to forced physical contact and unwelcome advances by male colleagues and seniors.					
38.	Current job makes me closer to my career goals.					
39.	Current job was related to my career goals, career ideal.					
40.	Current job lays a foundation for my career objective.					
41.	Current job provides me with good development opportunities.					
42.	Current job facilitates me to learn new work-related skills.					
43.	Current job facilitates me to learn new work-related knowledge.					
44.	Current job facilitates me to accumulate abundant experience.					
45.	I feel my career ability enhanced and improved.					
46.	In current work unit, my position improves faster.					
47.	In current work unit, my position is more ideal than original unit.					

48.	In current work unit, my position is likely to move up.					
49.	Compared with my colleagues, my position improves faster.					
50.	In current work unit, my salary raises faster.					
51.	In current work unit, my present salary is likely to raise.					
52.	Compared with my colleagues, my salary raises faster.					
53.	I manage to plan my work so that it was done on time.					
54.	My planning is optimal.					
55.	I keep in mind the results that I have to achieve in my work.					
56.	I am able to separate main issues from side issues at work.					
57.	I am able to perform my work well with minimal time and effort.					
58.	I take on extra responsibilities.					
59.	I start new tasks myself, when my old one's finish.					
60.	I take on challenging work tasks, when available.					
61.	I work at keeping my job knowledge up-to-date.					
62.	I actively participate in work meetings.					
63.	I work at keeping my job skills up-to-date.					
64.	I come up with creative solutions to new problems.					
65.	I keep looking for new challenges in my job.					
66.	I speak with people from outside the organization about the negative aspects of my work.					
67.	I complain about unimportant matters at work.					
68.	I make problems greater than they were at work.					
69.	I focus on the negative aspects of a work situation, instead of on the positive aspects.					
70.	I speak with colleagues about the negative aspects of my work.					
71.	I know how to change specific things that I want to change in my life.					
72.	I have a good sense of where I am headed in my life.					
73.	If I want to change something in my life, I initiate the transition process.					
74.	I can choose the role that I want to have in a group.					

75.	I know what I need to do to get started toward reaching my goals.					
76.	I have a specific action plan to help me reach my goals.					
77.	I take charge of my life.					
78.	I know what my unique contribution to the world might be.					
79.	I have a plan for making my life more balanced.					
	<u>The theme line only for the following statements:</u>					
	Why do you or would you put efforts into your current job?					
80.	I do not, because I really feel that I'm wasting my time at work.					
81.	I do little because I do not think this work is worth putting efforts into.					
82.	I do not know why I am doing this job, its pointless work.					
83.	To get others' approval (e.g., supervisor, colleagues, family, clients etc.)					
84.	Because others will respect me more (e.g., supervisor, colleagues, family, clients)					
85.	To avoid being criticized by others (e.g., supervisor, colleagues, family, clients etc.)					
86.	Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor etc.)					
87.	Because others offer me greater job security if I put enough effort in my job (e.g., employer, supervisor ...)					
88.	Because I risk losing my job if I do not put enough effort in it.					
89.	Because I have to prove to myself that I can					
90.	Because it makes me feel proud of myself.					
91.	Because otherwise I will feel ashamed of myself.					
92.	Because otherwise I will feel bad about myself					
93.	Because I personally consider it important to put efforts in this job.					
94.	Because putting efforts in this job aligns with my personal values.					
95.	Because putting efforts in this job has personal significance to me.					
96.	Because I have fun doing my job.					
97.	Because what I do in my work is exciting.					
98.	Because the work I do is interesting					

PLAGIARISM CERTIFICATE

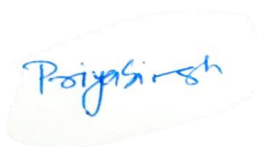
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