

## **Effect of Corporate Glass Ceiling on Women Empowerment: An Investigative Study of Working Women in Jaipur**

**Poonam Madan, Isha Sharma**

### **Abstract**

Corporate Glass ceiling is the biggest roadblock which is holding back Indian working women from climbing up the corporate ladder. This research paper is an effort to bring out the issues which are impeding women from growing in corporate world. The current investigation explains the state of glass ceiling consequence from Indian working women's point of view. Present study has been designed to investigate the effect of corporate glass ceiling on women empowerment. The various steps that can crack glass ceiling are also discussed. This paper concludes with the note that women at workplace should be give due recognition to and equality for women in all spheres of life should be ensured.

**Keywords:** Women Empowerment, Glass Ceiling, Gender discrimination, Gender gap, Individual Dimensions, Family Dimensions, Organizational Dimensions, Cultural Dimensions

### **Introduction**

Women Empowerment is the enablement which helps women to take their own decisions by breaking all the limitations of the family and the society. Women empowerment is something which makes her independent and capable in all the aspects by her mind, thoughts and the decisions which is taken by her leaving all the limitations of society and the family responsibilities. Women empowerment deliberates to raise the political, social, educational, economical power of individuals and the societies of the woman. Nowadays women empowerment is very significant for the bright future of the society family and the country.

Women empowerment is basically the procedure of improvement of society and political economic position of females in the society. As far as the societal status of women is concerned, they are not equally treated at par with man in all the spheres of the society.

### **Concept of Glass Ceiling**

The phrase "glass ceiling" was announced to illustrate a world where businesswomen in their endeavour to reach top positions were clogged by corporate custom and prejudice. Glass ceiling states both visible and invisible obstacles that stops women from proceeding to the top positions. The glass

ceiling effect, which mentions that the roadblocks that stops women from advancing to the helm of their organizations, is a formation of gender discrimination. It is related with human resources, one of the most important resources that bring the competitive advantage to organizations.

### **Effect of Corporate Glass Ceiling on Women Empowerment**

Glass Ceiling is a barrier which strongly prevents women from moving up to the top level. The determinants of Glass Ceiling apart from Organizational Influences are Individual Dimensions, Family Influences, and Cultural Influences that has a significant impact on Women Empowerment.

- **Organizational Dimensions** - This shows that the degree to which the employees perceives their workplace as being responsible for poor performance of employee or the extent to which organizational impediments due to structural elements of the firm and practices influences the worker's growth.
- **Individual Dimensions** - This principle replicates the degree to which it impediments that come from themselves influence the consequences.
- **Family Dimensions** - This condition shows the level to which relation reasons affect the performance of a female employee.
- **Cultural Dimensions** - Cultural Dimensions also shows to the degree to which the beliefs, principles, cultural norms and customs influence a female work force growth.

### **Review of Literature**

Glass ceiling states that it is an informal and undetectable barrier in the corporate sphere for females and subgroups, who retain gradually touching the highest peak at their jobs but do not reach on the top, irrespective of their education levels, experiences and achievements.

Eagly & Carly, (2007) defines glass ceiling a wall for competent and progressive women who gets difficulties to reaching at the top. Bass & Avolio (1994) opines that women encounters a glass ceiling to develop at the most senior ranks of the company hierarchy in spite of an huge increase in the number of women entering the workforce in the previous periods.

According to Burke and Vinnicombe (2005), the glass ceiling is the one of convincing descriptions for investigative discriminations between, male and female at the workplace. McLeod, (2008) clarifies that the meaning has been used broadly in the common mass media as well as in official government manuals and academic published resources Canberra Bulletin (1994) views the impediments that avoid women from ascending to top level organization positions in big companies have frequently been defined by the symbol "GC".

Chandrasekar & Siva Prakash (2011) found in their study that both married and unmarried women were the members of ITC company which functioned as a

magnificent tool for empowering and inspiring and elevating the poor women and provided them monthly salary, opportunity, interaction and development, but at the same time deficiency in sustainability for women in ITC.

In a study by Tlaiss & Kauser (2011), Lebanese female bosses were established that women faces the hurdles of glass ceiling at the lowermost management levels and were unhappy with their fringe benefits, and upgrades or in the other remunerations. Also, the job positions retained by employees in an administration influences their attitudes about the job since men hold more organisational positions than women. Therefore, women feels disheartened and demoralised subsequently they become negative and doubtful about their promotional aspects of their carrier.

Dheepa & Barani (2010) emphasized that women should be informally authorized. She should get fairness in the society and there should not be any discrimination between men and women including equivalent human rights to be born, knowledge, schooling, occupation, property, participation in decision making within domestic and public, policy making, politics and no subordination. Hence, all isolated associations should improve contribution of women in administrative decision-making at management positions.

Nandy S, Bhaskar A, Ghosh S. (2014) in their research paper Corporate Glass Ceiling: An Impact on Indian Women Employees opined that 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 every organisation should encourage and promote suitable woman in respectful and managerial positions because it has been seen that on the top positions woman presence is very less instead of having quality and efficiency and knowledge of managerial skills.

### **Methodology**

The present study in nature is exploratory as well as descriptive. The complete study was structured on the theoretical framework built up using the info of literature review. Structured appendix has been managed for the purpose of gathering primary data. The study has been conducted at Jaipur city. Hypothesis has been established to discover whether there is an important result of Individual Dimensions, Family Dimensions, Structural Dimensions and Cultural Dimensions on Females Empowerment. The questionnaire was distributed amongst 50 respondents representing the Female Executives working in various organizations. The Stratified Random Sampling method is used. A random sample of 50 working women completed a demographic form and the Decisional Involvement Scale. The questionnaire was designed using Five-point Likert Scale. The chief indication highlighted is, Glass Ceiling affects the Women Empowerment. Glass ceiling assumed to be an independent variable. Female empowerment is the dependent variable. Female Empowerment is depending on several determinants of independent variable viz. family Dimensions, individual Dimensions, organizational Dimensions and cultural Dimensions.

**Objectives**

- To explore the aspects of glass ceiling encountered by Indian females in corporate world.
- To analyse the Dimensions influencing the empowerment of women in organizational context.
- To discover out the impact of glass ceiling on females empowerment.
- To identify the major individual, organizational and cultural Dimensions that affect women empowerment.

**Hypothesis**

H<sub>0</sub><sup>1</sup>: There is no significant impact of Glass Ceiling Determinants on Women Empowerment.

H<sub>a</sub><sup>1</sup>: There is a significant impact of Glass Ceiling Determinants on Women Empowerment.

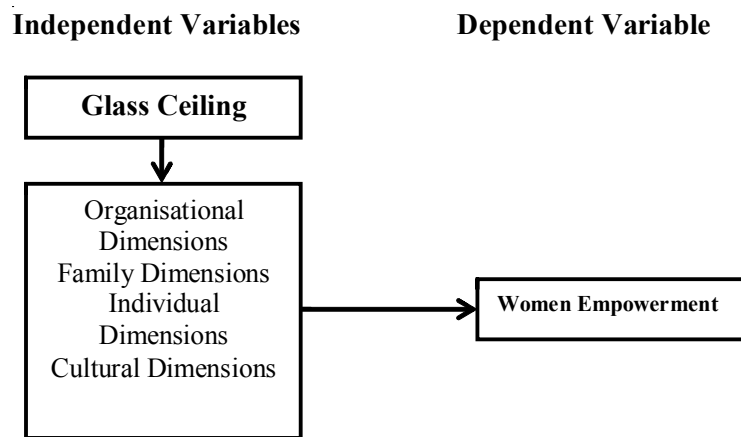
Sub-Hypothesis 1 -H1: There is significant impact of Organizational Dimensions on Women Empowerment.

Sub-Hypothesis 2 - H2: There is significant impact of Family Dimensions on Women Empowerment.

Sub-Hypothesis 3 -H3: There is significant impact of Individual Dimensions on Women Empowerment.

Sub-Hypothesis 4 - H4: There is significant impact of Cultural Dimensions on Women Empowerment.

**Conceptual Framework& Variables of the Study**



**Figure 1. Theoretical Framework**

Coding and tabulation were done and analyzed by using SPSS software. Findings are presented in form of table and charts.

**Descriptive and Inferential Analysis**

Descriptive Analysis- Demographic Profile

**Table 1 : Demographic Profile of Respondents**

Demographic Profile of Respondents			
Parameters	Category	Frequency	Percentage
Age	Below 25	32	36.0
	26-35	18	64.0
	Total	50	100.0
Marital Status	Single	15	30.0
	Married	35	70.0
	Total	50	100.0
Qualifications	Graduation	26	52.0
	Post-Graduation	20	40.0
	Any Other	4	8.0
	Total	50	100
Income	Below 10,000	29	58.0
	10000-50000	20	40.0
	50000-100000	1	2.0
	Total	50	100

Chart 1

Chart 2

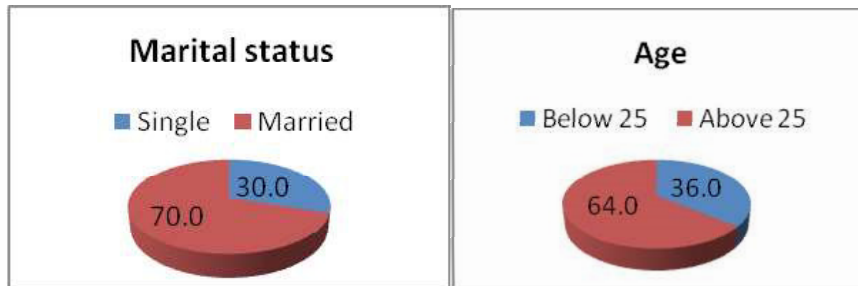
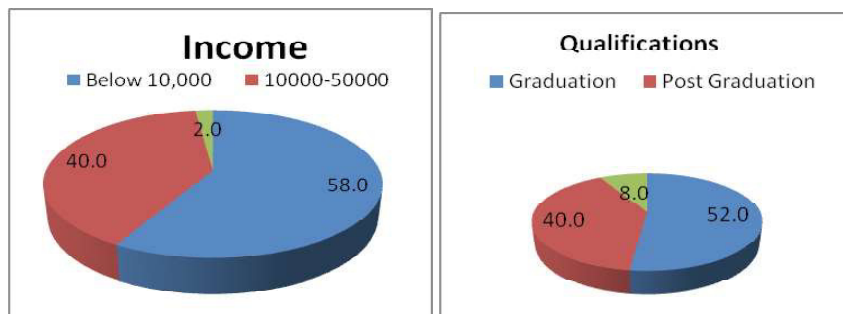


Chart 2

Chart 3



This elementary **table 1** gives us information about the **age group, marital status, educational qualifications and income level** of respondents. It was found that **36%** respondents are below 25 year whereas **64%** respondents are above 25 year in age. It was inferred that **30%** respondents are single and **70%** respondents are married. It has been that **52%** respondents are graduate and **40%** respondents are post graduate and 8% possess other qualifications also. It has been found that **58%** respondents earn below Rs.10,000, **40%** earn between Rs. 10,000-50,000 and only **1%** earn between Rs.50,000-1,00,000 monthly

### Reliability Test

**Table 2. Reliability Statistics**

Reliability Statistics	
Cronbach's Alpha	N of Items
.840	13

From the above table it can be seen that Cronbach's alpha is more than 0.700 which indicates a high level of internal consistency for the scale with this specific sample.

### KMO & Bartlett's Test for Sample adequacy

**Table 3. KMO and Bartlett's Test**

KMO and Bartlett's Test		
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		.724
<b>Bartlett's Test of Sphericity</b>	Approx. Chi-Square	240.889
	Df	78
	Sig.	0.000

The KMO ranges from 0 to 1 with an accepted index for further study must be over 0.6. Given table shows the KMO measure is greater than 0.60 in the present study which is acceptable for the sample adequacy and additional hypothesis test. The Bartlett's test of Sphericity relates to the importance of the study and must be less than 0.05. It can be seen in given table that Bartlett's test of Sphericity value is less than 0.05, it is actually 0.000 shows significant for the study.

### Correlation Analysis

**Table 4. Descriptive Statistics**

Descriptive Statistics			
	Mean	Std. Deviation	N
<b>Family Dimensions</b>	3.5800	.99160	50
<b>Organisational Dimensions</b>	3.7000	.99488	50
<b>Cultural Dimensions</b>	3.1800	1.13731	50
<b>Individual Dimensions</b>	3.6600	1.08063	50

**Table 5. Correlation Analysis between Determinants of Glass Ceiling and Women Empowerment**

Correlations		Women Empowerment
<b>Family Dimensions</b>	Pearson Correlation	.566
	Sig. (2-tailed)	.008
	N	50
<b>Organisational Dimensions</b>	Pearson Correlation	<b>.670*</b>
	Sig. (2-tailed)	.000
	N	50
<b>Cultural Dimensions</b>	Pearson Correlation	.470*
	Sig. (2-tailed)	.001
	N	50
<b>Individual Dimensions</b>	Pearson Correlation	.265
	Sig. (2-tailed)	.003
	N	50

Correlation analysis displays that there is a degree of relationship among determinants of Glass Ceiling and Women Empowerment.

The above table discovered that there is an important association amongst all the Dimensions of Glass Ceiling and Women Empowerment. It has found that organisational Dimensions have highest Pearson correlation value 0.670 and p value (sig value) is .000 which shows there is important moderate positive correlation among Organisational Dimensions and Women Empowerment.

Family Dimensions have second highest Pearson correlation value 0.566 and p value (sig value) is .008 its hows that there is an important positive correlation among family Dimensions and Women Empowerment.

Cultural Dimensions have Pearson correlation value 0.470 and p value (sig value) is .001 which shows there is an important positive correlation amongst cultural Dimensions and Women Empowerment.

Individual Dimensions have Pearson correlation value 0.265 and p value (sig value) is .003 which indicates there is moderate positive correlation between Individual Dimensions and Women Empowerment.

**Table 6. Regression analysis on determinants of Glass Ceiling and Women Empowerment.**

Dependent Variable	Independent Variable	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	F Sig.	Unstandardised Coefficient (B)	t Sig.
<b>Women Empowerment</b>	Model	.735 <sup>a</sup>	.540	.476	0.000	1.486	.002
	Family Dimensions					.044	.008
	Organisational Dimensions					.469	.000
	Cultural Dimensions					.084	.026
	Individual Dimensions					.056	.004

The "R" column signifies the value of R, the multiple correlation coefficients. R can be measured to be one measure of the quality of the calculation of the dependent variable. The "R Square" column signifies the  $R^2$  value, which is the amount of variance in the dependent variable that can be described by the independent variables.

In the Model Summary in above table, R Square is 0.540 which means that determinants of Glass Ceiling explain 54% of the variability with significant effect on Women Empowerment.

For testing the statistical importance of every independent variable, *t*-value and corresponding *p*-value are located in the "t Sig." column which shows significant relationship existed between all the determinants of Glass Ceiling and Women Empowerment.

Unstandardized coefficients show how greatly the dependent variable varies with an independent variable when all other independent variables are held constant. From the above table it shows that the family Dimensions has a sig. value is 0.008 which is less than 0.05 indicate that null hypothesis is rejected it means there is a significant impact of family Dimensions on Women Empowerment.

Organisational Dimensions has a sig. value is 0.000 which is less than 0.05 indicate that null hypothesis is rejected it means there is a significant impact of Organisational Dimensions on Women Empowerment.

Cultural Dimensions has a sig. value is 0.026 which is less than 0.05 indicate that null hypothesis is rejected it means there is a significant impact of Cultural Dimensions on Women Empowerment.

Individual Dimensions has a sig. value is 0.004 which is less than 0.05 indicate that null hypothesis is rejected it means there is a significant impact of Individual Dimensions on Women Empowerment.

### **Findings**

The study found that determinants of Glass Ceiling have positive relationship with Women Empowerment. Organizational wide policies & practices and culture do have a determining role in preventing female employees to assume leadership positions. Women Empowerment is often also determined by personal Dimensions outside the workplace, such as Individual Dimensions (viz. lack of self confidence and motivation) and Family Dimensions (such as lack of family support and difficulty in striking a work-life balance). There are innumerable impediments, female workforce is facing when they trying to reach at the top which are needed to be addressed.

### **Suggestions**

Below are the suggestions that can be in use into consideration to break the glass-ceiling which in turn can facilitate women empowerment:



- The present laws about employment should be reconsidered to include the essential add-ons for growing the talented females share in top level ranks and all these rules should be fully performed, implemented and assessed so that Indian females can also add towards the socio economic development of the nation.
- Creating an organizational culture and climate that is conducive to organization styles of females.
- Reviewing HR practices to regulate whether they are just and complete in terms of pay variances, hiring practices, advancements etc. between the two genders.
- Comprehensive organizational specific strategies that address breaking down organizational and cultural impediments are necessary. Gender discrimination in all spheres of activity should be checked in the organizations and society at large
- Literacy of women is an important key to empower women.
- Although the organizational Dimensions and cultural Dimensions are away from the scope of a female make a speech single headedly, collectively, changes can be made. However, lecturing personal Dimensions are within the possibility of an individual female.
- Women Empowerment has a positive relationship with support from family. To avoid the Family Dimensions as a barrier, corporate can facilitate female workforce by rendering support in the form of day-care centres, by providing flexible working time and work from office in order to facilitate their work-life balance.

### **Conclusion**

Women signify half the sphere's people and gender dissimilarity occurs in every nation on the earth. Unless men and females are given the similar chances to grow and perform entire societies will continue to exhibit dismal performance. Women Empowerment is important for the development of the family, community and the nation. Therefore, it should be a major concern of all to bring women into the mainstream of development process by empowering them. Workplaces still favour the male worker. Organizations must go beyond artificial tokenism and develop effective plans to bring females into the upper most headship levels. Organizations must take initiative to create an environment in which there is no gender discernment and females have full chances of self-decision making and assuming leadership positions.

### **References**

- Bass, B. M., & Avolio, B. J. (1994). Shatter the glass ceiling: Women may make better managers. *Human Resource Management*, 33(4), 549-560.

- Burke, R. and Vinnicombe, S. (2005), "Advancing women's careers", *Career Development International*, Vol. 10, No. 3, pp. 165-167.
- Canberra Bulletin of Public Administration, 1994, *The glass ceiling: Illusory or real?* Canberra, Australia: Canberra Bulletin of Public Administration.
- Chandrasekar, K. S., & Siva Prakash, C. S. (2011). Women empowerment ICT enterprises. *SCMS Journal of Indian Management*, 18-27.
- Dheepa, & Barani, G. (2010) Emancipation of women through empowerment. *SIES Journal of Management*, 6(2), 94-103.
- Eagly, H., & Carly, L. L. (2007) *Through the labyrinth: The truth about how women become leaders*. Cambridge, MA: Harvard Business School Press.
- McLeod, F. (2008), "Glass ceiling still firmly in place", available at <http://www.theaustralian.news.com.au/story/0,25197,23926883-30537,00.html> (accessed July 2009).
- Nandy, S., Bhaskar, A. & Ghosh S. (2014) "Corporate Glass Ceiling: An Impact on Indian Women Employees" *International Journal of Management and International Business Studies*. 4(2), 135-140
- Tlaiss, H., & Kauser, S. (2011). Career success of Arab women managers: An empirical study in Lebanon. *Education, Business and Society: Contemporary Middle Eastern Issues*, 4(1), 43-61.