Chapter -5
SUMMARY, FINDINGS AND SUGGESTIONS

5.1 Summary of the thesis

Organization can work without money but not without human resources. Balance sheets are prepared to know profit of the organization and its financial position but no sheet is prepared to know gender imbalance at workplace. Glass Ceiling refers to an invisible barrier that prevents someone from achieving further success. The Glass ceiling is a way of describing whatever keeps women away from achieving power and success equal to that of men. Most of the people are unaware of about the discrimination taking place in organization. Women face number of challenges in their career path. A glass wall is created by the organizations which define the limit to which women within organization can climb.

In economics, the term glass ceiling refers to situations where qualified person within the hierarchy of an organization is stopped at a lower level because of some form of discrimination, most commonly sexism.

The number of women at top position is slightly getting better women like Kalpana Morparia (CEO of South Asia and Indian operation at JP Morgan chase & company), Arundhati Bhattacharya (Chairman of SBI) have reached top after breaking the glass wall. In spite of these positive changes, women still have to face intangible barriers in climbing up the corporate ladder. A few womenhave reached at higher positions but due counter-productive behavior they are not able to exist and sustain at the same post. Along with "glass ceiling", women, in the leadership position, may have to face the metaphors like "glass elevators" and "glass cliffs" which refer to greater scrutiny and criticism. The remedy of the effect suggested another metaphor of the "labyrinth" which suggests that a woman accepts many obstacles for her career progression. Despite of all these obstacles, women are trying to put strong foothold in corporate in India but the percentage of women in senior management position in India is roughly 3%-6% which is still very low. These obstacles differentiate women from men in organization. The gender discrimination is one of the most controversial and emotive

aspects of employment in organizations Women faces a glass ceiling as they step themselves in male dominated world.

The term "sticky floor" is used to describe a discriminatory employment pattern that keeps a certain group of people at the bottom of the job scale. Most of the workers who experience the "sticky floor" are "pink collar workers," such as secretaries, nurses, or waitresses. Close to half of working women, compared to one-sixth of working men, hold clerical or service jobs which are often associated with the "sticky floor." By comparison, the term "glass ceiling" is used to describe an artificial discriminatory barrier which blocks the advancement of women or people of Colour who already hold fairly good jobs, usually in middle management. Although women who run into the glass ceilings are more educated and privileged than those who experience the sticky floor, women in both situations have some similarities. Both have low mobility and find them-selves unable to better their situation. Also, most of these women are expected to work a "double day," where they are expected to do household work in addition to their wage labour.It is a metaphor used to represent an invisible barrier that keeps a given demographic (typically applied to women) from rising beyond a certain level in a hierarchy.

The metaphor was first coined by feminists in reference to barriers in the careers of high-achieving women. In the US, the concept is sometimes extended to refer to obstacles hindering the advancement of minority women, as well as minority men. Minority women often find the most difficulty in "breaking the glass ceiling" because they lie at the intersection of two traditionally oppressed groups: women and people of color. Asian and Asian American news outlets have coined the term "bamboo ceiling" to refer to the obstacles that all Asian Americans face in advancing their careers.

Within the same concepts of the other terms surrounding the workplace, there are similar terms for restrictions and barriers concerning women and their roles within organizations and how they coincide with their maternal duties. These "Invisible Barriers" function as a metaphor to describe the extra circumstances that women undergo, usually when trying to advance within areas of their careers and often while trying to advance within their lives outside of their work spaces.

The first person to use the phrase was Marilyn Loden, during a 1978 speech (*Business News Publishing, 2013)..* The concept of the glass ceiling was later popularized at the National Press Club in July 1979. This was at a Conference of the Women's Institute for Freedom of the Press led by Katherine Lawrence of Hewlett-Packard. This was part of an ongoing discussion of a clash between written policies of promotion versus action opportunities for women at HP.

The term was later used in March 1984 by Gay Bryant. She was the former editor of Working Woman magazine and was changing jobs to be the editor of Family Circle. In an Adweek article written by Nora Frenkel, Bryant was reported as saying, "Women have reached a certain point—I call it the glass ceiling. They're in the top of middle management and they're stopping and getting stuck. There isn't enough room for all those women at the top. Some are going into business for themselves. Others are going out and raising families. Also in 1984, Bryant used the term in a chapter of the book The Working Woman Report.

As the term "Glass Ceiling" got more issued within society, public responded with differing ideas and opinions. Some argued that glass ceiling is a myth rather than a reality because women chose to stay home and showed less dedication to advance into executive suite. As a result of continuing public debate, the US Labor Department's chief, Lynn Morley Martin, reported the results of a research project called "The Glass Ceiling Initiative" formed to investigate the low numbers of women and minorities in executive positions. This report defined the new term as "those artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward in their organization into management-level positions.

There are many obstacles to the realization of women human rights in India. Even being from corporate sector women also faces the problem of being discarded from education and training. Lack of education and training make women feel inferior which affect their potential. There are several hurdlers in the process of women empowerment as women lack respect for them in the society. Women lack healthy competition as they are being abuse, cruelty and attitude of men towards women and girl child lead to make less powerful than men but they are ignorant of the fact that they are even more powerful than men. Higher education doesn't ensure more women acceptance at workplace. Thus women as well as gender issues have turn into a major

area of concern and discussed at world level. Women's related issues have made herrecognised in all area of life. Women is the most significant features of the global labor market in the last half of the twentieth century, which is increasing the participation of women. Some studies illustrate that during the last two decades there has been an increase in the proportion of women at entry and middle-level management positions, resulting largely from the activities of the women's movement, policies of the political system, and corporate equal opportunity initiatives. Thus the current study is conducted to check the glass ceiling impact on the carrier advancement of the women in Indian corporate sector. The study has been aimed to answer and achieve the following objectives:

1. To explore the facts of glass ceiling faced by Indian corporate women.
2. To identify the major personal, institutional, societal and other barrier that affect women's progression or advancement.
3. To analyze the perception of glass ceiling in the workplace with reference to women.
4. To determine the difference of perception of glass ceiling in the workplace regarding demographics categorization.

The population for this study comprised of women employees from private and public sector organizations. The study was mainly based upon the primary source of Data in form of self-administered questionnaire. To identify the genuine reason behind the problem the respondents was so selected from the standardized organizations – having well framed policies that support the women employees, ethical climate and good working conditions. The participants are in the middle level, senior level and top level managerial positions. A sample of 300 respondents between the age group of 26 to 55 and above years was included in this survey. They are working in various job cadres in Private Organizations.

The research work is presented in 5 chapters. Chapter-1 an introduction presents the introduction of the term glass ceiling and its impact over women employees in India with historical back ground and corporate scenario, scenario of women in organization /employment trend for women in India, and scope of corporate scenario. The chapter-2 reviews of literature presents Objectives of the study, need to study on impact of glass ceiling on women career advancement, component-wise analysis and research gap. Chapter-3 Research methodology presents the hypotheses, source of

information, research design, data collection tools, data analysis technique, significance and limitations of the study, development of scale items and variables used in the study, Chapter-4 Data analysis presents the demographical description of the respondents, data analysis in brief with the testing of various hypothesis as per the requirement of the research and research objectives, measuring difference as per demographical profile of the respondentswith the help of statistical software SPSS-19. The final chapter-5 presents the summary of the thesis, research hypotheses and their significance, inference of the conclusion, overall conclusions and major findings of the study.

5.2 HYPOTHESES TESTING THEIR SIGNIFICANCES

The hypothesis made for conducting the study includes, the alternative hypotheses framed to conduct sample enquiry shown as under:

Table-5.1: Hypotheses testing their significances

Hypotheses	Result	Interpretation of Result
$H_{1(1)}$: There would be positive impact of individual factors on women career advancement.	Rejected	Only one factor i.e., Leadership (Factor_1) explains the positive impact of individual factors on women career advancement.
$H_{1(2)}$: Organizational factors would be positively associated to women career advancement.	Rejected	Five factors i.e., Exclusionism, Employee addressing Issue, under estimation of skills, Training & Development and Counter Productive Behaviour explains the positive impact of organisational factors on women career advancement.
$H_{1(3)}$: There would be significance impact of family factors on	Rejected	Four factors i.e., Societal, Limited Visibility, Commitment and Motherhood explains the positive impact of Family

women career advancement.		factors on women career advancement.
$H_{1(4)}$: Cultural Factors would be positively associated with women career advancement.	Rejected	Masculine & Feministic explains the positive impact of cultural factors on women career advancement.
$H_{1(5)}$: Glass Ceiling would significantly differ across the demographic profile.	Age wise-accepted	No differences in Glass ceiling impact on women career advancement amongst the different age groups of the respondents.
	Experience wise-Accepted	There is no difference in Glass ceiling impact on women career advancement amongst the different experience level groups of the respondents.
	Current Experience wise-Accepted	There are no differences in Glass ceiling impact on women career advancement amongst the different Current experience level groups of the respondents.
	Sector wise-Rejected	Sector wise classification of respondents the significance difference were found as $p_{0.05} < 0.002$. Thus the policies must be prepared in the above Sector to reduce the impact of Glass ceiling on women career advancement.

5.3 INFERENCE OF THE CONCLUSION/FINDINGS

The major findings of the study can be enlisted in following points:

1. Maximum respondents selected for the study are of the age group of 31-35 (43.7 Percent) followed by the age group of 36-40 (32.7 Percent). The remaining respondents were of the age above or below 31-40 years of age. The age group selected for the study is women over 31 years of age, as women with the experience reached to middle level management where they actually faces the discrimination. Women come to understand the working culture of the organization. With the increase in experience in field women actually come to know about the glass wall created by organization, society.

2. Maximum respondents selected were post graduate (71.3 percent) while the only 28.7 percent were graduated Many women acquire professional degree with a dream to be at a position in organization. But in real world due to biasness of the recruiter, women are not given the position according to their qualification. The women selected for the study would have posses the degree along with the experience. The women would have reached at the supervisor or manager grades where they actually face the problem. Organization doesn't provide them career graph which make them understand the term glass ceiling and its impact on their career.

3. According to their marital status it was found that the 56 percent women's were unmarried while 44 percent were married. Marital status of women doesn't prevent women from impact of glass ceiling. The society has made standard rules, whether it's a married or unmarried woman which bound them from achieving career goals. The Male stereotype prevents women in climbing corporate ladder. The almost similar ratio of married and unmarried represents that martial status of women doesn't obstruct women from facing glass ceiling.

4. The total experience of respondents revealed that the 33 percent of the respondents were having 0-5 years of experience followed by 5-15 years (29 Percent). With increase in age, experience in field also increases. Women at the ground level would be less affected by glass ceiling then women at middle level and higher level. Experience of the women doesn't block the impact of glass ceiling on their career. Among the various faces like unequal pay,

promotion and recognition, recruitment barrier, exclusionism, a woman faces same discrimination. Experience in the field would lead them to clearly understand their career graph and the discrimination they faces

5. The current experience of respondents revealed that the 61.3 percent of the respondents were having 0-5 years of experience followed by 15-25 years (26.3 Percent). Similar to the total experience the current experience level also represents the women are facing the barrier starting from the recruitment and have no ends. Women experiences the problem from getting work done by lower male employees, visibility, exchange of idea and knowledge which make them think about the glass ceiling. With the problem face by the women, they can clearly understand the barrier they face in reaching higher positions.

6. The sector-wise distribution of respondents revealed that on an average the distribution was equal for all the sectors with around 16 percent of respondents were selected from Banking, Education, Hospital, Manufacturing, Hotel and Telecom sector. Women of every sector are facing the impact of glass ceiling. Its just in some sector the ratio of impact is low and in some case it is much higher. Sectors which have women at top position are facing less impact as compare to the sector as it helps women in their career growth and progression.

7. The familiarization of the women towards the impact of glass ceiling is checked and it was found that 84 percent of the women agreed that there is an impact of Glass ceiling on women career advancement and they were not allowed to be promoted just due to their gender. A woman doesn't only face the problem in promotion but also faces the problem in getting role model. Women are not able to find the mentor due to their gender. If they find the male mentor, their character would be questioned.

8. Out of the sample of 300 respondents, 59 percent of the women agreed that they are not satisfied with the growth they have achieved in their career. The Dissatisfaction among the women reveals the impact of glass ceiling on women career advancement. A woman at every phase of life faces the discrimination, from gender to education, job to promotion. This proves the impact of glass ceiling in Indian corporate sector.

9. 68.3 percent of the women agreed that they are not satisfied with the progress they have made towards meeting their overall career goals. Only 3- 5% of women are holding top position which means there are some crash barrier which crash the career path of the women to higher position. List of women who have achieved top position is quite low. Even women who are at top position also faces the impact of glass ceiling in the form of pay gap, higher accuracy in performing the task as compare to male etc. Women with caliber and ability are being stopped by their boss. Due to male counter productive behavior women are not allowed to step in to management level positions. The above points would conclude that they were not satisfied with the progress they have made towards meeting their overall career goals.

10. Only one factor i.e., Leadership (Factor_1) explains the positive impact of individual factors on women career advancement. Since the leadership qualities emerge only when women advances in their career. It is said managers can be made but a leader is a born. The gender doesn't bring the leadership quality. The assumption like women are dependent and soft, they need direction for each work stops women in getting the leadership roles. The leader should be selected on the basis of attributes like communication skills, knowledge, power to influence worker and attachment towards the workers rather than gender. Women are not encouraged to be leader even though they posses the quality as male ego wont allow a women to lead a team or group of worker. Women are made as a team leader in various projects. With the opportunities women can excel in their career. Once a woman take a step for the leadership role, many women would follow which would lead to reduce impact of glass ceiling on women career advancement. Further on the plus side, the long-term shift of employment from manufacturing to services may open up new managerial jobs for minorities and women, who tend to be better represented at the managerial level in services than in manufacturing.

11. Five factors i.e., Exclusionism, Employee addressing Issue, under estimation of skills, Training & Development and Counter Productive Behaviour explains the positive impact of organizational factors on women career advancement. The analysis of the variable stated that a woman faces the problem due to organizational culture. Cultures of organization play a very important role in growth of women in career. Women faces a recruitment gap, women are

giving the places left out after giving to men. Organizations consider women to be less committed. The assumption stops the recruiter from giving position too women in organization. The reason for selection of the above factors is that the rigid policy of organization, recruitment gaps acts as a glass wall for career orientated women. Women play a dual role, which lead them to sacrifice for the sake of family and child care. An organization policy doesn't favor women. Policies are framed as per the need of the men but no provisions are there in favor of women like flexible working time, working from home, maternity leave etc. The corporate never focus nor pay attention on growth of the women as men can never see a women at same or higher position Men always enjoy favoritism. Women are excluded from discussion for the growth of organization. The idea and suggestion of women are not considered. Due to male ego women are allowed to lead team as their ego get hurt when a women guide, instruct and commend them. A male boss promotes the male in which he can see his qualities. A male boss wants a male to handle his responsibilities. Due to biasness of the promoter women with caliber and ability are not being promoted for higher post. Women lack training and development programme for their growth and develop their career. Organizations consider women as a resource with no out come so they don't want to invest in the training of the women. Skills of women are under estimated due to break in their career because of maternity period. The level of efficiency required for a particular job is determined on the basis of gender. Percentage of efficiency required from the female is double than that of male which create a problem. On the other hands other variables were rejected which were important and created a factor but their combined impact was very less.

12. Four factors i.e., Societal, Limited Visibility, Commitment and Motherhood explain the positive impact of Family factors on women career advancement. Culture and society have set the priority of the women. Society itself plans the life of women, Eg: at the age of 20 to 25 a daughter to get married, at the age of 26 to 30 she should me a mother etc. Society bound women in social culture which stops them in achieving their career goals. Women should give first priority too family function than their corporate meeting. This barrier leads them from establishing relations with senior promotion for growth and

promotions. Women need to play a dual responsibility on side the family and society act as a barrier on the other end women are consider as a less committed. Due to lack of family support, women need to sacrifice the career for child care, nurturing and family responsibility. Organizations consider women as less committed and don't want to provide them position which give decision power. Organization doesn't want to invest in the career of the women. These factors were selected which show high percentage of women in organization faces recruitment barrier, commitment in career on women part. The discrimination lead career orientated women away from the dreams and desire. Family factor act as strength in case of men, but in case of women it act as reverse. Since the requirement of the family acts as a barrier for women. Women are surrounded by the culture, community, society which holds the feet of women in achieving their career heights.

13. Culture and customs remain same and move from generation to generation. Masculine & Feministic explains the positive impact of cultural factors on women career advancement. Culture of organization never accepts women at equality because male ego get hurts. A man can't see a woman at higher or equal position even though she has a caliber and ability to accept the position. They are facing the injustice due to lack of communication and interaction in society. Women are seen as a shy and dependent where as men are seen as a worrier who can fight against any problem. The masculine and feministic acts a barrier for the women. In past women are not offered the jobs which require lifting of heavy machines and technical work but with the time and modernization of the period women can easily work on heavy and mechanical task but till the stereotype stop the recruiter from giving the post. There is no differences in Glass ceiling impact on women career advancement amongst the different experience level groups of the respondents that means that the impact of glass ceiling is same at all the category of the women whether they were experienced or not.

14. There is no difference in impact of glass ceiling on women career advancement. Age of the women doesn't reduce the impact of glass wall. Further the current experience of the women doesn't lead to any change in impact of glass ceiling among various groups as they all faces the same

problem related to under estimation of skills, giving less responsibility, lack of training and career rotation programme make women feel discriminated.

15. Sector wise classification of respondents the significance difference were found as p0.05<0.002. Further discrimination is found in each and every sector but the level of impact of glass ceiling differs from sector to sector. Education sector and hospital are considered as female orientated sector still they are facing the highest discrimination. Women are not welcome when they enter into male dominated world, where as a male is welcome with higher pay than women. Women quality of nurturing and caring provide them jobs in these sectors but during the time of promotion they are ignored. Education sector faces no discrimination till the level of associate professor and professor as they reach at middle level the bottle neck situation arise. Women are not seen much as dean or a Director. Due to counterproductive behavior men wants a men to handle the position as they need to take many decision and risk for the growth of the institution. Women faces more discrimination at work place as bottle neck situation arise. Institutions have few positions, due to counterproductive behavior; women with skill, knowledge, ability are not considered. The assumption that women due to its soft skill can't manage the work associated with the position stops them in achieving promotions. They not promoted for the post of HOD or as Dean. The telecom industry comes at second position in discrimination. At lower level, there are large numbers of women at the ground level. Their job profile describes them to interact with the customer and entertain the problems of customer. The smart, interactive women staff leads to happy and loyal customer. As the time moves the number of women get reduce as they don't lead them to move to middle level. Organization doesn't provide promotion to women employee. They found women more efficient in tele-calling and handling customer problem. Organization considers that men get cool as they see women at problem solving desk. Banking Industry comes at third position in discrimination at work place. Banking sector also faces the problem of discrimination; it's just few women have break the glass and have reached at top position lead to more women in climbing their career ladder. The percentage of women in top position is low but a still there is a hope that the position of women in banking

sector would get better as they would provide role model and mentoring for the growth of women in sector.

5.4 OVERALL CONCLUSIONS

With the research wok, we can finally conclude that the impact of Glass Ceiling was found among women's working in corporate sectors in India and they are getting less chances to grow. Women not only face discrimination in organization but also in society. Further, the impact of glass ceiling is different amongst different sectors. Some sector slightly favor women career advancement where as some sector are rigid to women career growth. Sector like banking favors the women as women have achieved a position, whereas Education and Telecom sector doesn't favor women growth.