

**STUDY OF GLASS CEILING IN PROMOTION OF
FEMALE EMPLOYEES IN AMRAVATI CITY
(WITH SPECIAL REFERENCE TO CORPORATE SECTOR)**

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ABSTRACT:-

“Glass Ceiling” refers to the seen, yet unbreakable barrier that keeps women and minorities from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements”. “Ceiling” refers to the limitation of the upward progress of women and “Glass” refers to the invisible barrier which limits the women from reaching the top positions. Though this barrier is not mentioned in any rule book but it is a fact that is clearly understood by both the sexes.

Thus, to explain in simple terms “Glass Ceiling” refers to the invisible but real barrier through which the next stage or level of advancement can be seen, but cannot be reached by a section of qualified and deserving employees. Such barriers exist due to implicit prejudice on the basis of age, ethnicity, political or religious affiliation and /or sex. In our everyday lives we come across incidents of sexual discrimination at work place, at home and at social circles. Women since ages have been known as the weaker sex. Well, situations of gender discrimination are properly referred to as the “Glass Ceiling Effect”.

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However looking at India's 127th rank out of 142 countries in terms of Gender Development Index (2016), it seems India has to go a long way to realize the dream of gender equality. It is important for the organizations to play an important and active role in having a gender equality ratio in their organizations for promoting the female employees to progress more and reach the upper level of executive management. For the Nation to develop and grow, it is important that females are not seen as weaker sex and are given equal opportunities to explore their talent in all the fields. There are some females who have shattered the Glass Ceiling and have made a powerful impact in their fields, naming a few - **Chanda Kochhar, Tessy Thomas, Zarin Daruwala, Nita Ambani, Arundhati Bhattacharya, Chitra Ramkrishna, Kiran Mazumdar-Shaw** etc.

The present study is an attempt to investigate the presence of Glass Ceiling in Corporate Sector of Amravati City.

KEYWORDS: Glass Ceiling, Gender Discrimination, Female employees, Leadership, Equal Opportunities, Promotions, Acceptance Level, Corporate Sector, Amravati city.

INTRODUCTION:

The term "Glass Ceiling" was coined in a 1986 Wall Street Journal Report on Corporate Women by Hymowitz and Schellhardt. "Ceiling" refers to the limitation of the upward progress of women and "Glass" refers to the invisible barrier which limits the women from reaching the top positions. Though this barrier is not mentioned in any rule book but it is a fact that is clearly understood by both the sexes.

In our everyday lives we come across incidents of sexual discrimination at work place, at home and at social circles. Women since ages have been known as the weaker sex. Well, situations of gender discrimination are properly referred to as the "Glass Ceiling Effect".

Thus, to explain in simple terms "Glass Ceiling" refers to the invisible but real barrier through which the next stage or level of advancement can be seen, but cannot be reached by a section of qualified and deserving employees. Such barriers exist due to implicit prejudice on the basis of age, ethnicity, political or religious affiliation and /or sex.

Here Glass Ceiling refers to the invisible barrier that prevents women from reaching upward in their career, where opportunity is clearly visible to move upward but there are various hard obstacles that doesn't allow the females to reach the top positions.

The U.S. Department of Labor's 1991 definition of glass ceiling is "those artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward in their organization into management-level positions." (*Report on the Glass Ceiling Initiative*. U.S. Department of Labor, 1991.)

David Cotter et al. defined four distinctive characteristics that must be met to conclude that a *glass ceiling* exists. A glass ceiling inequality represents:

1. "A gender or racial difference that is not explained by other job-relevant characteristics of the employee."
2. "A gender or racial difference that is greater at higher levels of an outcome than at lower levels of an outcome."
3. "A gender or racial inequality in the chances of advancement into higher levels, not merely the proportions of each gender or race currently at those higher levels."
4. "A gender or racial inequality that increases over the course of a career."

This invisible barrier affects those working women the most who are career conscious and ambitious to make a mark in their career. When these females come across such kind of discrimination at work place their self-esteem becomes low, motivation to work decreases which in turn leads to slowing down of interest in their jobs. One of the many examples of Glass Ceiling effect is the evident difference in the salaries of the male and female employees for the same job. Also, one of the major concern is giving inferior status to the females within the counter partners. It is an unfair system or set of attitudes that prevents women from getting the most powerful jobs.

REVIEW OF LITERATURE:

The literature review is done with the help of various published paper and studies done on Glass Ceiling. The main objective behind the literature review is to consider the critical points of current knowledge including substantive findings, as well as theoretical and methodological contributions to a particular topic.

- **Carol Hymowitz and Timothy D. Schellhardt (March 24, 1986) Article in the Wall Street Journal.** “**The Glass Ceiling: Why Women Can’t Seem to Break the Invisible Barrier That Blocks Them from the Top Job.** They were the first to use this term. The term resonated with women around the world because it captured their frustrations and the term “glass ceiling” has now become commonplace.
- Definition by **Federal Glass Ceiling Commission, 1995**-The concept of “glass ceiling” refers to the “*artificial barriers to the advancement of women...it is unseen, yet an unbreachable barrier that keeps women from rising to the upper rungs of the corporate ladder (Federal Glass Ceiling Commission, 1995).*” The glass ceiling comprises two different components: the first makes it harder for women to be seen as competent; the other assesses women’s performance with stricter standards than men’s.
- Definition by **Federal Glass Ceiling Commission, 1997**- “*The GC refers to invisible or artificial barriers that prevent women from advancing past a certain level (Federal GC Commission [FGCC], 1997)*”.
- **Castro (1997)** defined “Glass ceiling” is a term that describes the artificial plateau, beyond which women are denied the opportunity to advance to upper levels of executive management in corporate America .It has become a routine practice to deny thousands of qualified women the top level jobs, merited by their performance.
- **Feldman (1997)**, defined "glass ceiling" barriers toward women are nothing but an insidious form of sex discrimination, in violation of law.
- **Baxter and Wright (2000):** The core principles of a glass ceiling align with a contemporary movement to diversify senior-level positions in society by making advancements with regards to gender and racial/ethnic participation. Specifically, the concept of glass ceiling is general viewed as a setup of impediments and/or barriers to career advancement for women or people of color.

- **Alice H. Eagly and Linda L. Carli (2007):** Article in the Harvard Business Review. “Is there really a Glass Ceiling for Women?” Many women have inquired about whether or not an invisible barrier (or glass ceiling) exists just beneath the top of the corporate ladder that blocks successful women from achieving the highest rungs. According to them the answer is no, however, the sum of many obstacles along the way often hold women back from making it into the C-suite.

OBJECTIVES OF THE PROPOSED STUDY:

- To find out if Glass Ceiling exists in the corporate sector of Amravati City.

HYPOTHESIS OF THE STUDY:

- Glass Ceiling has significant impact in the promotion of female employees in the corporate sector of Amravati city.

RESEARCH METHODOLOGY:

A. The research design for the present study would be exploratory in nature.

B. Tools and Techniques of Research: Various Statistical Tools like Non Parametric Test: Chi-square Test has been used.

C. Sample Size and Sampling Design:

1) Sample Size: 50 (Both Male and Female employees.)

2) Sampling Design: A random sampling procedure will be followed in order to collect the data from the chosen sample.

D. Sources of Data Collection:

Primary Sources:

It contains personal and online surveys or questionnaires containing questions relevant to the topic. A Likert Scale and open-ended questions could then be administered to a sample comprised of male and female employees at all levels and the responses could then be analyzed.

Secondary Sources:

This approach would involve the use of publications, books, newspapers, magazines, websites, various reports and library.

DATA ANALYSIS:**Table: 1 - Gender Wise Distribution:**

Sr.No	Male		Female	
	Number	%	Number	%
Total	35	70.0	15	30.0

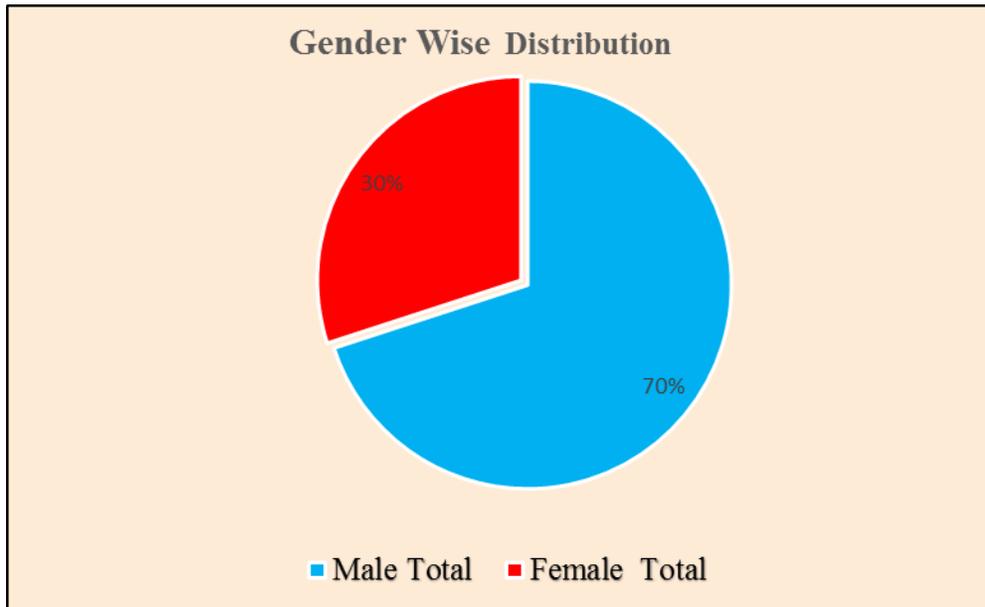
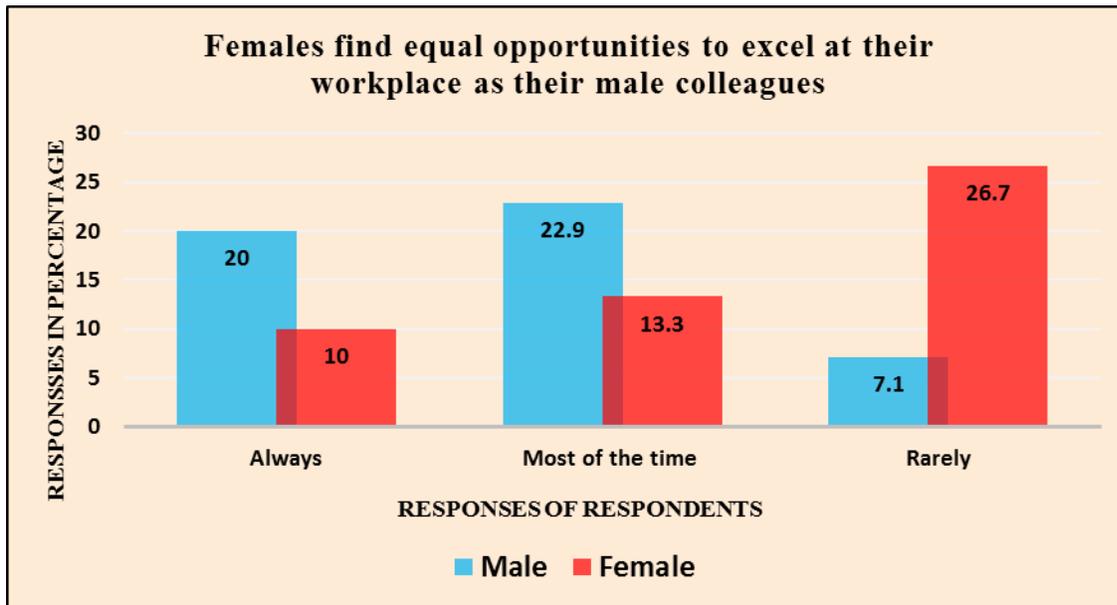
Graph: 1**Inference:**

Table 1 shows the distribution of the respondents where it can be clearly seen that the % of males is more than the % of female respondents.

Table: 2 – Do females find equal opportunities to excel at their workplace as male colleagues?

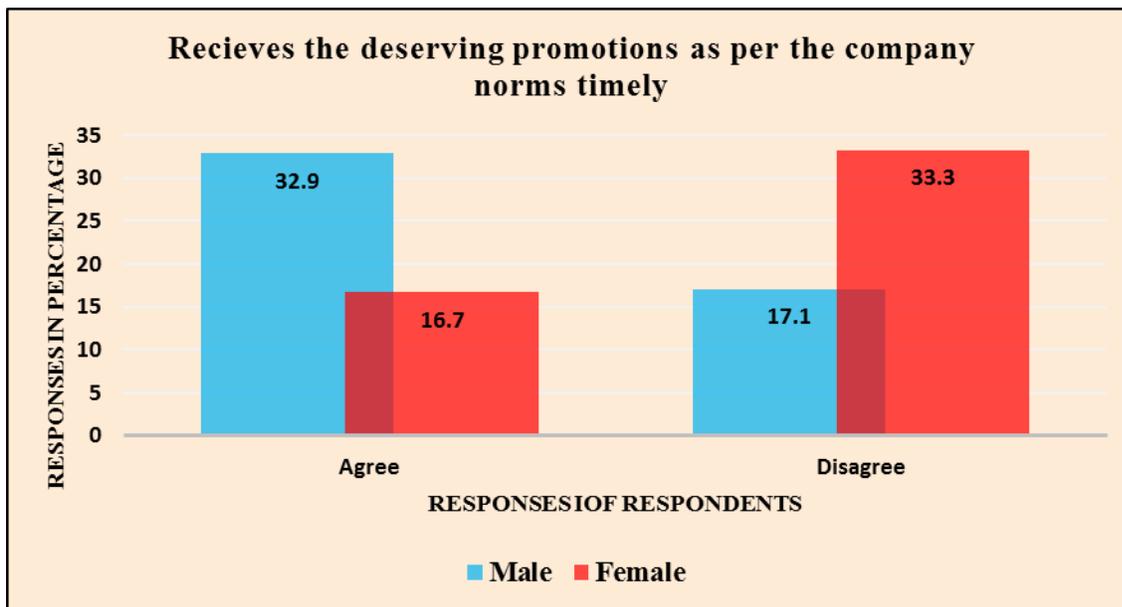
Sr.No	Responses	Male		Female		Chi Square Value	Significance
		Total	%	Total	%		
1	Always	14	20.0	3	10.0	8.345	P=0.0154
2	Most of the time	16	22.9	4	13.3		
3	Rarely	5	7.1	8	26.7		
	Total	35	50.0	15	50.0		

Graph: 2**Inference:**

To check whether gender affects the responses “Females find equal opportunities to excel at their workplace as their male colleagues”, here chi square test was applied. Calculate value of Chi square is found to be **Chi value =8.345, p=0.0154** which is found to be statistically significant. Hence it can be concluded, that Male and Female have different view about Females find equal opportunities to excel at their workplace as their male colleagues. **Female employees does not get the same opportunities to excel at their workplace as compared to the male employees.**

Table: 3 – Do you receive the deserving promotions as per the company norms timely?

Sr.No	Responses	Male		Female		Chi Square Value	Significance
		Total	%	Total	%		
1	Agree	23	32.9	5	16.7	4.4681	P=0.0345
2	Disagree	12	17.1	10	33.3		
	Total	35	50.0	15	50.0		

Graph: 3**Inference:**

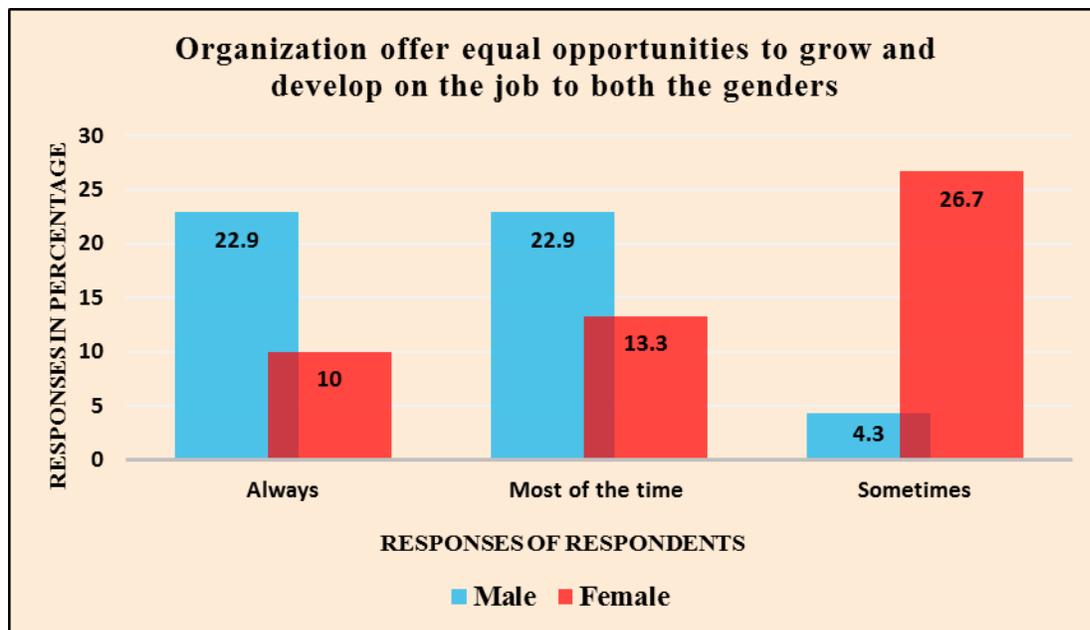
To check whether gender affects the deserving promotions as per the company norms timely given to employee, here chi square test was applied. Calculate value of Chi square is found to be **Chi value = 4.4681, P=0.0345** which is statistically significant.

Hence it can be concluded that Gender of employee plays a significant role in Promotion. The satisfaction level of female employees is comparatively very less as compared to the male employees with the promotions they get in the organizations.

Table: 4 – Does your organization offer equal opportunities to grow and develop on the job to both the genders?

Sr.No	Responses	Male		Female		Chi Square Value	Significance
		Total	%	Total	%		
1	Always	16	22.9	3	10.0	12.342	P=0.0021
2	Most of the time	16	22.9	4	13.3		
3	Sometimes	3	4.3	8	26.7		
	Total	35	50.0	15	50.0		

Graph: 4



Inference:

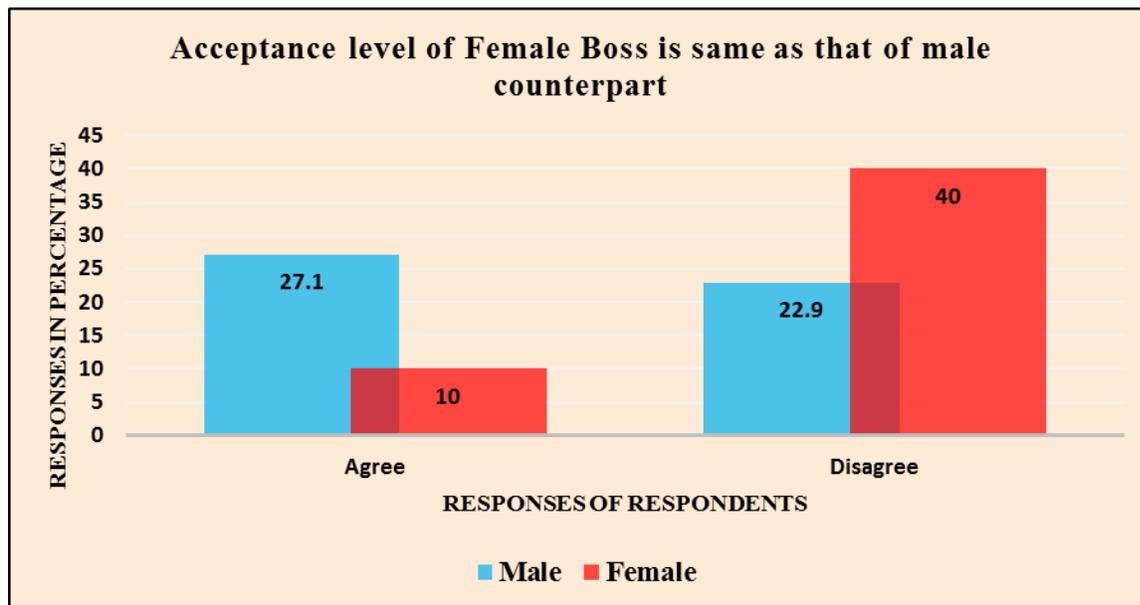
To check whether gender affects the response “Organization offer equal opportunities to grow and develop on the job to both the genders”, here chi square test was applied .Calculate value of Chi square is found to be **Chi value =12.342, p=0.0021 which is extremely statistically significant.**

Hence, it can be concluded that Male and Female have different views regarding the same question. It can be clearly stated that **Female employees do not get the same opportunities to grow and develop on the job as compared to the male employees in the organizations.**

Table: 5 – Do you feel that Acceptance Level of a Female Boss is same as that of the male counterpart?

Sr.No	Responses	Male		Female		Chi Square Value	Significance
		Total	%	Total	%		
1	Agree	19	27.1	3	10.0	5.0092	P=0.0252
2	Disagree	16	22.9	12	40.0		
	Total	35	50.0	15	50.0		

Graph: 5



Inference:

To check whether gender affects the response “Acceptance Level of a Female Boss is same as that of the male counterpart” , here chi square test was applied .Calculate value of Chi square is found to be **Chi value =5.0092, p=0.0252 which is statistically significant.**

Hence, it can be concluded that Male and Female have different views about Acceptance Level of a Female Boss is same as that of the male counterpart. **Female employees do not find themselves easily acceptable as boss in the organizations.**

CONCLUSION:

From the Data analysis and the inferences achieved, it can be concluded that the Hypothesis “Glass Ceiling has significant impact in the promotion of female employees in the corporate sector of Amravati city” has been proved. It is clearly visible from all the above tables that Female employees are not promoted the same way as their male counterparts.

As it visible in the data collected that the % of female gender in the workplace is comparatively less than the % of male gender shows the lack of opportunities for the females in corporate sector. Females who are working are also are not getting the same opportunities as the male employees to excel at work place which shows that there is biasness in the organizations. It can also be seen that Female employees are also not receiving their promotions timely in the organization and their satisfaction level is less. Females are also not getting the same opportunities to grow and develop on the job as their male counterparts by the organizations.

And one of the most important point which comes out from the study is that even today Female Boss are not easily acceptable in the organizations and thus it is hampering the growth of the career of the female gender.

Hence, it can be concluded that even in present scenario “Glass Ceiling exists and it is having a significant impact in the promotion of female employees in the corporate sector of Amravati City”.

SUGGESTIONS:

- There should be uniform government policies for both the gender in the organizations which would help in shattering the Glass Ceiling effect.
- Organization should have supportive policies for the female workforce such as flexi-timings, proper leaves in case of Marriage and Motherhood, healthy working environment, safety

and promotions based on performance and merit and not on gender. All this would help in the growth of the female gender at workplace.

- Family and support of society is very important for the progress of the females.
- Females too should be self-motivated to take on new assignments in work and should be ambitious to grow and develop on job. They should prepare themselves for the work challenges in job.
- Mindset of the males needs to be changed, they should encourage and support the female employees working in their organizations.

LIMITATIONS:

Present research is based on a very small sample size says 50; the research could have been more authenticated if it would have been more in terms of sample size.

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Disclaimer:-

Some of the portion of this paper is taken from various sites and articles. The broad objective of this paper is to spread the knowledge regarding particular subject, publication is one of the initiative taken for fulfillment of this objective. There is no any monetary intention behind the publication.

Author's