



WOMEN, WORK, AND LEADERSHIP: EXAMINING THE ROLE OF FAMILY-FRIENDLY POLICIES

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ABSTRACT

“Think leader, think male”, “career is fundamentally a male thing”, and many more... Despite gradual increases in the presence of women in the workforce and in leadership positions, these stereotypical notions hinder the career advancement of women worldwide. Women also face other structural and cultural barriers, such as informal networks, the motherhood penalty, and biases in recruitment, performance assessment and promotion. These obstacles create an invisible glass ceiling for women, resulting in their underrepresentation in top positions globally, especially in India. Being a patriarchal society, women in India often prioritise family over career, make sub-optimal choices in their life and career that may limit their chances to reach top management positions and boards. Although family-friendly policies have been implemented to ease the dual burden faced by women and support their career progression, research on the effectiveness of these policies is limited and mixed. The present study, based on primary survey of 253 female employees from companies of Delhi/ NCR region, explores the impact of family friendly policies on the career advancement of women to top management positions and boards. Career advancement of women to top management positions and boards has been measured using dichotomous variables indicating women’s presence at these levels, (coded “0” for 0-10% and “1” for Above 10%), based on the participants’ knowledge of their organisations. Binary logistic regression was applied for data analysis. The study found that only day care services and sabbaticals facilitate the women’s career progression to top, whereas maternity leave and flexible hours hinders it, due to negative notions tied to these policies. The findings highlight the need for systemic and cultural changes within organisations as well as society to fully leverage the benefits of family-friendly policies for women’s career advancement.



Keywords: *Family Friendly Policies, Career Advancement, Societal Barriers, Women on Top Positions*

INTRODUCTION

Despite gradual improvement, no country enjoys full gender parity yet and even the top 10 economies have closed only 80% of their gender gaps. If we progress at the current pace, achieving full parity will take around 132 years (World Economic Forum 2022). As per Global Gender Gap report 2024, the global gender gap has been closed by 68.5% (100% means gender parity) 31.5 % still remains. Gender equality is crucial for human development and it affects jobs, productivity, GDP growth, and sustainable development of a country (Woetzel et al. 2015).

India holds 129th rank globally and 5th rank regionally, closed the gender gap by 64.1%, only (World Economic Forum 2024). The proportion of women in paid work and leadership positions has been increased gradually over the years but societal expectancies, company policies, regulations and care infrastructure still affects women's educational and career progress. At global level, the proportion of women appointed in leadership positions rose to 36.9% in 2022 from 33.3% in 2016, however industries like Energy (20%), Manufacturing (19%) and Infrastructure (16%) still have wider gender gaps in the leadership positions (World Economic Forum 2022).

With initiatives of various stakeholders, women's share in professional, technical, and leadership roles improved over time in India. The proportion of women in professional and technical roles was 32.9% in 2022, which further reduced to 17.10% at the board level (Vohra 2020; World Economic Forum 2022).

The underrepresentation of women on the top positions is one of the challenges organisations face in today's scenario, which cannot be ignored as gender diversity has its own benefits (Thomas et al. 2020). Companies with higher representation of women on top-tier positions show better financial performance (Bagati and Carter 2010), boards become more active, effective (Handa and Singh 2013; Carter, Simkins, and Simpson 2003), firm value improves (Sarkar and Selarka 2016), and interests of all stakeholders are considered (Kramaric and Miletic 2017).



Review of literature shows that the number of women are fewer as they rise up the career ladder, commonly known as “leaky talent pipeline” (Catalyst 2020). This low percentage may be attributed to glass ceiling barriers women encounter in their career journey. Glass ceiling barriers diverge across countries and sectors. Different authors and organisations have classified these barriers differently. Ismail and Ibrahim (2008) categorised glass ceiling barriers as family, societal, and organisational barriers. Lathabhavan and Balasubramanian (2017) grouped them as personal factors, situational/organisational factors, social role factors, interaction-related factors, human capital and preference factors.

Research suggests that family-friendly policies such as day care, parental leave, flexible work schedule etc. tend to reduce the dual burden of female employees and facilitate their career advancement. Several organisations and governments have taken the necessary steps too but as the literature suggests, studies shown mixed impact of the family friendly policies on the career progression of female as well as male employees (Schwartz 1996). The present research aims to check the impact of family friendly policies like maternity leave, day care, work from home, flexible hours and sabbatical on the presence of women on top management positions and boards using a primary survey of 253 female employees in Delhi/NCR region. This study is divided into seven parts. The first section introduces the topic and its importance followed by review of literature. Objectives and research methodology of the study are given in third and fourth sections respectively. The fifth section reports the study findings and their interpretation followed by discussion and conclusion. Last section discusses the limitations and future scope of the study.

REVIEW OF LITERATURE

Women across the world encounter numerous obstacles in their career journey but some are more protuberant in countries like India, because of its patriarchal culture.

SOCIETAL BARRIERS AND INDIVIDUAL BARRIERS

As advocated by **Social Role theory** (Reavley 1993), societal barriers are critical in the career progression of women. Men and women differ biologically and society also expects them to play



roles accordingly. Men are more associated with the role of income provider whereas women are more associated with the role of caretaker (Konrad et al. 2000). These gender specific notions are the results of the socialisation process during childhood stage through which men and women form their attitudes, beliefs, personality, perceptions and expectations (Amudha et al. 2016; Taparia and Lenka 2022a; Reavley 1993). Due to this, women are expected to play gender specific roles like the role of homemaker and caretaker. The stereotypical attitudes which are developed by both men and women during their socialisation process often influence how people behave in their workplace (Nilufer Azeez and Priyadarshini 2018). Over time, women internalise these gender specific roles and prioritise family and child care responsibilities over career. As a result, they make suboptimal choices throughout their careers, like opting for less demanding jobs, leaving jobs or shifting to part time jobs. Women also face the difficulties of dual burden while managing the family and job at the same time (Saxena et al. 2009; Landry et al. 2020).

These types of social and cultural stereotypical attitudes influence the personal characteristics of women which results into a lack of self-confidence about their abilities and qualifications (Nilufer Azeez and Priyadarshini 2018; Taparia and Lenka 2022a) and affect the decisions taken by the organisations as well. The leadership styles and behaviour also differ across both the genders, and women are considered less suitable for leadership roles due to their traits which leads to the glass ceilings for women (Kiaye and Singh 2013; Akande 1993; Reavley 1993).

ORGANISATIONAL BARRIERS

Societal barriers and individual barriers are further strengthened by organisational barriers creating roadblocks for women and lead to underrepresentation of women on senior leadership positions (Reavley 1993; Landry et al. 2020). Women experience **discrimination** in various aspects of their careers, including recruitment, salaries, and promotion (Cooper Jackson 2001; Tripathy 2018).

The **Situation/ Organisation theory** explains the workplace environment encountered by women employees (Kiaye and Singh 2013). In many companies, women often face hostile work environments and demoralising corporate culture characterised by lack of recognition, respect and support from their male counterparts (Amudha et al. 2016; Rath, Mohanty, and Pradhan 2019).



Literature also confirms that women are excluded from informal networks, as they lack time to socialise after work, whereas men derive gains through socialising informally after work (Hurn 2013; Chawla and Sharma 2016).

To ease the double burden of women and facilitate their career progression to higher positions, several studies suggest the provision and implementation of family friendly policies for women and other employees (Amudha et al. 2016).

FAMILY FRIENDLY POLICIES

Family friendly policies are also referred as work-life or flexi-work policies; include a wide variety of policies and flexible arrangements like leave from work, alternative work options, assistance for child care. Leaves from work consists maternity leave, parental leave and sabbatical leave etc. Alternative work arrangements include telecommuting and work from home (spatial flexibility), flexible hours, and flexibility related to workloads like job sharing etc. These policies aim to ease the work-family conflicts faced by both women and men and facilitate their career journey. Extant research focused on the organisational level impact of family friendly policies like employee retention, improved productivity and performance, however there is dearth of research on how these policies affect the career advancement of employees. Some studies shown that despite availability of work-family support, female employees continue to face the difficulties of managing the job and home across all the countries. Some studies even show mixed results on the life and career of employees (Taparia and Lenka 2022b; Schwartz 1996).

Due to India's different cultural set-up, the relevance of exploring the effect of family friendly policies on the career progression of women in India is crucial as women here face different personal situations as compared to women in other parts of the world. Identifying this research gap, the present research aims to check whether family friendly policies provided by the employer help women employees to rise to the top management and boards positions or not. Next section presents the objectives of the present study.



OBJECTIVES OF THE STUDY

The main aim of the study is to check the impact of family friendly policies on the career advancement of women to top management positions and corporate boards to explore whether family friendly policies hinder or facilitate career progression of women to top management positions and corporate boards.

RESEARCH METHODOLOGY

Data was collected through snowball sampling technique from male and female employees working at various levels in Delhi/NCR companies. Final sample includes 509 responses out of which a subset of only female employees (n=253) was used for this study. A reliable and valid scale was used (Sunita and Jhunjhunwala 2023). Presence of women at top- management and board levels, were measured as binary dependent variables (both variables measured using dichotomous categories, coded “0” for “0-10%” and “1” for “Above 10%”). Impact of five family friendly policies – maternity leave, day care, work from home, flexible hours and sabbatical (measured as nominal categories, coded “0” for “Not Available”, “1” for “Available, Not Availed”, and “2” for “Available & Availed”) – was assessed using the binary logistic regression. The period of the study was from September 2021 to May 2022. Survey aims at exploring the respondents’ perceptions towards barriers and enablers for women’s career progression. Data analysis was done using MS. Excel and SPSS Version 25.

HYPOTHESES OF THE STUDY

H₁: There is no significant impact of “Maternity Leave” on the presence of women on top management.

H₂: There is no significant impact of “Day Care” on the presence of women on top management.

H₃: There is no significant impact of “Work from Home” on the presence of women on top management.

H₄: There is no significant impact of “Flexible Hours” on the presence of women on top



management.

H₅: There is no significant impact of “Sabbatical” on the presence of women on top management.

H₆: There is no significant impact of “Maternity Leave” on the presence of women on Boards.

H₇: There is no significant impact of “Day Care” on the presence of women on Boards.

H₈: There is no significant impact of “Work from Home” on the presence of women on Boards.

H₉: There is no significant impact of “Flexible Hours” on the presence of women on Boards.

H₁₀: There is no significant impact of “Sabbatical” on the presence of women on Boards.

DATA ANALYSIS AND FINDINGS

The sample is diverse in terms of their age, marital status, children and their status, education, designation level and experience. Table 1 presents the sample descriptions. Table 1 shows that around half of the females are married (49.8%) and with 46.6% unmarried. Most are under 30 years of age (55.3%) followed by those aged 30-45 years (34.4%) and 46-60 years (10%). Around 32% females have one or more children, while 67.6% have none. Majority of the females hold middle designation levels (54.2%), with fewer in lower (27.7%), top management (13%), and Board (5.1%) levels.

Table 1: Sample Description (n=253)

Basis	Divisions	Fre.	%	Basis	Divisions	Fre.	%
Marital status	Unmarried	118	46.6	Designation Level	Top/Upper Management	33	13.0
	Married	126	49.8		Board	13	5.1
	Other	9	3.6				



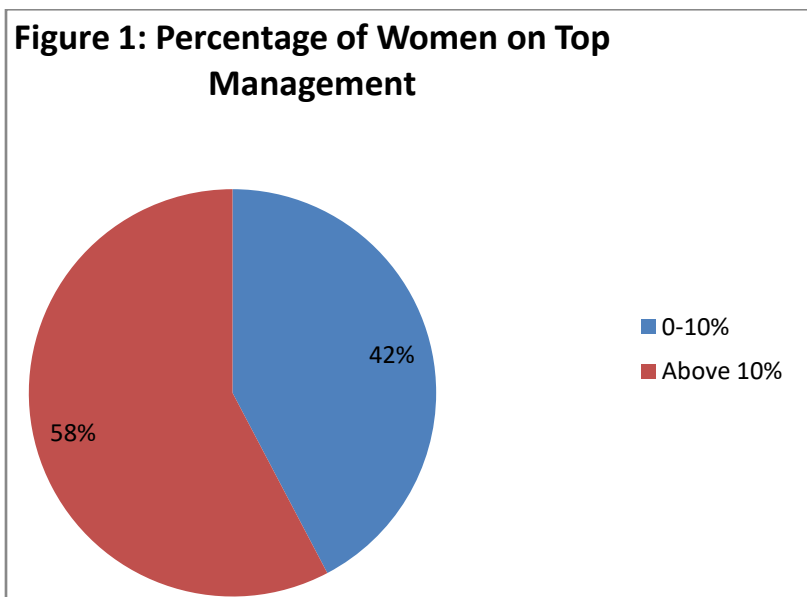
Age	Below 30 Years	140	55.3	No. of Children			
	30-45 Years	87	34.4		0	171	67.6
	46-60 Years	25	9.9		1	48	19.0
	Above 60 Years	1	0.4		2 or more	34	13.4
Education	Graduate	96	37.9	Status of Children	All are dependent	56	22.1
	Post Graduate	106	41.9		All are independent	15	5.9
	Professional Qualification	43	17.0		Some are dependent	8	3.2
	Other	8	3.2		Not applicable	174	68.8
Designation Level	Lower	70	27.7	Experience	Below 5 Years	130	51.4
	Middle	137	54.2		5-10 years	57	22.5
					11-15 years	32	12.6
					Above 15 years	34	13.4

Source: Researcher's contribution, Note: Fre. –Frequency, % - Percentage

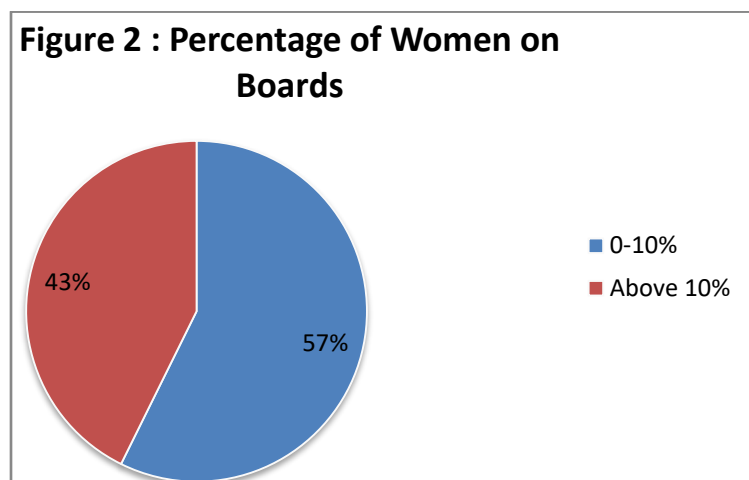
WOMEN'S PRESENCE IN TOP MANAGEMENT AND BOARDS

Data analysis shows that 58% of respondents confirmed that women in top management comprise 0 to 10%, while 42% said that presence of women is above 10%. Figure 1 depicts the women's

presence at the top management. As literature suggests that women face a leaky talent pipeline and their proportion decreases as they move up the career ladder.



Source: Researcher's contribution



Source: Researcher's contribution



Figure 2 presents the presence of women on boards. It is shown that majority of females (57%) agree that the presence of women on boards lies between 0-10% and only 47% think that the percentage of women on boards is above 10%. This confirms the existing literature that women are underrepresented on top positions and boards.

IMPACT OF FAMILY FRIENDLY POLICIES ON THE PRESENCE OF WOMEN ON TOP POSITIONS

Binary Logistic regression was conducted to check the impact of family friendly policies (FFPs) – maternity leave, day care, work from home, flexible hours and sabbatical – on the presence of women at top management and boards to check whether these can significantly predict the chances of women to rise above 10% or not. Assumptions of the logistic regression were checked and found satisfied. Presence of outliers and multi-collinearity between the independent variables were also not found.

IMPACT ON THE PRESENCE OF WOMEN AT TOP MANAGEMENT

Table 2 presents logistic regression results. Two models for FFPs impacting the presence of women at the top management level are given in Table 2. The Omnibus Tests of Model Coefficients is used to assess whether the new model with predictor variables is better as compared to the null model (only constant). Significant Reduction in -2LL value in the new model as compared to null model confirms that the new model is explaining more of the variance in the outcome and is an improvement over the null model. Table 2 shows that in Top Mgmt. Model 1, in which all five independent variables are entered is statistically significant as Omnibus Test is significant with $\chi^2 = 19.48$, $df = 10$, $p < 0.05$. Log likelihood statistics (-2LL) for Model is 325.216. In this model we fail to reject null hypotheses H_1 and H_4 as p values are greater than 10% significance level, Maternity leave and flexible hours do not have significant impact on the presence of women at the top management level,

We rejected the null hypotheses H_2 ($p < 0.10$), H_3 ($p < 0.10$) and H_5 ($p < 0.05$) partially. By observing the beta coefficients in Top Mgmt. Model 1 (Table 2), we have found that, day care and sabbatical



have a positive and significant, whereas work from home has significant and negative impact on presence of women at the top management. By observing the odd ratios in Model, it can be said that Day care if available but not availed there are 1.757 times (76%) more chances than non-availability of day care, that presence of women at top management will be above 10%. However no significant effect was observed if the day care is available and availed by the females. Similarly sabbatical if available and availed by employees there are 3.185 times (218%) more chances than non-availability of sabbatical that women's presence at top management will rise above 10%. No significant impact was seen if the sabbatical is available but not availed.

Table 2: Logistic Regression Results (Impact of FFPs on the Presence of Women at Top Management Level)

Variable			Top Mgmt. Model 1			Top Mgmt. Model 2		
			B	SE	OR	B	SE	OR
Constant			0.458	0.333	1.580	0.315	0.295	1.370
Maternity Leave (Base= Not Available)	Available, Not		-0.157	0.343	0.855	-0.214	0.337	0.807
	Availed							
	Available, Availed		0.354	0.471	1.424	0.172	0.456	1.188
Day Care (Base= Not Available)	Available, Not		0.563*	0.338	1.757	0.675**	0.330	1.964
	Availed							
	Available, Availed		0.333	0.699	1.395	0.333	0.697	1.395
Work from Home (Base= Not Available)	Available, Not		-0.084	0.400	0.919	-	-	-
	Availed							



	Available, Availed	-0.690*	0.411	0.502	-	-	-
Flexible hours (Base= Not Available)	Available, Not Availed	-0.126	0.396	0.882	0.057	0.346	1.059
	Available, Availed	-0.492	0.378	0.611	-0.752**	0.345	0.471
Sabbatical (Base= Not Available)	Available, Not Availed	0.115	0.334	1.122	-0.079	0.308	0.924
	Available, Availed	1.158**	0.531	3.185	0.996*	0.515	2.708
(-)2LL		325.216			328.327		
Omnibus Tests of Model Coefficients		$\chi^2=19.48$, df=10, p<0.05			$\chi^2=16.37$, df=8, p<0.05		
Hosmer & Lemeshow test		0.025			0.248		
Classification Accuracy		61.7%			61.7%		

Source: Outcome of Research; *p < .10; **p < .05; ***p < .01

Opposite to this effect, odd ratios tell that if work from home is available and availed then it is 0.502 times (49.8%) less chances that presence of women at top management will be above 10% than non-availability of work from home. However if work from home is not availed, then there is no significant impact on the presence of women at top management level. It is not a good fit to the data as p= 0.025 (<0.05) for Hosmer & Lemeshow test. Top Mgmt. Model 1 correctly classifies 61.7% cases as compared to 57.7% cases in the no variable model.

In Top Mgmt. Model 2 (Table 2), one variable (work from home) was dropped to improve the overall fit of the model and impact of other four variables has been checked on the presence of



women in top management. This second model is statistically significant as Omnibus Test is significant with $\chi^2 = 16.37$, $df = 8$, $p < 0.05$. Log likelihood statistics (-2LL) for Model is 328.327. Based on statistics we failed to reject null hypothesis H_1 , hence it has been identified that maternity leave do not significantly impact the presence of women in top management. Based on their p values we have rejected the null hypotheses $H_2(p < 0.05)$, $H_4(p < 0.05)$ and $H_5(p < 0.10)$ partially. The beta coefficients in Top Mgmt. Model 2 indicate that out of the four predictor variables, Flexible hours have a significant and negative impact, whereas day care and sabbatical have a significant and positive impact on the presence of women at top management. Odd ratios provide evidences that day care if available, but not availed there are 1.964 times (96%) more chances than non-availability of day care, that presence of women in top management will be above 10%. No significant effect of availing the day care facility was seen on the presence of women at top management. Sabbatical if available and availed by employees there are 2.708 times (170%) more chances than non-availability of sabbatical that women presence in top management will rise above 10%. No significant impact of not availing the facility was seen. Opposite to day care and sabbatical, flexible hours if available and availed then there are 0.471 times (52.9%) less chances that women in top management will be above 10%. Availing the flexible hours facility does not impact the presence of women in top management significantly.

Top Mgmt. Model 2 is a good fit to the data as $p = 0.248$ (> 0.05) for Hosmer & Lemeshow test. It correctly classifies 61.7% cases. Overall Statistics show that it is an improved model over Top Mgmt. Model 1 and was used finally to derive meaningful findings about the FFPs impacting the presence of women in top management positions.

In the next section we check the impact of the family friendly policies on the presence of women on boards.

IMPACT ON THE PRESENCE OF WOMEN AT BOARD LEVEL

Binary Logistic regression was applied to assess whether the family friendly policies have the ability to significantly predict whether the presence of women on boards will be 0-10% or above 10%.



Table 3 presents the results of the logistic regression. In Board Model 1, all the five predictor variables have been added. Board Model 1 is statistically significant as Omnibus Test is significant with $\chi^2 = 32.062$, $df = 10$, $p < 0.001$. We fail to reject null hypotheses H_8 and H_9 as p values are above 10% level of significance, which shows that work from home and flexible hours do not have significant impact on the presence of women on boards. We reject null hypotheses H_6 and H_7 fully and H_{10} partially, therefore maternity leave, day care and sabbatical have a significant impact on the presence of women on boards. Beta coefficients for 'day care' and 'sabbatical' show that, these variables have a significant and positive impact on the presence of women on boards. The odds ratios tell us that day care if available, but not availed, there are 1.927 times (92%) more chances than non-availability of day, that presence of women on boards will be above 10%. Day care if available and availed by employees there are 4.106 times (310%) more chances that women's presence in boards will rise above 10%. Odd ratio shows that availing the sabbatical increases the chances by 3.936 times (294%). of women's presence on boards rising above 10% as compared to absence of sabbatical facility. Sabbatical if available and not availed, do not impact the presence of women on boards.

Table 3: Logistic Regression Results (Impact of FFPs on the Presence of Women on Boards)

Variable		Board Model 1		
		B	SE	OR
Constant		0.052	0.332	1.053
Maternity Leave (Base= Not Available)	Available, Not Availed	-1.100***	0.356	0.333
	Available, Availed	-0.948*	0.488	0.388
Day Care	Available, Not Availed	0.656*	0.344	1.927



(Base= Not Available)	Available, Aailed	1.412**	0.695	4.106
Work from Home (Base= Not Available)	Available, Not Aailed	-0.136	0.400	0.873
	Available, Aailed	-0.192	0.423	0.825
Flexible hours (Base= Not Available)	Available, Not Aailed	0.432	0.399	1.541
	Available, Aailed	-0.552	0.401	0.576
Sabbatical (Base= Not Available)	Available, Not Aailed	0.195	0.348	1.215
	Available, Aailed	1.370***	0.492	3.936
(-)2LL		313.240		
Omnibus Tests of Model Coefficients		$\chi^2=32.062$, df=10, p< 0.001		
Hosmer & Lemeshow test		0.402		
Classification Accuracy		65.6%		

Source: Outcome of Research; *p < .10; **p < .05; ***p < .01

Opposite to the impact of day care and sabbatical, maternity leave has a negative significant impact on the presence of women on corporate boards. By observing the odd ratio, it is found that maternity leave if available and aailed then it is 0.388 times (61%) less likely that presence of women on boards will be above 10% than non-availability of the maternity leave. Maternity leave if available and not aailed then it is 0.333 times (67%) less chances of women on boards rising above 10%. Hosmer & Lemeshow test results show that Model is a good fit to the data as p=0.402



(>.05). Classification accuracy of the model is 65.6% of the cases as compared to 57.3% in the Null Model and finalised to draw conclusions.

DISCUSSION AND CONCLUSION

As evidenced by Social Role Theory, women are expected to play a gender specific role of care taker or home maker and due to this they often face more challenges than men in maintaining a balance between work and family responsibilities which ultimately impact their career advancement to top positions. Several studies suggested the measures which may help women to overcome the barriers and break into the glass ceiling to top leadership positions. These facilitators for women differ at different career levels (Rath, Mohanty and Pradhan 2019).

Our study finds that the availability and use of maternity leave and work from home do not facilitate the career progression of women, whereas day care facility and use of sabbatical raise the chances of women to reach top management positions. However, the use of ‘flexible hours’ adversely affected the career progression of women to top management. It is found further that availability and use of day care and the use of sabbatical are recognised as catalysts for women to access the boards, but maternity leave (availability as well as use) adversely affect the women to reach corporate boards.

Findings of the present research are in line with Hurn (2013) and Amudha et al. (2016) which find that day care facilitates women to rise to top management and board levels. The present research is also coincides with some previous studies which find that family leaves and flexible work arrangements like flexible hours and work from home tend to have an adverse impact on the career progression of women and men employees (Rogier and Padgett 2004; Drew and Murtagh 2005).

The findings of the present research are an eye opener for the organisations as despite having perceived benefits of family friendly policies, when implemented only some family friendly policies like day care and sabbatical facilitate women in their career advancement to top management and board positions. Women consider facility of flexible working hours and maternity leave important to balance their family and work responsibilities but they were found to have negative impact on women’s career advancement. This is due to the fact that, flexible work arrangements and maternity leave are deemed acceptable at the lower level, however, it harms their



progression to senior levels by raising questions about women's commitment, availability, and suitability to top management and board positions. Corporate leaders are expected to demonstrate unwavering dedication and prioritise their professional responsibilities above all else (Schwartz 1996), consequently employees availing flexible working arrangements are considered less committed and focused for the top positions. The problem also lies in the effective implementation of these policies. Moreover, the impact of family friendly policies on career advancement of women is subject to large organisation system and corporate culture. Therefore, even if flexibility policies are provided, until and unless the usage of family-friendly policies is normalised, these policies will remain on paper only (Drew and Murtagh 2005; Rogier and Padgett 2004; Agostino and Levine 2010).

The present research therefore has some theoretical and practical implications that career advancement of women get positively affected by only some policies like day care and sabbatical whereas adversely affected by other policies like maternity leave and flexible hours, because these policies although provided by the organisations, some negative stereotypical notions are still attached, if these facilities are availed by employees irrespective of their gender. Moreover these policies do not work in isolation rather these are part of organisation system and culture, which is impacted by societal barriers too. So it is required to foster a gender-inclusive culture in the organisations and normalise the usage of family-friendly policies in order to leverage the benefits of such policies (Agostino and Levine 2010).

Study therefore implies that the use of family friendly policies should be normalised, so that it can benefit the women as well as men in their career advancement without having any losses associated with these policies. Lastly until and unless the gender equality is being achieved in society and organisation culture become receptive to women, even provision of family friendly policies are of no use to improve the presence of women on top management positions and the boards.

STUDY LIMITATIONS AND FUTURE RESEARCH

Just like any other social study, this study has some limitations. It is based on the data collected from Delhi/NCR hence has a limited geographical scope and covers only female employees. In



future the impact of family friendly policies on career progression of males can be explored. This study is quantitative in nature and to understand the experiences of women in their career journey, qualitative approach is also crucial. Future research can be done using mixed methods like quantitative as well as qualitative research. This research covers only five policies namely maternity leave, day care, flexible hours, work from home and sabbatical, future researchers may include some other family friendly policies as well.

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