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

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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 present research paper looks into the situation of glass ceiling effect 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.

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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 upliftment of social and political economic status of females in the society. As far as the societal status of women is concerned, they are not treated at par with men in all the spheres of the society.

CONCEPT OF GLASS CEILING

The term "glass ceiling" was coined by Hymowitz and Schellhardt in a report on corporate women published in 1986 edition of Wall Street Journal. The phrase "glass ceiling" was introduced to illustrate a world where businesswomen in their attempt to reach top positions were blocked by corporate tradition 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 barriers that stops women from advancing to the top positions in 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 Factors, Family Influences, and Cultural Influences that has a significant impact on Women Empowerment.

Organizational Factors - This shows that the extent to which the workers see the organization as being accountable for lack performance of employee or the degree to which organizational obstacles that coming from organizational structure and practices influences the employee growth.

Individual Factors - This principle replicates the degree to which individual barriers that come from themselves influences the consequences.

Family Factors - This condition shows the level to which relation reasons affect the performance of a female employee.

Cultural Factors–Cultural factors also shows to the extent to which the beliefs, principles traditions, customs influences a female employee growth.

REVIEW OF LITERATURE

Glass ceiling states that it is an informal and undetectable barrier in the corporate world for women and subgroups, who keep 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 one of convincing descriptions for examining inequalities between, men and women in the workplace. McLeod, (2008) clarifies that the views has been broadly used in the media, government reports and in academic publications. Canberra Bulletin (1994) stated that the problems that stop women from rising to senior management positions in big organizations have frequently been defined

by the symbol "GC", a clear barrier which stops women from climbing up the corporate ladder to a certain point.

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.

Tlaiss & Kauser (2011), in his investigation on Lebanese women stated that managers were established but women who was at lower profiles faces the problem of glass ceiling and were unhappy with their income, reimbursements, and advancements 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) highlighted that women should be socially authorized and also get equivalence in the society. There should not be any discrimination amongst men and women with equal rights to be born, learning, education, service, property, contribution in decision making within domestic and community, strategy making. Henceforth, all private company should improve their contribution and support women in her managerial decision-making.

Subrahmanyam H. (2011) matches women education in India at present-day and previous days. Researcher tinted that there has a good development in complete enrolment of girl scholars in schools. The word empowers means to give legal power or authority to act. It is the procedure of obtaining some activities of women.

 Doepke M. Tertilt M. (2011) asks the question that female's empowerment really promote the economic development. This investigation is empirical and suggests the money which is in the hand of women really benefits the children. This investigation developed a sequence of non-cooperative family bargaining models to understand the frictions which can give growth to the experiential empirical association.

As per Weyer (2007) stated about the shortage of female leaders which is linked to continuous biasness and discrimination against women in the office. This mentions though women are very much talented of moving to higher positions, at some point they are stopped

by an invisible barriers. It applies to women as a group who are retained from proceeding higher because they are women (Morrison et al., 1987).

METHODOLOGY

The present study is exploratory as well as descriptive in nature. The overall study was structured on the conceptual framework built up using the information of literature survey. Structured questionnaire has been administered for the purpose of collecting primary data. The study has been conducted at Jaipur city. Hypothesis has been developed to find out t whether there is a significant effect of Individual Factors, Family Factors, Organizational Factors and Cultural Factors on Women 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. Women empowerment is the dependent variable. Women Empowerment is depending on several determinants of independent variable viz. family factors, individual factors, organizational factors and cultural factors.

OBJECTIVES

- To identify the aspects of glass ceiling faced by Indian women in corporate world.
- To analyse the factors influencing the empowerment of women in organizational context.
- To explore the effects of glass ceiling on women empowerment.
- To identify the major individual, organizational and cultural factors that affect women empowerment.

HYPOTHESIS

H_01: There is no significant impact of Glass Ceiling Determinants on Women Empowerment.
H_a1: There is a significant impact of Glass Ceiling Determinants on Women Empowerment.

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

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

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

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

Conceptual Framework & Variables of the Study

Independent Variable   **Dependent Variable**

Glass Ceiling

Organisational
Factors
Family Factors
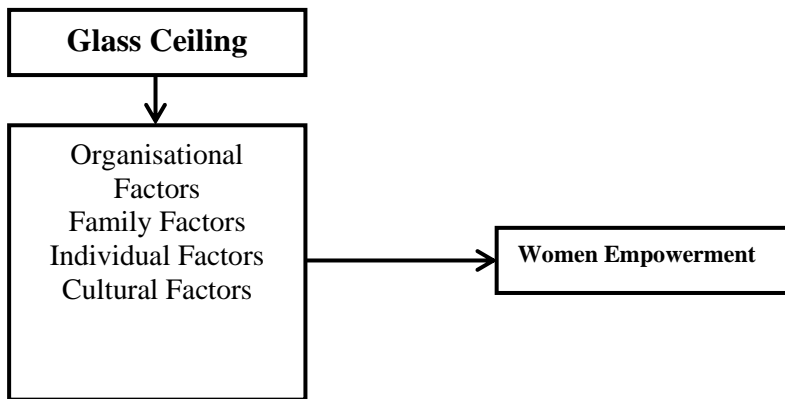Individual Factors
Cultural Factors

→ **Women Empowerment**

Fig. 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			
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

Age

■ Below 25 ■ Above 25

64.0   36.0

Marital status

■ Single ■ Married

30.0
70.0

Qualifications

■ Graduation   ■ Post Graduation

8.0

40.0

52.0

Income

■ Below 10,000   ■ 10000-50000

2.0

40.0

58.0
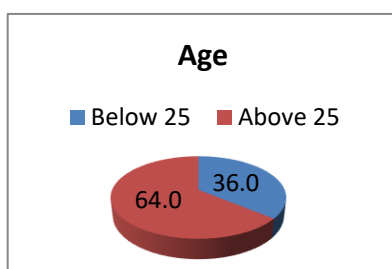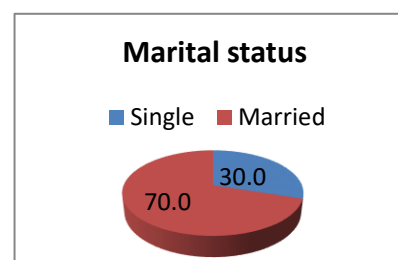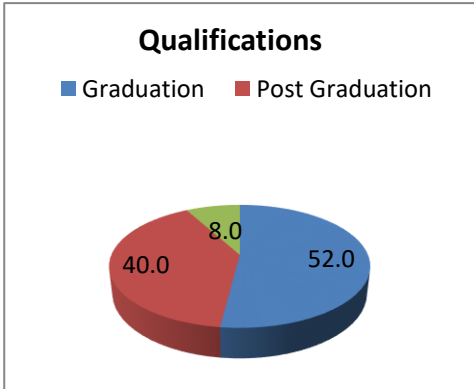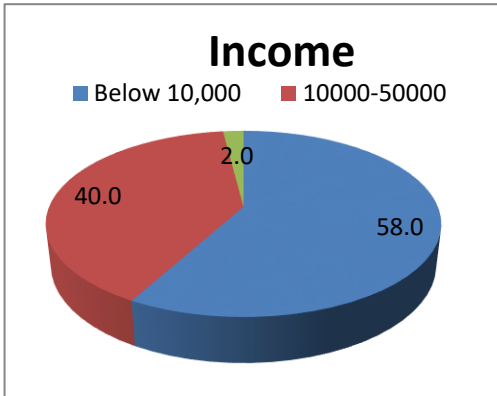
This elementary **table 1** gives us information about the **age group, marital status, educational qualifications and income level** of respondents. It was found that **36%** respondents are below 25 year whereas **64%** respondents are above 25 year in age. It was inferred that **30%** respondents are single and **70%** respondents are married. It has been that **52%** respondents are graduate and **40%** respondents are post graduate and 8**%** posses 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 Suitability

Table 3

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.724
Bartlett's Test of Sphericity	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 satisfactory for the sample adequacy and further hypothesis test. The Bartlett's test of Sphericity relates to the significance 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
Family factors	3.5800	.99160	50
Organisational factors	3.7000	.99488	50
Cultural factors	3.1800	1.13731	50
Individual factors	3.6600	1.08063	50

Table 5

Correlation Analysis between Determinants of Glass Ceiling and Women Empowerment

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

Correlation analysis shows that there is a degree of relationship between *determinants of Glass Ceiling and Women Empowerment*.

The above table revealed that there is a significant relationship between all the factors of *Glass Ceiling and Women Empowerment*. It has found that **organisational factors** have highest **Pearson correlation value 0.670** and *p value (sig value)* **is .000** which indicates

there is significant moderate positive correlation between *Organisational Factors* and *Women Empowerment*.

Family factors have **second highest Pearson correlation value 0.566** and *p value (sig value)* **is. 008** which indicate that there is a significant positive correlation between *family factors* and *Women Empowerment*.

Cultural factors have **Pearson correlation value 0.470** and *p value (sig value)* **is .001** which indicates there is a significant positive correlation between *cultural factors* and *Women Empowerment*.

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

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

Table 6

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

The "R" column represents the value of R, the **multiple correlation coefficients**. R can be considered to be one measure of the quality of the prediction of the dependent variable. The "R Square" column represents the R^2 value, which is the proportion of variance in the dependent variable that can be explained 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 significance of each of the independent variables, *t*-value and corresponding *p*-value are located in the "**t Sig**." column which indicates significant relationship existed between all the determinants of *Glass Ceiling and Women Empowerment.*

Unstandardized coefficients indicate how much 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 factors* 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 factors on Women Empowerment*.

Organisational factors 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 factors on Women Empowerment*.

Cultural Factors 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 Factors on Women Empowerment*.

Individual Factors 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 Factors 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 factors outside the workplace, such as Individual Factors (viz. lack of self confidence and motivation) and Family Factors (such as lack of family support and difficulty in striking a work-life balance). There are numerous impediments,

women are facing when they trying to climb the corporate ladder which are required to be addressed.

SUGGESTIONS

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

- Current employment laws, rules and regulations should be redesigned to incorporate the necessary amendments so as to ensure that capable women reach at the top level. The laws should facilitate a woman's journey to the top level in the corporate world.

- Sensitization activities should be conducted to create awareness about the existence of gender bias at work. Creating an organizational culture and climate that is conducive to management styles of women.

- Creation of gender-diverse management teams to empower female mangers which in turn help in expanding the scope of company's leadership.

- HR policies and practices should be reviewed in order to find out whether any differences in terms of salary differences, hiring practices, promotions etc. between men and women in the organisations exist or not.

- Comprehensive organizational specific strategies that address breaking down organizational and cultural barriers 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.

- Women Empowerment has a positive relationship with support from family. To avoid the Family Factors as a barrier, organization can help the female workers by offering support in the form of day-care centres, giving same flexible office hours and home office in order to facilitate their work-life balance.

CONCLUSION

Half of the world's population is represented by the woman but at the same time gender biasness exists everywhere. Until women are given the same opportunities that men are, entire societies will be destined to perform below their true potentials. 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.Despite the fact that progress had been made across worldwide but sadly women talent for leadership is largely unused. Road blocks to female advancement continue to exist. Favoritism towards male employees is still prevailing. Effective strategies for ensuring the woman reaching the top level positions should be made by the organizations. Appropriate organization culture of no gender discrimination should be created and women employees should be given ample scope to grow and realise their own potential in professional arena.

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