



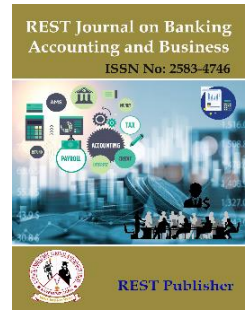
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# “Study in Glass Ceiling and its Impact with Special Reference to the Working Females in Kochi”

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**Abstract:** This observation aligns with the occurrence of the "glass ceiling" phenomenon, a type of vertical discrimination targeting women in professional settings. The concept of a glass ceiling serves as a metaphor depicting an unseen obstacle hindering a specific demographic from ascending beyond a particular level within an organizational hierarchy. The term "glass ceiling" refers to the concealed barrier that obstructs the progression of minorities, particularly women in middle management roles. This unnoticeable yet formidable hindrance significantly contributes to the underrepresentation of women in top managerial positions in comparison to their male counterparts. Gender inequalities become more conspicuous as women are often perceived as being held to lower standards within our society.

## 1. INTRODUCTION

It should be highlighted that women still make up a considerable minority in positions of decision-making, despite significant efforts to promote diversity in businesses and legislation ensuring equal chances for men and women. Inequalities for females are more evident because they are perceived as sub-standard in our society. They are not given fairly deserving treatment which can be observed from the various social, political, economic activities conducted in our society in all these women participation are very low or negligible. This observation is consistent with the "glass ceiling" phenomenon, which is a form of vertical discrimination against women in the workplace. The term glass ceiling is a metaphor used to represent an invisible barrier that prevents a given demographic from rising beyond a certain hierarchy. The term "glass ceiling" describes the imperceptible ceiling above which minorities, particularly women in middle management, are unable to advance. This invisible but impenetrable barrier is one of the main reasons why there are many fewer women in top management positions in comparison to men. Inequalities for females are more evident because they are perceived as sub standards in our society.

### Objectives:

1. To study whether there exists any glass ceiling in the organization.
2. To identify the different factors influencing glass ceiling in the organization
3. To analyse the effect of the glass ceiling on the performance of the women employees in the organization.
4. To study the level of job satisfaction of the women employees in the organization.

### Statement Of the Problem:

The term glass ceiling has often been used to describe invisible barriers (“glass”) through which women can seek elite positions (“ceilings”). These barriers prevent a large number of women and minorities in getting and securing the most powerful, prestigious and highest grossing jobs in the workforce. This paper aims at focusing on glass ceiling effects on gender diversity issues in organisation and cultural biases, gender stereotypes and the approaches that all organisations should take to encourage and promote eligible women in respectful job positions.

### Research methodology:

1. TYPE OF RESEARCH DESIGN: The study is descriptive in nature.
2. COLLECTION OF DATA: Both primary and secondary data were used for the data collection.
3. PRIMARY DATA: They were collected by conducting surveys through the distribution of questionnaires using Google forms.

4. **SECONDARY DATA:** They were collected from published sources like websites, journals, etc.
5. **SAMPLING DESIGN:** A convenient random sampling was used to analyse the impact of glass ceiling with reference to the women employees of the society.
6. **POPULATION:** The population is limited to women employees in Kochi.
7. **SAMPLE SIZE:** A total of 100 is the Sample size.

### **Hypothesis:**

H01: There is a significant Relationship between occupational designation and glass ceiling.

H02: There is a significant relationship between experience and satisfaction of women employees in the organization.

### **Scope of the study:**

The goal of the study is to identify the distant elements or factors influencing the glass ceiling and their impact on the performance of the employees, encouraging the women to take better job positions.

### **Limitations of the study:**

1. The study is limited to time constraints.
2. The sample is confined to a limited number of respondents and may not represent all the women across the globe.
3. There was a fear of reprisal among the women in revealing the truth, so it may not give us the clear picture of the study.
4. Literature reviews of the study are limited.

## **2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

### **literature review**

In the current context, Indian society is seen as being extremely competitive and progressive, which boosts the abilities and professional development prospects of both men and women. Gender equality is now more widely recognized in our educated culture. In India, the discriminatory mindset toward men and women has persisted over generations and has an impact on both the lives of men and women. Numerous forms of discrimination, such as unequal compensation, treatment of different classes of employees, reduced possibilities of promotion for women, low or bad visibility occupations, and discrimination based on an employee's gender, are commonplace in the workplace.

### **Audrey Babic and Isabelle Hansez conducted a study on “The Glass Ceiling for Women managers: Antecedents and Consequences for Work Family Interface and Well- Being at work”(2021)**

The study points that some writers have argued that, there hasn't been much effort put into developing theoretical models that can explain glass ceiling occurrence and its ramifications. By looking at both its causes and potential effects, the study seeks to close this understanding gap and gain a deeper understanding of the glass ceiling phenomena. Work-to-family conflict (WFC) was looked into as a potential mediator in order to examine the effects of the glass ceiling on organizational attitudes and worker wellbeing. A Belgian company examined about 320 women who held executive roles. The study emphasised the significance of these three elements in the development of the idea of differentiated treatment and, eventually, the idea that there is a glass ceiling.

### **Manzi, Francesca, Heilman, Madeline E. Conducted a study on “Breaking the glass ceiling: For one and all?”(2021)**

The study casts doubt on the notion that having women in leadership roles will inevitably "crack the glass ceiling" for other women. According to the study, evaluations of succeeding female candidates for leadership roles are influenced by a female leader's performance as well as her presence. It makes the case that the continued dearth and perceived mismatch of women in high-level leadership positions increases gender salience, encouraging perceptions of within-group similarity and encouraging an evaluative generalisation from the performance of one female leader to the evaluations of another, specific woman. In five studies, it is shown that the impact of exposure to a female leader on another woman's assessments and leadership opportunities is dependent on whether the female leader is successful or unsuccessful (Study 1) and whether she confirms or disproves stereotypes about the leadership skills of women (Study 2). The study demonstrate that this effect only occurs between women in male gender-typed leadership roles, supporting the role of gender salience and shared group membership in the process. Evaluative generalisation is not observed between men in male-typed leadership roles and does not occur between women in contexts that are not strongly male in gender type (Study 3). (Study 4). Additionally, it investigate

whether men leaders in a society with more female-typed roles exhibit evaluative generalisation (Study 5). The findings imply that eliminating gender prejudice in leadership may not be as straightforward as targeted placement and that having women in powerful positions should not lead to complacency.

**Shalini Srivastava, Poornima Madan, Vartika Kapoor Dhawan conducted a study on “Glass ceiling – An illusion or realism? Role of organizational identification and trust on the career satisfaction in Indian organizations”(2020)**

Investigating the relationship between the perceived glass ceiling and career happiness among Indian managers is the driving force behind the study. The study looked at how organisational trust and identification with the organisation mediated the effect of glass ceilings on employees' career satisfaction levels. 237 middle-level managers from companies in the Delhi/NCR region make up the sample for this study. Descriptive statistics, correlation, and regression were employed for the data analysis. Results show a strong and adverse association between the perception of a glass ceiling in the workplace and career satisfaction, suggesting that this perception will lower employees' career satisfaction. The findings demonstrate that, when trust and organisational identity are introduced as mediators, the influence of the glass ceiling on careers lessens. Due to deficiencies in networking, mentoring, flexible work schedules, and family-friendly activities, the glass ceiling will indirectly continue to exist in enterprises. Therefore, firms can maintain their highly skilled female staff by changing human resource policies and practises as well as organisational culture and executive attitudes.

**Blessie Pathum conducted a study on effect of Organisational Culture and Gender on the relationship between Glass Ceiling and Career Satisfaction(2018)**

The main objective of this study was to find out the Moderation effect of organisational culture on the relationship between the Glass Ceiling Belief and Career Satisfaction. It provides valuable insights in understanding the nature of the Demographic variables and the different sectors in relation to Variables and Aims to study the relationship between demographic variables and other variables, namely Glass Ceiling Belief, Organisational Culture and Career satisfaction. This Research Paper focuses on the need to explore the glass ceiling effect among Organisational Culture Values. The Findings were that Glass Ceiling belief had a negative and significant relationship with career satisfaction. Therefore, the belief towards glass ceiling affects the career satisfaction of an individual.

**Rajvir Kaur conducted a Study On Glass Ceiling Assessment Impact And Role Of Moderator In Service Sector (2020)**

The present study was aimed at investigating the prevalence of Personal barriers, Organisational barriers, and Societal barriers, its impact (occupational stress, work engagement, turnover intentions, obstacles in women's career advancement), and the Role of Moderators (organisational justice and social support) in the service sector. Data was collected from the Women Managers working in the Three Service Industries Namely Banking, IT, and hospitality. Social stereotypes and social roles also contribute to the Obstruction of women's career advancement. In Indian society, women have numerous responsibilities due to various social roles they perform, which create Societal or Social barriers. As social factors, many life events illustrate a woman's life and eventually result in a woman's career break. Some Critical Life Incidents in a Woman's life are marriage, life partner movement, pregnancy, childcare, elder care, pursuing higher education, etc. Therefore, the system of advancement is implemented in a gender-biased manner that makes it difficult for managerial women to break the ceiling. This kind of system blocks the woman's growth of women who work part-time or have to avail maternity leave or migrate because of the spouse's job transfer, which leads to the prevalence of glass ceiling. The Study Revealed that the Women Managers faced the Glass Ceiling in terms of Organisational and Societal Barriers on an Above-Average Level.

**Sughanda, Kohli conducted a study on “Women in Corporate Sector- A Sociological study”(2019)**

The Aim of the study was to Analyse the Socio-Economic and Demographic Profile of the Women's in the Corporate Sector at Different Levels .The present Study is Significant as it looked into the reasons that contributed to such Unequal Gender Representation in Organisational Leadership and also suggested certain strategies used in order to break the barriers in occupational mobility of women and subsequently glass ceiling. The study analysed various factors which held women back from climbing to the top of the corporate ladder and the forms of discrimination women in the corporate sector had to face. The prevalence of role conflict among the respondents on the basis of age was seen. The present study tried to decipher the Reasons why the Corporate Sector is still Male Dominated and helped in understanding the position of women in the corporate sector, the Challenges they face in Job Places. Women employees in the corporate sector were not only discriminated and harassed sexually but exploited and made victims of dirty low level politics by their counterparts and seniors in order to restrict their progress and growth. It can be inferred that Majority of the respondents perceived Role conflict and the number

of respondents facing role conflict was less among youngsters than the elders, which means that more women were facing role conflict as their age increased. Role conflict and marital status are two other major factors which grossly affected their performance of women in the Corporate Sector.

#### **Tiwari, Mansi Conducted a Study on Glass Ceiling and the Glass Cliff Impact On Working Female Attitudinal Outcomes (2019)**

This Study is an attempt to Increase the Current level of knowledge of the existing literature on Job stress, Job satisfaction, Affective organisational commitment, Turnover Intentions, Self-esteem and Well-being by proposing and empirically testing an impact of glass ceiling & Glass cliff on working female attitudinal outcomes. Glass Cliff is A kind of an Obstacle which leads the Women more at precarious positions where risk of failure is more as compared to Males. These kinds of challenges or issues make women feel like that they cannot grow or worth to perform & to grab the superior positions. The factors that mainly initiate these discriminatory issues for working women are Individual, Family, Organisational and Cultural Factors.

#### **Olukemi I. Lawson conducted a study on the topic “ The Effect of Glass Ceiling n Working Women”(2012)**

This Study focuses on the women population in Nigeria, interviewing both Men and Women in executive positions where the managerial positions were occupied by Nigerian women of which 24% were chief executives, 28% were in senior management positions, while 48% belonged to Middle Level Managerial Positions. The study also found that although there is little or no is being carried out in Three perspectives which intends to explain the representation of women in management positions .They are the Person Centred Perspective, which analyses the individual in relation to the requirements for management positions and explains that women's lack of managerial traits, competence and career aspirations are the main reasons for their slow advancement. The Second perspective is the Organization Centred Perspective, which examines how organisational practices and group dynamics contribute to disadvantage women as they have fewer opportunities to move up and lesser power which implies that they have limited access to information and resources. The third Perspective is the Institutional Perspective and it focuses on the impacts of Societal and Cultural values on the organisation's perception of Managerial Women. However, it was concluded that there was a huge need in attracting and retaining the talents of the women, so more initiatives were being formulated to favour Women's advancement.

#### **Khemani, Monlen Conducted a Study On Gender Diversity With Reference to Job Stress Work Family Balance and Glass Ceiling (2018)**

The study involves Comparison between the Genders regarding their sources of Job Stress and ways to cope with it both at the personal and professional level: their perception towards work formally balance, glass calling and the prevailing gender discrimination. There is also a need to explore gender differentiation of all the various contracts of gender diversity which are job stress, work family balance and glass ceiling. The main Aim was to identify barriers that deprives especially women to reach to the higher levels in the management hierarchy, How gender diversity faced by the bath at the workplace and in the family resulting into inequality and discrimination and to study the interrelation between the job stress, the work family balance and the glass ceiling and its impact on both men and worsen. It is shown that the respondents irrespective of their gender suffered from Job Stress and Work Family Imbalance. The impact of Work Family Imbalance is concerned with women suffering from more health problems, Emotional Stress and Glass Ceiling as compared to men who suffered from lack of Socialisation and Inefficient Performance. The study also brings out the fact that Indian women face Unreasonable Impediments at work that discourage their Career Advancement leading to Glass Ceiling Effect. The Study also shows that Work Family Balance is not only required to lead a Stress Free Life and also to achieve a successful career i.e. top position in the corporate hierarchy.

#### **Marianne Bertrand Conducted a Study on The Glass Ceiling (2018)**

The Study highlights possible countervailing forces (both at work and at home) that explains why these work-family considerations remain highly relevant to today's glass ceiling despite reduced time spent in non-market work and a trend toward a more equal division of non-market work between the genders. It even discusses the role that public policy and human resource practices may play in adding more cracks to the glass ceiling. There should be equal pay for equal work, and the observed gender gaps in earnings are proof enough of a proof to them that this is not happening. This study assumes that gender discrimination in the labour market is the driving force behind the glass. A less academic treatment of the glass ceiling would certainly have devoted more space to the topic of pure (e.g. taste-based) gender discrimination and sexism in the workplace. And it also. Highlights that there is certainly plenty of anecdotal evidence that such sexism exists across many occupations and that it has prevented many talented women from achieving their full potential work. Different Factors like Gender Gap in Education, Gender Differences in Psychological Attributes, Gender Differences in Demand for Flexibility, Gender

Differences in the Impact of Childcare and Non-Market Work on Earning etc are being given more importance in this study. It also found that sexism in the workplace is also quite high in the Organisations.

**Peshave, Jyothi conducted a Study On The Challenges faced By the Women Employees in their Career Progression in The Hospitality Sector (2016)**

The study gives emphasis on the need to retain the women pool of talent by addressing their challenges and issues at the workplace by suggesting few women friendly policies for equal gender representation in the hospitality sector at all levels. Such policies will help in assisting more and more women to climb up the career ladder. However it is found that researchers are finding that many women employees prefer to remain in so called marzipan layer i.e. is just below the top executive level . In this layer women working in HR or Sales department are rarely allowed the upward mobility to the senior positions, whereas the highest position they can attain is the Director level. They need to break out of the stereotype roles and must represent the topmost positions in the hospitality industry. Conflicts with family responsibilities, Child care responsibilities, Long irregular working hours, Strong male dominated culture, Lack of Role models and mentors, Commuting to the workplace. Lack of family support are some of the reasons that backed the women from attaining higher positions. The study revealed that women at all levels in the hospitality industry face the same problems in their career progression. Also it reinforces that married women amongst all face more work life balance related issues which acts as a major hindrance in their career growth.

**K.Premamalini Conducted A Study On The Perception Of Glass Ceiling Among Women Executives On the Influences Of Self Esteem (2015)**

The objective of the study is to Analyse the Opinion of the Presence of Glass Ceiling in the Indian Corporate World for women working at Higher Levels of Management and the Self-Esteem of Women and its Impact on Role Efficacy. Self-esteem is considered as an important human need that is vital for existence and normal, healthy development which arises inevitably from within based upon a Person's Beliefs and Consciousness and Occurs in combination with a Person's Thoughts, Behaviour, Feelings, and Actions. Role Efficacy is considered from a generic point of view and relates employees at a level at which employees are successful at producing outputs. The Correlation results in the study proves that There is Negative Correlation Between the Level of Self-Esteem and Level of Role Efficacy towards Perception of Glass Ceiling & Positive Correlation between Self Esteem and Role Efficacy, which depicts that if women possess high Self-Esteem & high Role Efficacy they tend to have negative attitude towards the prevalence of Class Ceiling. The Research Study concludes that women do have the potential and ability to be leaders to perform at the top level of employment. But the malicious cycle of challenges against their leadership trajectory constrain their success. So à is therefore Imperative to Enhance their empowerment through Changing Institutional and Corporate Structures, Processes and Procedures.

**Shalini Suryanarayan conducted a Study On Glass Ceiling For Women in The IT sector; A sociological Study In Karnataka (2015)**

The main aim of the study was to analyse the concept of glass ceiling and to understand the underlying social process that could manifest in a Glass Ceiling as the term is used widely across disciplines – in politics, literature, sociology and social anthropology, psychology, economics and management and Is there a gender-wise glass ceiling in the IT Sector in India? It has addressed the specific question of how and why the relative probabilities of women and men being promoted into or entering a given level of management change as one moves up the hierarchy. The data was collected through extensive use of interview and questionnaire surveys. The findings reveal that there is a sharp decline in the number of women from junior level to the senior level. It is seen from the field research that the IT sector has grown tremendously and has generated employment in large measure. In spite of this development, jobs for women at higher levels have not improved.

**Thomas, K Claramma conducted a study on Work Life Balance: A Sociological study Of Women Professionals in Kerala (2013)**

The study tries to portray the Dilemmas Women Professionals suffer from when they are confronted with less and expectations of the traditional society at home, and the demands conforming to the modern code of conduct at the workplace. The women professionals in Kerala are confronted with work versus family conflict. This study concentrated mostly as women in the Unorganised Sector or, on the lower levels in the organised sector. The Main aim of the present study was to examine the Perceptions of Women Professionals in Kerala, with regard to their Family and Professional Roles, by understanding the issues that they regard as enabling or constraining them in achieving Family and Work Life Balance. It so Attempts to find out the factors that Motivate Women to join the professions, the struggles they have to Undergo, and, The Strategies that they adopt in order to arrive at Work Life Balance. The study also emphasises the fact that though more and more women are ready to take up 'Dual Role' in Kerala but only a few among them are excelling in their particular fields. The findings also show that

most of the respondents consider Emily and profession as equally important. It can be concluded that the fact remains that even the professionally educated Kerala women are not reaping the share of Benefits from the profound Social, Political and Economic Changes happening in the society.

**Anoop Maithani Conducted A Study On the Topic The Effect of Gender on Perception of Glass Ceiling, Mediated by Sex Role Orientation and Attitude toward Women as Managers (2012)**

The Main Aim was to analyse whether Sex Role Orientation has fully mediated Gender in relation to Perception of Glass Ceiling. However the Attitude towards Women as Manager does not have any effect on Perception of Glass Ceiling or Gender. Moreover Sex Role Orientation has a Greater Effect on Perception of Glass Ceiling than Gender has. It was also noted that females have a higher Sex Role Orientation, which means that they have a modern outlook than men who have a lower value of Sex Role Orientation i.e., a more traditional outlook. It is also clear that the higher the value of Sex Role Orientation, the lower is the perception of glass ceiling and that the females have a lower perception of Glass Ceiling as compared to that of the Males.

**Carolyn M. Byerly Conducted A Study On The Topic The Status of Women in the News Media (2011)**

The Study revealed that Approximately 1.70,000 people were employed in the journalistic workforce. When the Data was aggregated, data showed that men represent nearly two-thirds of the total workforce across regions; compared to slightly more than one-third women were employed in this Workforce. In this extensive study, researchers found that Men hold the vast majority of the seats on governing boards and in top management across 7 regions, compared to the average number of women in the workforce. Likewise, there was a level of significance found for the numbers of men and women in top-level management, where women's representation is only slightly more than a fourth to men's nearly three-fourths. Men hold nearly two-thirds of the senior management positions, to women's one third in companies surveyed. Glass ceilings were found to occur most commonly at the middle management and senior management levels. Glass ceilings occurred in most nations where women were fairly close to men in terms of overall numbers. Women's salaries are generally lower than men's in the Indian news companies surveyed, particularly in governance, and in senior and top management.

**Powell & Greenhaus Conducted a Study on Sex, Gender, and Decisions at the Family; Work Interface(2010)**

The Main Aim of the study was to Understand the influence of family domain factors on work-domain decisions and their linkages to Sex and gender were examined. For this Purpose, three broad types of decisions were identified in the work domain role Entry. Participation and Exit decisions like the role entry decision relating to whether to start a business, the role participation decision about the number of hours to devote to one's job or business, and the role exit decision about quitting a job. It was clearly shown that family-domain factors mediate effects of sex on work-domain decisions and sex moderates relationships between family-domain factors and decisions relating to work-domain. A model was suggested by the authors, about the linkages among family-domain factors, work-domain decisions, and sex incorporating paradigms from theories relating to the psychology of gender (femininity) and identity theories (family role salience). Finally it was found that it was difficult for women employees to have a Work Life Balance.

**Gumber, Vandana conducted a study On Glass Ceiling: A Comparative Study Of Women Executives In MNC's (2009)**

The Study Aims to Compare the Low and High Glass Ceiling Perceivers based on the Dimensions of Organisational Commitment, Mode of Adjustment, Self-Esteem Wellbeing among female executives in multinational organisations. The Study analyses major corporate variables like; Glass Ceiling. Normative Commitment, Affective Commitment, Continuance Commitment, Emotional Adjustment. Occupational Adjustment, Self Esteem, & Well-Being. Different theories like Psychological theory, Sociological theory, Side Bet Theories are also being focussed in this study. The main objectives are to compare the low Glass Ceiling Perceivers and high glass ceiling perceivers on the dimensions of organisational commitment, mod of adjustment, self-esteem and wellbeing and to study the impact of glass ceiling on the dimension of organisational commitment, mode of adjustment, self-esteem and well-being etc. The study concludes that invisible barriers continue to exist, even though there are no explicit obstacles keeping minorities from acquiring advanced job positions.

### **3. THEORETICAL FRAMEWORK**

#### **Meaning**

"A glass calling" represents a barrier that prohibits women from advancing towards the top of a hierarchical corporation. Those women are prevented from receiving promotion, especially to the executive rankings, within

their corporation. The metaphor was first coined by feminists in reference to barriers in the careers of high-achieving women. The glass ceiling metaphor has often been used to describe invisible barriers ("glass") through which women can see elite positions but cannot reach them ("ceiling"). These barriers prevent large numbers of women and ethnic minorities from obtaining and securing the most powerful, prestigious and highest-grossing jobs in the workforce. Moreover, this effect prevents women from filling high-ranking positions and puts them at a disadvantage as potential candidates for advancement. Marilyn Loden coined the phrase 'glass ceiling' at Women's Exposition in 1978. The phrase is commonly used to describe the difficulties faced by women and minorities when trying to move to higher roles in a male-dominated corporate hierarchy. The glass ceiling is a colloquial term for the social barrier preventing women from being promoted to top jobs in management. The term has been broadened to include discrimination against minorities.

### History:

The term Glass Ceiling was first used by Marilyn Loden while speaking as a panellist at the 1978 Women's Exposition in New York. Then the term Glass Ceiling was used in Wall Street Journal by Maryanne Schriber and Katherine Lawrence at the National Press Club at the national meeting of the Women's Institute for the Freedom of the Press in Washington DC. The term was later used in March 1984 by Gay Bryant, the former editor of Working Woman magazine and she was changing job positions to be the editor of Family Circle. In a widely cited article in the Wall Street Journal in March 1986 the term was used in the article's title: "The Glass Ceiling: Why Women Can't Seem to Break The Invisible Barrier That Blocks Them From the Top Jobs". The article was written Hymowitz and Schelhardt and introduced glass ceiling was "not something that could be found in any corporate manual or discussed at a business meeting; it was originally introduced as an invisible, covert, and unspoken phenomenon that existed to keep executive level leadership positions in the hands of Caucasian males. "With the passage of time, the term "Glass Ceiling" became more common, and the public responded with differing ideas and opinions. Some argued that the concept is a myth because women choose to stay home and show less dedication to advance into executive positions. As a result of continuing public debate, the US Labour Department's chief reported the results of a research project called "The Glass Ceiling Initiative". It was concluded that low numbers of women and minorities occupy the executive positions and this report defined the new term as those artificial barriers based on attitudinal or organisational bias that prevent qualified Individuals from advancing upward in their organisation and management-level positions. And then as a part of Title II of the Civil Right Act of 1991, The United States Congress created the Glass Ceiling Commission. It was a 21 member Presidential Commission chaired by Secretary of Labour Robert Reich and was created to study the barriers to the advancement of minorities and women within corporate hierarchies and to issue a report on its findings and conclusions, and to make recommendations on ways to dis- mantle the glass ceiling. Extensive Research Studies were conducted by the US Congress including surveys, public hearings and interviews, and released their findings in a report. The goal of the commission was to provide recommendations on how to shatter the glass ceiling, specifically in the world of business and issued 12 recommendations on how to improve the workplace by increasing diversity in organisations and reducing discrimination in the workplace.

### Some of the related terms:

- ❖ **glass cliff:** The expression is taken from the term "glass ceiling," which describes an unacknowledged and unwritten limitation on how far up an organisation women can advance. As several industries as finance, politics, technology, and academics are affected by the glass cliff phenomenon. The glass cliff discusses the propensity for placing women in challenging organisational settings, increasing the likelihood that their performance would suffer. Women in this situation run the risk of slipping off a cliff, according to the metaphor of the "glass cliff."
- ❖ **Psychological Barriers:** From the time that women are born, they are required to abide by a variety of norms and regulations. They have these norms so thoroughly ingrained in their minds that even if they choose not to adhere to them, they feel guilty for doing so. This demotivates them and leaves them with little confidence and excitement. However, a significant portion of the women who are hampered by glass ceiling and glass cliff barriers are among the few who are defying this general rule of thumb.
- ❖ **Social Barriers:** In Indian society, traditions and culture are given top priority. More often than not, women are expected to take care of the home rather than pursue career success. The societal barriers that prevent working women from advancing in their careers include gender discrimination, cultural shifts, lifestyle acceptance, harassment, and the dominance of men in society, among other things.
- ❖ **Organisational Barriers:** Since we are all a part of Indian society, which is recognised as a male-dominated society, we face several obstacles. They are unable to tolerate a woman carrying the same authority and power as they do. They don't include women in informal conversations, so they can't offer her recommendations or support from their male coworkers. Women are unable to make wise decisions because of the extreme male dominance at work. All of these problems lead to pressure, tension,

decreased focus, loss of excitement and interest in work, and further as a result they never want to continue working in such an unpleasant organisational environment.

- ❖ **Glass Escalator:**The phrase "glass escalator" describes how males are frequently assigned to jobs that do not benefit them equally because of their variations in race and ethnicity. The pink collar workforce, including those engaged in hands-on healthcare or education, is where it is most prevalent. Males experience a phenomenon in which they earn greater earnings and have faster career mobility when they enter feminine careers, despite the fact that gendered care professions frequently offer lower wages than stereotyped male professions.
- ❖ **The Frozen Middle:** The phrase described the opposition that corporate upper management encounters while issuing orders from middle management. These directives fail to materialise because of a lack of aptitude or lack of motivation within middle management, which hurts the business's bottom line. However, the phrase "frozen middle" is now more frequently used to refer to the slowdown of women's middle management careers.
- ❖ **Bamboo Ceiling:**In 2005 Jane Hyun coined the phrase bamboo Ceiling to describe the barriers Asians and Asian Americans face in achieving upper level professional success in the United States.
- ❖ **Concrete floor:**The term concrete floor has been used to refer to the minimum number or the proposition of women necessary for a cabinet or Board of Directors Meeting. The number of men will be higher than women.

#### Some of the impacts of glass ceiling:

- Low productivity
- Biases in promotion
- Work life balance conflicts
- Lower self esteem
- Job dissatisfaction
- Lack of organisational commitments
- Increase in turnover intentions
- Stress
- Weak well being
- Lack of confidence

#### Ways To Shatter Glass Ceiling In An Organisation:

- Recruit and promote based on talent and potential
- Eliminate evaluation bias
- Encourage mentoring relationships
- Promote gender neutral networking.

**Maslow's need hierarchy theory:** One of the most well-known theories of motivation is Abraham Maslow's hierarchy of needs. According to Maslow's hierarchy of needs, our behaviour is driven by a range of fundamental to sophisticated physiological and psychological needs.

- ❖ **Physiological needs:**The physiological needs are fairly obvious and include the requirements for our survival. Physiological needs include the following:
  - Food
  - Water
  - Breathing

Physiological needs include things like shelter and clothing, in addition to the basic requirements of nutrition, air, and temperature regulation. Maslow included sexual reproduction in this level of the hierarchy as well because it is necessary for species survival and propagation.

- ❖ **Safety Needs:** These include things that give people a sense of security. This may be facilitated by having structure, predictability, and a sense of control. Safety might result from an individual's behaviours, those of their family, or those of their community. Depending on the individual, it could consist of:
  - Living or working in a secure area
  - Feeling safe from crime or abuse
  - Being in good physical health with no significant illnesses
  - Having a reliable source of income
- ❖ **Social Needs:** The need for love and belonging includes the want to feel connected to others, a sense of community, and stable relationships. People satiate these requirements by:
  - making friends



- giving and receiving affection
- emotional intimacy
- feeling accepted by loved ones
- ❖ **Esteem Needs:**

Esteem” is admiration and respect. Maslow divided this part of the pyramid into two subcategories:

1. The esteem a person has for themselves, or self-esteem, and
2. The respect they desire from others.

**Self-esteem** involves a healthy positive regard for oneself. The things a person needs to have good self-esteem include:

- self-worth
- competency
- dignity
- independence

**Esteem from others** may involve gaining:

- respect from peers
- acknowledgment for one’s achievements
- status or prestige
- fame or reputation

- ❖ **Self Actualisation Needs:**Self-actualization, which encompasses knowing oneself, realising one's full potential, and achieving it, is the highest need on Maslow's pyramid. Maslow contends that self-actualized individuals are more motivated by progress and possibilities than by pursuing unmet needs. Whether or not it brings about an outward reward, they pursue tasks that they or their group could accomplish. Other characteristics that Maslow felt self-actualized people possess include:

- a realistic perception of reality
- acceptance of imperfections
- flexibility and spontaneity in pursuing goals
- autonomy and responsibility
- consistent and strong morals
- appreciation for life
- creativity

**Why job satisfaction is important:**

- Lower turnover
- Higher productivity
- Increased customer satisfaction
- Employee absenteeism
- Helps to earn higher revenues
- Satisfied employees tend to handle pressure.

### 3. DATA ANALYSIS

➤ **Demographic factors:**

**Age of the respondents:** Age is an important variable to consider when analysing our target audience. Individuals who grow up at the same time are called cultural generations. Since individuals of the same generation often share similar values, beliefs, and attitudes, age is an important variable to consider. In the study, the age is distributed as follows: 18-25 (20%), 26-35 (50%), 36-45 (26%) and above 46 (4%). From the size distribution of the survey, we can understand that the more number of respondents are between the age of 26 years to 35 years with a 50% of the total size of the respondents.

**Occupational designation of the respondents:**

The Occupational Designation tells about the seniority or the broad functions or roles performed by a person in a particular organisation and could be changed if the person remains in the same profession in that particular company for a longer time period. So it is an important variable which helps us to analyse in which level of designation does this glass ceiling exactly exist. There are three levels of Designation distribution in the size of the survey which are junior level with 28%, middle level with 56% and senior level with 16% of the total respondents.

**Experience of the respondents:** Experience is commonly used for recording working experience within an employee's profession. It is an important variable for the study as it helps to determine whether there is any impact in the glass ceiling effect in the organisation. The data collected from the size of 100 is distributed in five groups. Respondents with less than 5 years experience are 24% of the total size, 5-10 years of experience with 48%, 10-15 years of experience with 24% and more than 15 years of experience with 4% of the total size of the respondents. Majority of the respondents were from 5-10 years of experience.

**Work sector of the respondents:** The Work Sector is divided into Public sector and Private sector. This division would enable us to study whether there is any glass ceiling effect on a sector wise basis. The private sector respondents are more with 78% of the total size of the responses collected and the public sector with 22% of the total size of the respondents. Thus we can identify whether the glass ceiling exists more or less in the private sector.

➤ **To analyse the effect of glass ceiling on the performance of the women employees in the organisation**

**Importance of career for social stability:** Career gives financial stability whereas family gives social stability. It's all about managing and balancing the two aspects of your life. Both are important in one's life. In our study, 60% of women strongly agree that career is more important than family, 18% of the women agree that career is more important than family, 10% are neutral, 8% disagree that career is more important than family and 4% strongly disagree that career is more important than family. Hence we can analyse that the majority of women think career is more important than family.

**Equality of opportunities:** Opportunities should be given to the employee despite their gender, caste, creed etc. As per the talent and the capabilities of an individual, the opportunities should be given. From the data collected, 52% women strongly agree that they do not get equal opportunities as compared to male colleagues. Hence we can interpret that women don't get equal opportunities as compared to their male colleagues and there exists a glass ceiling in the organisations.

**Women involvement in the decision making process:** In the study, 36% of the women respondents strongly disagree that they are not consulted for suggestions by their superiors when compared to male colleagues, 25% disagree they are consulted for suggestions, 14% are neutral, 19% agree and 6% strongly agree that they are been consulted for suggestions when compared to male colleagues. Even Though in some organisations, women get the equal right to keep their suggestions when consulted, in majority organisations women are not considered and are ignored. Hence we can affirm that a glass ceiling exists in organisations. When an employee's suggestion is not valued properly, they will feel disheartened and will lose interest in working with the Organization.

**Professional attainment through employee training and development programs:** Employee training and development programmes are the continued efforts of a company to boost the performance of its employees. Companies aim to train and develop employees by using an array of educational methods and programs. In the study, the majority of the women are of the opinion that they are sent for Training and Development Programmes to sharpen their abilities and skills so that they can give their best to the organisation.

**Opportunities for onsite projects:** Onsite projects are working for a company at a client's location or working for an outsourcing company in their preferred location. The main advantages of onsite project models are that you can work with native teams and will have no communication problems. From the study, 70% women disagree that they have been considered for an onsite project when compared to male colleagues. Therefore we can understand that a glass ceiling exists and from the above study we could understand that the majority of women are not considered for onsite projects when compared to male counterparts.

**Equality in perquisites given by the company:** Perks are the indirect and non-cash compensation paid to an employee. These benefits are given to employees over their salaries and wages and are also called fringe benefits. Perks are a token of appreciation and recognition for their hard work. It acts as a criteria to measure the level of employee satisfaction. Ignoring employee satisfaction will ultimately lead to a decrease in commitment. Thereby causing a lack of motivation, efficiency, and finally productivity which gives rise to the importance of Perks.

Based on the study, 58% of the total respondents disagree that they get the same perks with the same qualifications and experience when compared to male colleagues. Therefore from the above study we can understand that a glass ceiling exists and the majority of women disagree with the statement that they are being treated the same way as their male colleagues are being treated. With the same qualifications and experience also they are not getting the same perks as compared to their male colleagues.

**Attitude towards timely promotion given by the organisations:** Based on the study, we can understand 53% of the respondents disagree with the statement that they get promotions on time like their male colleagues. Therefore we can interpret that the majority of the respondents believe they do not get timely promotions as compared to their male colleagues thus proving that a glass ceiling exists.

➤ **To study the level of job satisfaction of the women employees in organisation**

**Satisfaction level towards welfare facilities provided by the organisation**

From the above column chart we can interpret that the 27% of the women respondents disagree that the organisation is providing satisfactory welfare facilities, 20% strongly disagree that the organisation is providing the welfare facilities. 18% strongly agree that the organisation is providing welfare facilities and 19% agree that the organisation is providing welfare facilities. Therefore we can understand that the majority of women disagree or strongly disagree with the statement that their organisation provides satisfactory welfare facilities.

**Attitude towards the work culture in the organisation**

It is a set of rules established for the business interest of the employer and right of employees and is constructed based on the structure of the business. It is implemented to manage certain areas within an organisation such as; Company culture, dress code, health, safety, harassment policies, communication with clients, employee accountability, warnings, leaves, attendance, timing, security, poor performance, dishonesty, salary date, expenses, etc. A Company Policy is ideally handed over to each employee at the time of employee orientation that takes place right after hiring.

From the study, we can understand that 60% of the women disagree that they feel good about the way in which company policies are put into the practices.

**Perception of respondents towards factors of glass ceiling**

**Pay as a factor affecting glass ceiling**

Pay being one of the major factors influencing the glass ceiling, we can interpret how pay is an influencing factor and 80% of the women chose it as a factor to influence. Thus we can say that pay is a major factor influencing the glass ceiling in the organisation.

**3.14.2 Work environment as a factor for glass ceiling**

Work environment is yet another major factor. 76% of the women considered it an important factor to influence the glass ceiling.

**3.14.3 Favouritism as a factor affecting glass ceiling**

Based on the study, we can interpret how favouritism is a factor influencing the glass ceiling and how the respondents have come up with their preference. 70% of women preferred it to be a factor. Therefore the majority of the respondents have preferred it to be an influencing factor of glass ceiling.

**3.14.4 Promotion as a factor for glass ceiling**

From the study, we can interpret that promotion is the most preferred factor as 68% of the women have considered it as an important factor. As per the factors influencing glass ceiling promotion being one of the most important factors, we can interpret that the majority women strongly agree promotion to be a factor influencing glass ceiling in organisation.

**3.14.5 Responsibility and Authority as a factor of glass ceiling**

The second factor we see is responsibility and Authority being the other influencing factor for the glass ceiling. From the study, we can understand that 48% of women considered responsibility and authority as the most preferred factor. Majority of the women preferred it to be an influencing factor to the glass ceiling.

**Hypothesis testing:****TABLE 1.** Relationship between occupation designation and glass ceiling effect in the organisation

<b>Correlations</b>			
		<b>Occupational Designation</b>	<b>Glass Ceiling</b>
<b>Occupational Designation</b>	Pearson Correlation	1	-.105
	Sig. (2 tailed)		.301
	N	100	100
<b>Glass Ceiling</b>	Pearson Correlation	-.105	1
	Sig. (2 tailed)	.301	
	N	100	100

**INFERENCE:**

There is no significant relationship between glass ceiling and occupational designation, as the P value is more than .05, thus we reject the above hypothesis.

**TABLE 2.** Relationship between experience and level of satisfaction in the organisation.

<b>Correlations</b>			
		<b>Experience</b>	<b>Level of Satisfaction</b>
<b>Experience</b>	Pearson Correlation	1	.149
	Sig. (2 tailed)		.140
	N	100	100
<b>Level of Satisfaction</b>	Pearson Correlation	.149	1
	Sig. (2 tailed)	.140	
	N	100	100

**Inference:**

There is no significant relationship between experience and level of job satisfaction as the P value is more than .05, thus we reject the above hypothesis.

**5.CONCLUSION**

The study was done with the objective to know whether glass ceilings exist in the organisation, to study the level of satisfaction women employees have from their current job and the different factors influencing glass ceiling. The study clearly states that the majority of the women employees agree to the fact that the glass ceiling exists and it is an invisible force which creates a barrier for women employees growth in various aspects of their job and career. The study was conducted on the primary response of the hundred women employees and the majority of the women employees agrees that a glass ceiling exists in an organisation. The data has been analysed and hence this has been interpreted that women are facing a glass ceiling in their respective organisations and majority women are not satisfied with their job, and the glass ceiling increases their job stress. This is also affecting their performance at work as they are being given less opportunities and this bias behaviour by some employees towards male employees and female employees affects their performance and growth in an organisation. The influencing factors affecting glass ceiling are promotions, responsibility and authority, favouritism, pay and work environment. Majority of the respondents agree that these are the influencing factors to the glass ceiling. Hence we can conclude that the women are still facing a glass ceiling at their work and from the study we can conclude that more than 60% of the women respondents agree that the glass ceiling exists and it is becoming a barrier to their job performance and growth in the organisation.

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