

## **A Conceptual Evaluation of Glass Ceiling and Glass Cliff With Regards to Female Employed In Higher Cadre**

**Ms. Kanchan Kishor Tiwari, Research Scholar, Datta Meghe Institute of Management  
Studies, Nagpur**

**Dr. Shiney Chib, Research Guide, Datta Meghe Institute of Management Studies, Nagpur**

### **ABSTRACT**

Analysis of the effects of the glass ceiling on women's career development (WCD), which enables quantitative references of women's perceptions of the glass ceiling, is the goal of this study. 125 women from all levels of academia who completed a 15-item version of the WCD with consideration for Glass Ceiling concerns. Inequalities, Uninformed, Discrimination, and Lead Positions are the WCD factor models on views towards glass ceilings that were developed from data analysis of study work. The variables showed strong internal consistency. The WCD enables a comparison of favourable attitudes regarding seeking advancements in the workplace at organisations, involvement of women in decision-making, and giving women the opportunity. This new statistic might be recommended for analyses of men's and women's opinions on gender inequality in organisations. It might be helpful in defining the organisational cultures that already exist.

**Keywords -** Glass ceilings, Measures, Women's beliefs, work-environment, Lead positions

### **Introduction:**

The glass ceiling is a metaphor for an unseen barrier that prevents women from rising to higher levels in organisations. This also makes it difficult to find them legitimate employment opportunities in the educational system (Kolade & Kehinde, 2013). In particular, it's an invisible

and insurmountable barrier that prevents women from advancing to the top rungs of the academic ladder, regardless of their credentials or accomplishments (Glass Ceiling Commission, 1995). Glass Ceiling makes it difficult for women to advance to more senior positions and prohibits them from entering occupations that are controlled or dominated by men. The absence of promotion chances, wage disparity, underrepresentation of girls in executive roles, lack of career advancement, etc. are all examples of gender differences that can be observed at every level within an organisation. All of the aforementioned ideas keep working women from moving up the academic ladder. Equal opportunities should be provided for workers to demonstrate their abilities. Due to cap concerns at work, the article is heavily focused on working women employees in terms of organisational commitment and turnover intents in relation to the above-mentioned agenda.

Glass ceilings are perceived as being a "well-enshrined phenomena supported by compelling evidence" (Schein, 1973). Even though the proportion of women in managerial roles has increased, the "glass ceiling" is still perceived to persist. According to Linehan (2022), there is a small percentage of women in practically every country who hold high management roles. Women make up 46.5% of the workforce in the US, while just 8% of top management positions are held by them. Women believe that their chances of being promoted to senior management are less than those of males (Parker and Fagenson, 1994). The glass ceiling phenomenon has been the subject of numerous research in the west, yet the perception and reality of the phenomena in India have received little attention.

Although Indian males deny that there is a glass ceiling, the underlying stereotypes are firmly entrenched. 2010 (Jain and Mukherji). Comparatively speaking, the glass ceiling is a more intangible impediment to job progression than education or experience. Although not immediately apparent, glass ceiling barriers are frequently mentioned in literature and recorded anecdotally. Gender-based barriers, which are frequently mentioned in the literature and observed anecdotally, are the cause of the glass ceiling. For the past 20 years, the metaphor of the

"glass ceiling" has been used to represent the ostensibly unseen barriers that keep many women from rising to the upper echelons of management (Linehan and Walsh,1999). Even in the twenty-first century, with so many changes in every aspect of human life brought about by globalisation and technological advancements, this tendency persists.

Despite becoming more prevalent in the workforce, women are still underrepresented in positions of leadership. Women are unable to advance to managerial roles due of an invisible barrier. "Attitudes are strong effects on people's behaviour at work," the saying goes. Future encounters between a supervisor and a subordinate may be impacted by the way that supervisor develops their relationship.Likewise, a group of people can be considered. Preferential treatment and excluding, discriminating activities are examples of this type of behaviour. The supervisor's beliefs regarding a woman's suitability for managerial roles will affect how they evaluate an employee's performance and whether they offer or deny them opportunities for advancement.

### **Reviews of Literature:**

In a study titled "Effects of Glass Ceiling and Organizational Commitment on Corporate Women's Turnover Intentions," Tiwari and Awasthi (2019) found that the glass ceiling has a detrimental effect on organisational commitment.

Aboim, (2016) Notwithstanding recent increases in female employment, it is important to note that female employment rates at the labour and service levels are now equivalent to those of men at the managerial and supervisory levels. In actuality, there has historically been "gender hegemony," or male dominance, in roughly half of all jobs; the variety of jobs available to women is far lower than that of men.

In a study titled "Glass ceiling and women's career advancement," Kolade and Kehinde (2013) found that, aside from the lack of equality between men and women in terms of employment and career development opportunities, some of the barriers to women's career advancement mentioned in the literature are present in Nigerian construction. Also, there are few women

working in the Nigerian construction business. This problem starts with course and degree selection and persists through the hiring process.

According to Allahyari et al. (2022), the existence of a glass ceiling can be very risky for organisations. If managers don't recognise the importance of this axiom and don't act to address it, their companies will face a variety of expensive issues, including absenteeism and replacement, decreased organisational commitment and productivity, and the loss of qualified female resources.

Wirth, (2021) According to a review of the literature on the metaphorical "glass ceiling," the idea implies the reality of impassible obstacles erected by many international organisations, without any justification other than an implicit and tacit consensus against the advancement of women in organisations.

The term "Glass Ceiling" is used to describe "barriers inside a hierarchy that hinder women from reaching upper-level posts," according to M. Maskell-Pretz and W. E. Hopkins (1997). These obstacles could be real or hypothetical for the recipient, concrete or intangible. Prejudices, the "glass ceiling" effect, and hurdles based on gender diversity are examples of such obstacles that are difficult for businesswomen to overcome and should be addressed by firms in order to keep them on staff. The persistent problems with gender discrimination, gender stereotypes, and gender perceptions that harm women are what cause the "glass ceiling" effect.

### **Problem Statement and Study Importance**

Academics have long been concerned about gender inequities in economics promotion. Women are frequently underrepresented in top positions, suggesting that they may encounter a "GC" problem (Blank, 1996). Even if they identify or work as men, women can encounter a range of barriers to advancement in their careers. The focus of this examination is on the experiences of female academics in the field of education. Hence, the following is what the study's aims

measure: In the fast-paced environment of today, many people are interested in the idea of GC. Hence, it is necessary for decision-makers to consider how the GC affected women lecturers when defining key geographic point concerns and creating plans to improve and enhance laws that aim to prevent them. The results of this study also provide better guidelines for women, students, policymakers, and other relevant organisations to create and improve policies in relation to the GC and WCD findings during this analysis and generally for all women. These findings can be used to identify academic women's issues and ways to break down those barriers. The typical challenges they face in their job and how to overcome them. The Indian economy would benefit greatly from the inclusion of working girls in their jobs, hence this analysis is also crucial for the Indian economy. Also, it might help them raise their income. This will be made possible after analysis reveals the impacts of GC and offers suggestions for mitigating them. Because it offers additional details on GC and how it impacts women's professions, it is also pertinent for those considering employment and further education. They will be informed of their options for keeping their jobs or leaving GC as employees. In the end, it aids in career advancement. Male job holders will be able to recognise issues that their female counterparts experience.

### **Objectives of the Study:**

- To assess the connection between WCD and the glass ceiling.
- Glass Ceiling variables' impact on WCD working in organisations should be measured.
- To make suggestions for Glass Ceiling on WCD solutions in organisations.

### **Hypothesis of the Study:**

Hypothesis 1 -H1: Glass Ceiling measures have a substantial impact on WCD.

## **Research Methodology:**

### **Research design**

The purpose of this study is to identify and clarify the characteristics of the significant variables in a certain situation. This was an exploratory research report as a result. The purpose of the study is to ascertain how GC affects the WCD of women who work in organisations. The inquiry therefore focused more on correlation than causality. The natural environment of the company is used to conduct a correlation study, with as little disruption to normal operations as feasible from the researcher (Sekaran, 2009).

Unlike the disruption caused by causal experiments, the normal flow of work in the system is disrupted when the researcher administers surveys at the workplace; however, the researcher's interference in this normal function is minimal. The survey methodology was employed to collect reliable data for this research. The writer of the current thesis had to get knowledgeable about the opinions and viewpoints of the workers, therefore the thesis could be categorised as analytical. In addition, a significant amount of primary data was obtained to address the study questions and achieve the objectives, as well as to diagnose the problem based here. The survey form was decided to be the most suitable as a result.

### **Sample of the research**

Women who worked in organisations and were over the legal drinking age made up the study's population. The study's sample was chosen using simple random and clustered sampling procedures. The full questionnaire is distributed to women working in various organisations in Maharashtra State, which is the clustered area for the research, in order to choose the sample. 125 women were chosen at random for the sample.

### **Research tool & Data Collection:**

This research study relies on survey methodology for data gathering; questionnaire-based surveys have grown to be one of the most popular approaches. The survey instrument was

constructed as a self-administered questionnaire. The questionnaire is divided into two parts, A and B. The questions were written in English when they were created. The socio-demographic profile is in Part A. Information from the respondents was gathered to create a profile of the sample group that took into account factors including gender, marital status, age, educational background, position, average income, and duration of service.

11 items make up Part B, which are based on the closed-ended GC measurements questionnaire. Respondents can express their ideas by selecting a Yes or No answer on the questionnaire. Following the creation of the preliminary questionnaire, a pilot survey was conducted to evaluate the validity, reliability, and accuracy of the questions. Twenty ladies were asked to complete the corresponding questionnaire. The pilot survey's reliability rating (Cronbach Alpha) ranges from 0.7 to 0.9.

### **Results and Discussion:**

Descriptive statistics: Of the respondents in the sample, the majority (70.8%) were between the ages of 30 and 35. 20% were aged 36 to 40. Between the ages of 41 and 45, 8.30% of people were. 0.80% of the population was over the age of 51, and no one fell into the 46–50 age range. The findings show that 72% of respondents hold post-graduate degrees, and 28% of them are doctorates for women. The majority of the sample in this case were recent grads. 75% of the sample chooses it. Over 7 years of employment is the average for the 50% of responders.

Table 1: One-way Analysis between GC and Dimensions of WCD.

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Inequality	Between Groups	.146	3	.049	.353	.787
	Within Groups	16.654	121	.138		
	Total	16.800	124			
Risky Jobs	Between Groups	.337	3	.112	.461	.710
	Within Groups	29.455	121	.243		
	Total	29.792	124			
Uninformed	Between Groups	.381	3	.127	.541	.655
	Within Groups	28.419	121	.235		
	Total	28.800	124			
Power	Between Groups	.055	3	.018	.073	.974
	Within Groups	30.313	121	.251		
	Total	30.368	124			
Discrimination	Between Groups	.057	3	.019	.076	.973
	Within Groups	29.943	121	.247		

	Total	30.000	124			
Paid Less	Between Groups	.256	3	.085	.459	.712
	Within Groups	22.544	121	.186		
	Total	22.800	124			
Job Satisfaction	Between Groups	.023	3	.008	.037	.990
	Within Groups	25.177	121	.208		
	Total	25.200	124			
Work life balance	Between Groups	.071	3	.024	.314	.815
	Within Groups	9.129	121	.075		
	Total	9.200	124			
Working Hours	Between Groups	1.461	3	.487	2.179	.094
	Within Groups	27.051	121	.224		
	Total	28.512	124			



The results table above shows that there is no conclusive evidence linking the impact of the glass ceiling on women's career advancement in organisations. Because the result values are more than 0.05, the values demonstrate that the hypothesis is not accepted.

### **Findings:**

Some of the causes of GC effects have been discovered through this research. It also disclosed certain elements that support women's job advancement. Under this, it is anticipated to highlight a number of suggestions for improving the current level of WCD. The recommendations that follow are made as a result. According to GC study findings, the aspect most impacted by inequality between men and women and parity of control is gender disparity. So, women must work to overcome personal challenges such a lack of self-confidence or being overly emotional when concentrating on employees' problems by developing self-confidence and productive cognition as such. You must alter the view of female staff members as posing, physically abusive, and manipulating.

Women who expressed difficulty balancing work and family obligations said that they had a lot of obligations for both and frequently lacked the time to perform both properly. The biggest challenge they faced was time management. The women should offer daycare facilities, let them go on weekends, and offer the same flexible office and home working hours in order to get out of the challenges. Another explanation is that women were not given much independence because our society was built to support their family responsibilities. The majority of survey participants disagreed with the organization's promotion system's fairness. The management should then decide on career advancement appropriately. Men and women in the organisation should have equal access to advancement opportunities, remuneration based on qualifications and experience, and job responsibilities. Since the majority of respondents think that male teachers are uneasy around their elders, awareness campaigns will also change how the workforce perceives women in leadership roles. Also, the majority of respondents did not concur on "fair management care."

The management should then individually involve every employee and align each employee with a clear-cut sequence of steps.

### Conclusion:

Cultural concerns are the second GC component that has an impact, as the participants' responses revealed. The biggest obstacle is gender stereotypes. Working women must demonstrate their ability to perform at the highest level required by their employers if they hope to change people's perceptions of the conventional myth that women should stay at home and make the home, not work. The organisation will also give women researchers the opportunity to research the informal history, customs, and norms of the organisations that have the power to discriminate against women and to implement outreach initiatives to effectively eradicate these organisational practises. The availability of training and other promotion opportunities may also help women who are working to change their attitudes regarding organisations in a way that benefits their professional organisations.

### Reference

- Afza, S., & Newaz, M. (2008). Factors determining the presence of GC and influencing women career advancement in Bangladesh. *Bbrac University Journal*, 5(1), 85-92.
- Barnet-Verzat, C., & Wolff, F-C. (2008). Gender wage gap and the glass ceiling effect: a firm level investigation. *International Journal of Manpower*, 29(6), 486-502. <http://dx.doi.org/10.1108/01437720810904185>
- Dreher, G. F., & Ronald, A. A. (1990). A comparative study of mentoring among men and women in managerial, professional and technical positions. *Journal of Applied Psychology*, 75(5), 539-546. <http://dx.doi.org/10.1037//0021-9010.75.5.539>

- Fassinger, R.E. (2008). Workplace diversity and public policy: challenges and opportunities for psychology. *American Psychologist*, 63(4), 252-268. <http://dx.doi.org/10.1037/0003-066X.63.4.252>
- Mathur-Helm, B. (2006). Women and the glass ceiling in South African banks: an illusion or reality? *Women in Management Review*, 21(4), 311-326. <http://dx.doi.org/10.1108/09649420610667028>
- Ryan, M., & Haslam, A. (2005). The glass cliff: Evidence that women are over-represented in precarious leadership positions. *British Journal of Management*, 16(2), 81-90. <http://dx.doi.org/10.1111/j.1467-8551.2005.00433.x>
- Scandura, T. (1992). *Breaking the GC in the 1990s*. Washington, DC: U.S. Department of Labor Women's Bureau.
- Schneer, J., & Reitman, F. (2002). Managerial life without a wife: Family structure and managerial career success. *Journal of Business Ethics*, 37(1), 25-38. <http://dx.doi.org/10.1023/A:1014773917084>
- Schein, V.E. (1973). Relationship between sex role stereotypes and requisite management characteristics. *Journal of Applied Psychology*, 57, 95–100
- Linehan, M. (2002). Senior female international managers: Empirical evidence from Western Europe. *International Journal of Human Resource Management*, 13(5), 802–814.
- Parker, B., & Fagenson, E.A. (1994). In M.J. Davidson & R.J. Bruke (Eds), *Women in management: Current research issues* (pp. 11–28). London: Paul Chapman.
- Jain, N., & Shoma, M. (2010). The perception of 'glass ceiling' in Indian organizations: An exploratory study. *South Asian Journal of Management*, 17(1), 23–43.
- Linehan, M., & Walsh, J.S. (1999). Senior female international managers: Breaking the glass border. *Women in Management Review*, 14(7), 264–272.
- Herbert, T.T., & Yost, E.B. (1978b). Women as effective managers: A strategic model for overcoming the barriers. *Human Resource Management*, 17(2), 18–25.

- Tiwari, M.; Mathur, G.; Awasthi, S., (2019). A Study on the Effects of Glass Ceiling and Organizational Commitment on Corporate Women's Turnover Intentions, Acad. Strat. Manage. J., 18 (2):1-10 (10 pages).
- Aboim, S., (2016). Plural masculinities: The remaking of the self in private life. Routledge
- Kolade, O.J.; Kehinde, O., (2013). Glass ceiling and women career advancement: Evidence from Nigerian construction industry