

A STUDY ON THE GLASS CEILING EFFECT AMONG CORPORATES

K.Chandra Sekhar Prasad

*Student I YEAR,BA,LL.B(Hon's)
Saveetha School of Law
Saveetha University
SIMATS, Chennai-77*

&

K.S Bala Thirupura Sundari

*Assistant Professor ,
Department of Humanities and Social Sciences
Saveetha School of law
Saveetha University,
SIMATS , Chennai - 77*

ABSTRACT

From the very childhood days, women are bound to abide by some so called social rules which are deeply enrooted in their mind and they cannot even ignore the influence of those rules in their matured age. In some cases they accept these rules as the rules of thumb and flow their lives as it goes. This kind of mindset gradually de motivate them and they loss their confidence and enthusiasm. And additionally there's class of ladies who attempt to overcome these rules and reshape their mind as career oriented. This class of women are actually psychologically potential to cope up with any situation either in war fronts or in organizations. But to ignore these rules and prejudices is not so easy as it works against the society or rather societal rules. This paper aims at focusing on glass ceiling effect or gender diversity issue in organizations along with cultural biases, gender stereotypes and the approaches that all organizations should take to encourage and promote eligible women in respectful and managerial positions. **The study found that the Pearson chi square value is higher than 0.05. So Null hypothesis is accepted. Primary data used in this research is random sampling method by Survey Method. The type of research undertaken for this study is non doctrinal and empirical research, sampling methods we adopted and thereby we adopted and thereby we circulated the questionnaire to the general public. The sample size is 1772 and the collected samples have been analyzed using crosstab analysis and chi squared analysis.** For decades, it has been seen that the presence of women in senior managerial positions is very low in spite of having good scholastics, plethora of knowledge, quality and potency and this happens solely because of the barriers like mental blockage or prejudices and glass ceiling phenomenon. Organizations publish their balance

sheets to disclose their financial health and to motivate shareholders as per financial considerations but the invisible balance sheets of human resources are unbalanced from the long past as per gender is concerned and are discouraging our society and women.

KEYWORDS

Glass ceiling, Managerial Positions, Barriers, Talent, Diversity.

INTRODUCTION

We simultaneously utter “Half the sky thou art woman” and celebrate International Women’s Day(IWD) not only for the role of women in society but to draw the attention of gender issues or gender discrimination which is all pervading and continuously affecting our modern society.(Jackson, O’Callaghan, and Leon 2014) Standing in this 21st century, women are still fighting for their rights in every aspects of life and the women employees too are not the exception. As per the research report published by Accenture, women think that gender barrier is playing a determinant role in pulling in their achievements at the workplace.The word “Glass ceiling” refers to an intangible barrier within a hierarchy that restrains qualified women or minorities from obtaining higher level positions at their workplace.(Walker 2018)

Indian society has not been able to break the shackles of old tradition of “woman at home” concept. Women are always in dilemma to make progress in their career. This problem creates a heavy impact basically on married women.(Walker 2018; “Glass Ceiling” 2015) Marriage is social institution and once a woman is married, it is their prime responsibility to take care of her husbands, in laws and child. It has been seen that male members are the main bread earners of their families and women, either married or not, do their domestic or household works including elder care and if married, neonatal and child care.(Oecd and OECD 2012) As women have long been considered as household or domestic workers so ‘education for women’ got the least or no priority in the society.Now, the mentality of the society has been changed with the change of time and economy of the country. In this era of globalization, no country can progress having the ‘half human resources’.

In spite of changing situation, women employees still have to face problems as they have to play dual roles like an employee of an organization and household worker.(Oecd and OECD 2012; Brooks 2017) Due to the improvement of thought and need for financial security, husband also wants a working wife. Nowadays many organizations have started Flexible Working Arrangements (FWA)(Luckock 1991; “The Flexible Phenotype: Women and Culture” 2013) for women by the means of job sharing, flexi-time, telecommunicating etc. to give them relaxation. But according to Anker (1977), women can not concentrate at their workplace as they bring their domestic responsibilities and children with them at their

workplace and prefer flexible work time for convenience. (da Costa Barreto, Ryan, and Schmitt 2009) So women are compelled to take a career break or flexible working hours to look after their young children (Schwartz, 1989) and these are the barriers in acquiring managerial positions in their organizations. Whereas, male employees can focus solely on their assigned work as they have stay-at-home wives who are taking dual responsibilities as of office and home and children. Our society expect a woman to be a “good mother”. But there is a dilemma with dual roles: “If they do access FWAs, they are seen as good mothers, but not good workers. If they do not use FWAs (Luckock 1991), they face being viewed as good workers, but lousy mothers”. Besides, women have to relocate with the relocation of their husbands due to job switch and thus women have to sacrifice their prospecting jobs to honour this kind of social norm. (Morris and Padgett 2011)

Having the stereotyped and preconceived notion, male employees cannot accept women for their upward mobility in the organization and try to create barriers in any form. (Davidson and Cooper 1992) Women are excluded from informal organizational network and get no help from their colleagues in decision making process. Thus by restraining women from strategic decision making process male counterparts try to heckle intentionally and creates a barrier for promotion. So women are less popular in strategic decision maker role. (Braddock and Bachelder 1994) Due to male imposed pressure women are also stressed throughout the day and indirectly it affects their performances and then it would be easy to find excuse to restrain them from promotion. This kind of thing sometimes causes losing of enthusiasm and it also affects their personal lives. It has been seen that a woman, in her prime time in organization or at the peak of her career, suddenly bounds to drop her career to meet social obligations and responsibilities and never think of returning back due to the unwelcoming situation of the organization. (Stange, Oyster, and Sloan 2011) **This paper aims at focusing on glass ceiling effect or gender diversity issue in organizations along with cultural biases, gender stereotypes and the approaches that all organizations should take to encourage and promote eligible women in respectful and managerial positions.**

OBJECTIVES

- To know about glass ceiling effect.
- To know whether the Social rules are deeply enrooted in women's minds.
- To know whether any part of women are trying to overcome these Social rules and reshape their mind.
- To know whether there are psychologically potential to cope up with hard situations.

- To know whether women are obstructed by any barriers to achieve their goals.

LITERATURE REVIEW

The term glass ceiling signifies a range of barriers mug by women and by minorities as they try to find the improvement at their employment status. (Ghosh and McLean 2018)

A lot of studies established the assumption of glass ceiling and pointed out that women experienced a numeral barrier at some stage in their pronouncement of their career pathway (Phillips & Imhoff, 1997).

There are also some hidden barriers, which sustained to put a stop a woman to moving up on a higher position in organizations (Adair, 1999; Baxter & Wright, 2000; Lyness & Thompson, 2000). Women countenance greater barriers and they need unusual tactics to thrive than do men.

According to the Federal Glass Ceiling Commission there are three classes of barriers for women in top level management.

(United States. Federal Glass Ceiling Commission 1995) The foremost barriers are Societal Barriers portray the available good quantity of erudite women for particular positions. The next class of barriers is Internal Structural Barriers. These barriers include corporate climates. Women employees, holding important designation, have to be cautious by their performance as they are supposed to represent womankind.

(Valantine et al. 2019) In some cases, women leader may take help from their mentors but, as usual, is not successful as male leaders due to gender issues (Nieva and Gutek, 1981).

Mentoring to women have certain constraints (Chowwen 2007) which include the less availability of mentors to help women employees and if available, the relationship between the male mentor and female manager becomes the prime concern to themselves as they become worry about how people will interpret their relationship.

(Chowwen 2007; Caplan 1981a) In the societal Barrier there are also pipeline barriers which comprise a confrontation to training and mentoring associates for future promotions.

The third class of barriers is portrayed as Government Barriers. (Caplan 1981b) These barriers take in a lack of keep an eye on the law enforcement on behalf of the government, failing in data gathering for vivid scrutiny, and argument and insufficient reporting on the existence of a glass ceiling. (Werhun, n.d.)

MATERIALS & METHODS:-

Primary data used in this research is **random sampling method** . The questionnaires has been collected in and around chennai. The type of research undertaken for this study is **non doctrinal and empirical research ,sampling methods through surveys** and thereby we

adopted and thereby we circulated the questionnaire to the general public. **The sample size is 1772** and the collected **samples have been analyzed using crosstab analysis and chi squared analysis.** The research paper is an explanatory paper is an explanatory paper that's primarily based on secondary facts amassed from numerous sources. Distinct books, published articles ,journals and e-sources has been used for the study.

DATA ANALYSIS

RESEARCH HYPOTHESIS

Ho:- There is no significant relationship between Impact of Social rules and Women.

H1:- There is a significant relationship between Impact of Social rules and Women.

Table 1:

HYPOTHESIS:-

Ho:- There is no significant association between impact of glass-ceiling leads to depression among women and age of the respondents.

H1:- There is a significant association between impact of glass-ceiling leads to depression among women and age of the respondents

AGE OF THE RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid BELOW 20	199	10.6	11.2	11.2
21-30	432	23.1	24.4	35.6
31-40	563	30.1	31.8	67.4
41-50	456	24.4	25.7	93.1
ABOVE 50	122	6.5	6.9	100.0
Total	1772	94.7	100.0	
Total	1772	100.0		

INTERPRETATION:- Majority of the respondents are between the age group of 31-40 which is 31.8% and the least number of respondents are above 50 years which is 6.9% respectively.

DO YOU THINK IMPACT OF GLASS-CEILING AMONG WOMEN LEADS DEPRESSION AND DISTRESS AMONG WOMEN ?

Crosstab

Count

	12. DO YOU THINK IMPACT OF GLASS-CEILING AMONG WOMEN LEADS DEPRESSION AND DISTRESS AMONG WOMEN ?		Total
	YES	NO	
2. AGE OF THE BELOW RESPONDENTS			
20	163	36	199
21-30	352	80	432
31-40	288	275	563
41-50	251	205	456
ABOVE 50	49	73	122
Total	1103	669	1772

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	165.610^a	4	.000
Likelihood Ratio	174.909	4	.000
Linear-by-Linear Association	121.036	1	.000
N of Valid Cases	1772		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 46.06.

INTERPRETATION:-

Using Chi-square test, The study found that the pearson chi square value is greater than 0.05. So null hypothesis is accepted. hence, there is no significant association between the age and impact of glass ceiling effect leads to depression and distress among women.

Table 2 :

Ho:- There is no significant association between Education qualification and Impact of glass-ceiling leads to depression among women.

H1:- There is a significant association between Education qualification and Impact of glass-ceiling leads to depression among women.

EDUCATIONAL QUALIFICATION

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 12TH STANDARD	172	9.2	9.7	9.7
DIPLOMA	303	16.2	17.1	26.8
GRATUATES	572	30.6	32.3	59.1
POST GRADUATES	382	20.4	21.6	80.6
OTHER PROFESSIONALS	343	18.3	19.4	100.0
Total	1772	94.7	100.0	
Total	1772	100.0		

DO YOU THINK IMPACT OF GLASS-CEILING AMONG WOMEN LEADS DEPRESSION AND DISTRESS AMONG WOMEN ?

Crosstab

Count

		12. DO YOU THINK IMPACT OF GLASS-CEILING AMONG WOMEN LEADS DEPRESSION AND DISTRESS AMONG WOMEN ?		Total
		YES	NO	
3. EDUCATIONAL QUALIFICATION	12TH STANDARD	132	40	172
	DIPLOMA	167	136	303
	GRATUATES	332	240	572
	POST GRADUATES	267	115	382
	OTHER PROFESSIONALS	205	138	343
Total		1103	669	1772

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	36.650^a	4	.000
Likelihood Ratio	37.889	4	.000
Linear-by-Linear Association	.415	1	.520
N of Valid Cases	1772		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 64.94.

INTERPRETATION:-

Using Chi-square test, The study found that the pearson chi square value is greater than 0.05. So null hypothesis is accepted.hence, there is no significant association between the educational qualifications and impact of glass ceiling effect leads to depression and distress among women.

Table 3:

Ho:- There is no significant association between Working hours in the Job and Impact of glass-ceiling leads to depression among women.

H1:- There is a significant association between Working hours in the Job and Impact of glass-ceiling leads to depression among women.

WORKING HOURS IN THE JOB

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid LESS THAN 8 HOURS	396	21.2	22.3	22.3
8 HOURS	926	49.5	52.3	74.6
10 HOURS	450	24.0	25.4	100.0
Total	1772	94.7	100.0	
Missing System	100	5.3		
Total	1872	100.0		

DO YOU THINK IMPACT OF GLASS-CEILING AMONG WOMEN LEADS DEPRESSION AND DISTRESS AMONG WOMEN ?

Crosstab

Count

	12. DO YOU THINK IMPACT OF GLASS-CEILING AMONG WOMEN LEADS DEPRESSION AND DISTRESS AMONG WOMEN ?		Total
	YES	NO	
5. WORKING LESS THAN 8 HOURS	252	144	396
8 HOURS	573	353	926
10 HOURS	278	172	450
Total	1103	669	1772

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	.421 ^a	2	.810
Likelihood Ratio	.422	2	.810
Linear-by-Linear Association	.292	1	.589
N of Valid Cases	1772		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 149.51.

INTERPRETATION:-

Using Chi-square test, The study found that the pearson chi square value is greater than 0.05. So null hypothesis is accepted.hence, there is no significant association between the Working Hours in the Job and impact of glass ceiling effect leads to depression and distress among women.

DISCUSSION & SUGGESTIONS

Our society should carry on this noble Endeavour i.e., focusing on Human Resource's by encouraging women in every step of their lives keeping a thing in mind that where women are the creators of new life then they can easily maintain lifelines of the organization. (Wellington 1997)Alternatively, Entrepreneurship may be an option for women who are ambitious, careerist and have a passion for work and especially those who want to prove

themselves. On the other hand, society, government and private organizations should take collective efforts to diminish the practice of gender diversity and gender stereotyping for the amelioration of society, organizations and women.

CONCLUSION

The concept "Women, the incarnation of motherhood" must not be changed but be modified with time. Till now, women are considered in such a way as if they come from different planets and societies have curiosities on them but have no faith. Like new gadget in the new market, organizations treat women where they have interests on women but cannot rely on their efficiency. So women in an organization are still facing barriers on career advancement, gender stereotyping and other threats from within or out of the organization. There is a hairline difference between female feticide and gender diversity or gender stereotyping because killing the honest motives of life of human being is very much synonymous with the killing of lives. This scenario should be changed and only the modernization of thought process of the management of organizations can change it with the help of positive societal changes. Every organization should prioritize talents over anything else for the growth of themselves which in turn, helps the society to grow. Every organization should focus on "human resource" rather than "man resource" or "woman resource" separately. Everything should be balanced and nothing can be grown being unbalanced. Some initiatives have been taken for women like women bank, women police station which are directed fully by the women.

REFERENCES:

- Braddock, David L., and Lynn Bachelder. 1994. *The Glass Ceiling and Persons with Disabilities*.
- Brooks, Roy L. 2017. "The Racial Glass Ceiling." <https://doi.org/10.12987/yale/9780300223309.001.0001>.
- Caplan, Paula J. 1981a. "Barriers between Women." *Barriers Between Women*. https://doi.org/10.1007/978-94-011-7274-5_3.
- 1981b. "Women's Relationships with Women." *Barriers Between Women*. https://doi.org/10.1007/978-94-011-7274-5_2.
- .Chowwen, Catherine. 2007. "Barriers to Acceptance, Satisfaction and Career Growth." *Women in Management Review*. <https://doi.org/10.1108/09649420710726238>.
- Costa Barreto, Manuela da, Michelle K. Ryan, and Michael T. Schmitt. 2009. *The Glass Ceiling in the 21st Century: Understanding Barriers to Gender Equality*. Amer Psychological Assn.
- Davidson, Marilyn, and Cary L. Cooper. 1992. *Shattering the Glass Ceiling: The Woman Manager*. Sage Publications Ltd.
- Ghosh, Rajashi, and Gary N. McLean. 2018. *Indian Women in Leadership*. Springer.

- “Glass Ceiling.” 2015. <https://doi.org/10.4135/9781473932746>.
- Jackson, Jerlando F. L., Elizabeth M. O’Callaghan, and Raul A. Leon. 2014. *Measuring Glass Ceiling Effects in Higher Education: Opportunities and Challenges: New Directions for Institutional Research, Number 159*. John Wiley & Sons.
- Luckock, Sandra. 1991. “Flexible Working Practices for Women Returners.” *International Journal of Contemporary Hospitality Management*. <https://doi.org/10.1108/eum0000000001672>.
- Morris, Kathryn A., and Margaret Y. Padgett. 2011. “The Stigma of Flexible Work Schedules: Risky Business for Women.” *PsycEXTRA Dataset*. <https://doi.org/10.1037/e527772014-775>.
- Oecd, and OECD. 2012. “The Glass Ceiling.” https://doi.org/10.1787/eco_surveys-swe-2012-graph33-en.
- Stange, Mary Zeiss, Carol K. Oyster, and Jane E. Sloan. 2011. *Encyclopedia of Women in Today’s World*. SAGE.
- “The Flexible Phenotype: Women and Culture.” 2013. *A Mind of Her Own*. <https://doi.org/10.1093/acprof:oso/9780199609543.003.0009>.
- United States. Federal Glass Ceiling Commission. 1995. *A Solid Investment: Making Full Use of the Nation’s Human Capital : Recommendations of the Federal Glass Ceiling Commission*.
- Valantine, Hannah, Elizabeth Travis, Wafa El-Adhami, Isabelle Vernos, Laura Mosqueda, Elizabeth Wayne, Fiona Kearns-Zimmerman, et al. 2019. “A Giant Leap for Womankind.” *Nature Medicine* 25 (5): 704–7.
- Walker, Malachi. 2018. *The Boomerang Effect: The Strategy That Shatters Your Glass Ceiling*. Beyond Publishing.
- Wellington, Sheila W. 1997. “Breaking the Glass Ceiling.” *Leader to Leader*. <https://doi.org/10.1002/ltl.40619970611>.
- Werhun, Cherie D. n.d. “Glass Ceiling.” *Encyclopedia of Women in Today’s World*. <https://doi.org/10.4135/9781412995962.n339>.