

Glass Ceiling In India and a Research about Its Reason

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I. INTRODUCTION

Despite centuries of progress role of women in society still remains underrepresented. There exists a prevalent issue of gender bias in our country with respect to career advancement of women in corporate sector . In India women are still seen weak, unaggressive and emotional to hold up higher level of management positions. It is observed that gender based discrimination is still subsisting to scale up to executive level . Corporate career typically have a span of 40-45 years and even in their 40-45 years of service, they are not able to reach C- level. Out of 1000fortune companies, only 5% of the women are serving at an executive position. This under representation of women at the top position has been termed as “Glass ceiling”. The glass ceiling may have many cracks in it with changing time but, it still exists and there and needs to be broken.

Much of the discussion of the glass ceiling in the popular media and by advocacy groups is typically framed as an issue of rights and fairness. There should be “equal pay for fair work ,

” activists argue, and the reported gender differences in earnings are enough of a proof to them that this is not happening.

In the light of these facts, this study talks about the existence of glass ceiling in India and how it affects career advancement of women. It has been observed that the primary reasons leading to glass ceiling are: personal reasons such as age, marital status, motherhood, etc; societal reasons i.e. the influence or expectations of the society from women when it comes to their careers and organizational reasons such as their policies, work environment, etc.

II. RESEARCH OBJECTIVE

The objectives of this study are as follows-

- To examine the presence of glass ceiling in different Private industries and service sectors in India
- To identify the factors which are responsible for creating glass ceiling effect.
- To examine the effect of different factors responsible for glass ceiling.

III. REVIEW OF LITERATURE

(format 3)

Title of Paper	Name of Author	Name of Journal/In dex/Book	Region of Study	Major Findings	Gaps Addressed	No. of Citatio n
1.The Glass Ceiling	Marianne Bertrand (2017)	Becker Friedman Institute for Research in Economic s Working Paper,	United States of America	Current situation of women at workplace and role that public policy and human resource practices play in adding cracks to glass ceiling.	Quantitate aspects of education and job choices related to pay gap.	14
2. Do multi-source feedback instruments support the existence of a	Broadbridge, A., &Weyer, B. (2006).	Women in Managem ent Review.	Germany	MSF instrument is free of sexism, thereby not prohibiting women from	Ratings on a multi-source feedback (MSF) instrument	47

glass ceiling for women leaders? Birgit Weyer				joining top-level leadership roles.	represent the cognitive constructs of leadership across multiple rating pairs based on gender	
3. Factors determining the presence of glass ceiling and influencing women career advancement in Bangladesh.	Afza, S. R., &Newaz, M. K. (2008).	BRAC University Journal, vol. V, no. 1, 2008, pp. 85-92	Bangladesh	Presence of glass ceiling in different Private industries and service sectors in Bangladesh and factors responsible for it.	Existence of glass ceiling in different industries and service sectors in Bangladesh.	41
4. Glass ceiling: role of women in the corporate world.	Pai, K., & Vaidya, S. (2009).	Competitiveness review: An international business journal.	U.S.A	Existence of the glass ceiling based on sample of 257 corporations, only two that had women chief executive officers (0.78 percent) in Texas.	Focused on Texas which is the second largest US state in area and in population.	92
5. The existence of gender- specific promotion standards in the US	Gjerde, K. A. P. (2002).	Managerial and Decision Economics, 23(8), 447-459.	U.S.A	Females are kept to higher promotion standards than males as shown by skill level in those occupations.	Comparative study of promotion probabilities are lower for women than for men.	39
6. On being a “good sport” in the workplace: Women, the glass ceiling, and negotiated resignation in sports information.	Whiteside, E., & Hardin, M. (2012).	International Journal of Sport Communication, 5(1), 51-68.	U.S.A	Findings show that women consider a glass ceiling but are reluctant to accept its presence.	Gendered work experiences of women in sports statistics, including their views of the “glass ceiling,”.	37
7. Glass ceiling and women employees in Asian organizations: A tri-decadal review.	Lathabhavan, R., & Balasubramanian, S. A. (2017).	Asia-Pacific Journal of Business Administration.	Japan, South Korea, Oman, India, Malaysia and Australia	Finding out antecedents in different regions of Asia.	Analysis of glass ceiling studies in different Asian countries over the three decades and the effects.	14
8. Women in	Goyal, A.	IEEE	U.S.A	Women are paid	Representation	31

computing: historical roles, the perpetual glass ceiling, and current opportunities.	(1996).	Annals of the History of Computing, 18(3), 36-42.	and India	less than men in similar positions, the gender gap broadens with increased job level in technical environment.	of women in technical area and employee sex ratio.	
9. Women middle managers' perception of the glass ceiling.	Jackson, J. C. (2001).	Women in management review.	United Kingdom of Great Britain and Northern Ireland	Organisations have not successfully implemented the glass breaking techniques but the perception of glass ceiling is changing.	Women in middle management growth prospects and what they find their companies to be doing to help their development.	369
10. The glass ceiling effect.	Cotter, D. A., Hermsen, J. M., Ovadia, S., & Vanneman, R. (2001)	Social forces, 80(2), 655-681	U.S.A	Glass ceiling impacts that gender (or other) drawbacks are higher at the top of the hierarchy than at lower levels	Determine factors which account for glass ceiling and its implications using quantitative tests.	101
11. The glass ceiling and executive careers: Still an issue for pre-career women	Ezzedeem, S. R., Budworth, M. H., & Baker, S. D. (2015).	Journal of Career Development, 42(5), 355-369.	U.S.A	Women's attitudes toward executive employment, perceived obstacles to accessing these positions, and career aspirations in light of barrier.	Attitudes of a cross-section of people, and longitudinal designs to measure attitude changes over time.	83
12. Diversity, culture and the glass ceiling.	Wilson, E. (2014).	Journal of Cultural Diversity, 21(3), 83	U.S.A	Historic evidence of glass ceiling and its relevance in today's society.	Issues related to diversity and culture evolution.	131
13. Is there a glass ceiling for women in development?.	Sampson, S. D., & Moore, L. L. (2008).	Nonprofit Management and Leadership, 18(3), 321-339.	England	The wage disparity between men and women is widening over time.	Factors leading to a glass ceiling in different non-profit organizations.	79
14. Gender wage discrimination in India: Glass ceiling or sticky floor?.	Khanna, S. (2012).	Delhi School of Economics Centre for Development	India	A sticky floor trend(phenomenon of decreasing gender log wage gaps across the quantiles) exists	"Glass ceiling" or a "Sticky floor" Wage gaps across different quantiles of	43

		ent Economic s (CDE) Working Paper, (214).		because of labour participation which is deep rooted to glass ceiling.	the wage distribution.	
15. The glass ceiling that refuses to break: Women directors on the boards of listed firms in China and India.	De Jonge, A. (2014, November)	In Women's Studies International Forum (Vol. 47, pp. 326-338). Pergamon.	Australia, China and India	The size of a company's workforce will be positively correlated with the proportion of women on the board.	Participation of women in different boardrooms across range of company size and type.	38
16. Glass ceiling for women: Does it exist in the modern India	Sharma, S., &Sehrawat, P. (2014).	Journal of Organization & Human Behaviour, 3(2-3), 9-15.	India	Education, place, and income were found to make no difference in the perceptions of the female staff members regarding glass ceiling.	Validating the measurement model of glass ceiling; identifying the change in the level of glass ceiling in India.	9
17. Corporate glass ceiling: An impact on Indian women employees.	Nandy, S., Bhaskar, A., & Ghosh, S. (2014).	International Journal of Management and International Business Studies, 4(2), 135-140.	India	Females are more likely to take an informal, as opposed to an official leadership position in organisations, and use word such as 'organizer,' instead of 'leader'"	Shareholders focused on human capital from the long past as per gender is concerned and are discouraging our society and women.	29
18. Glass ceiling for women: A barrier in effective leadership.	Sharma, S., & Kaur, R. (2014).	International Journal on Leadership, 2(2), 35.	India	Women are more successful than men as managers as they often used intuitive and empathetic skills in many jobs.	Explanation for the existence of the glass ceiling holding women away from taking leadership roles	11
19. Family structure, glass ceiling, and traditional explanations for the differential rate of turnover of female and male managers.	Stroh, L. K., Brett, J. M., & Reilly, A. H. (1996).	Journal of Vocational Behavior, 49(1), 99-118.	U.S.A	Female managers leave their companies more frequently than male managers	Differential turnover rates between male and female managers employed	333

20. Twenty years later: explaining the persistence of the glass ceiling for women leaders.	Broadbridge, A., &Weyer, B. (2007).	Women in management Review.	Germany	Elements of the social structure are causes for the continued existence of the glass ceiling that keeps women from advancing to top-level management	Two structural theories as possible triggers to an invisible barrier which keeps women leaders from entering top level management.	335
21. Investigating the “glass ceiling” phenomenon: An empirical study of actual promotions to top management	Powell, G. N., & Butterfield, D. A. (1994).	Academy of Management journal, 37(1), 68-86.	U.S.A	Applicant gender indirectly affected selection decisions through its relationship with one job-relevant attribute.	Decisions for U.S. federal government Senior Executive Service vacancies in a cabinet-level agency.	663
22. Approximating glass ceiling effects using cross-sectional data.	Jackson, J. F., O’Callaghan, E. M., &Adserias, R. P. (2014).	New Directions for Institutional Research, 2013(159), 37-47.	-	Perseverance beyond the entry point raises the probability of reaching senior-level faculty and managerial roles.	Glass ceiling is separate from its effects;	24
23. Gender and the glass ceiling at work.	Purcell, D., MacArthur, K. R., &Samblanet, S. (2010).	Sociology Compass, 4(9), 705-717.	U.S.A	Studies confirm consistent historical findings that men benefit and women suffer from work-related segregation	Factors that contribute to the development and maintenance of glass ceiling effects	56
24. The effect of gender on perception of glass ceiling, mediated by SRO and attitude toward women as managers.	Maithani, A., Misra, M., Potnis, S., &Bhuwani, S. (2012).	Management and Labour Studies, 37(2), 107-123.	India	Men have a more negative attitude towards women as managers as compared to women.	Relation between Gender and Perception of Glass Ceiling specifically in the Indian context.	13
25. Women scientists in India: Nowhere near the glass ceiling	Bal, V. (2004).	Economic and Political Weekly, 3647-3653.	India	Fewer women seem to be getting permanent jobs even at the lowest rung than the proportions of potential educationally qualified	Situation of women scientists in the country from the viewpoint of career growth.	27

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IV. RESEARCH GAP

Owing to the dearth of pertinent literature of glass ceiling for women in the different context, especially investigating the impact of their demographic profile on their perceptions about glass ceiling, it becomes imperative to research the role of modern woman in India based on some empirical justification.

Therefore, the present study will add to the current literature on 'glass ceiling' and its reasons with special reference to changing Indian society

V. RESEARCH METHODOLOGY

TYPE OF RESEARCH

This research highlights the major problems and stressors of being a woman in business and management and outlines some strategies that women managers can use to eliminate barriers and break through the glass ceiling.

The research conducted is divided into two types based on the type of data collected and the research aim of the study.

Based on research data: Primary data was collected for the purpose of this research. Data was collected directly through google forms with two categories of interview questions compulsory and optional questions.

Based on research aim: This study conducted can be categorised as Conclusive Research. In this research variables were observed without changing them. The aim was to describe the problem faced by women managers in breaking the barriers. This study can be further categorised as Descriptive where it aims to describe the situation (how and what), but does not explain the existence of these reasons (why).

TYPE OF RESEARCH DESIGN

The design followed by this research is a conclusive research design and can be subdivided into descriptive and further into single cross sectional design.

This study provided a comprehensive and detailed explanation of the existence of glass ceiling. This study is also temporary in nature and based on sub-section of the respondent population, which are the working women in the corporate sector.

RESEARCH HYPOTHESIS

In this research, the aim was to investigate the reasons behind the Glass Ceiling effect that women experience in their workplace.

The null hypotheses are –

- H1. Glass ceiling effect does not depend on age.
- H2. Glass ceiling effect does not depend on marital status.
- H3. Glass ceiling effect does not depend on number of children.
- H4. Glass ceiling effect does not depend on work experience.
- H5. Glass ceiling effect does not depend on organizational policies.
- H6. Glass ceiling effect does not depend on societal factors.

POPULATION

The survey was conducted to know the level of the glass ceiling effect that women experience in their workplace. The questionnaire was circulated through social media and people were encouraged to share it after completing. Targeted sample size was of 100 women, which was achieved within two days, after which the form was closed. The target population for this research was mainly the women working in the corporate sector. The socio-economic background of the participants is assumed to be constant, i.e. urban and middle class. Other respondents of this survey were college students and non-working women.

SAMPLING CONSIDERATION

Out of the 100 responses collected only 50 were used for the purpose of analysis. These 50 were the working class women, since the study was conducted with the aim to understand the existence of barriers which they face while working as a women.

These 50 women were further divided into different categories like, age, marital status, number of children and work experience.

34% of them were between 18-25, 60% between the age group 26-50 and 6% above 50. 54% of these women were unmarried and 46% were married. 62%, 8%, 24%, and 6% of these had 0, 1, 2 and 3 children respectively and lastly, 66%, 18%, and 16% of these had 0-10 yrs., 11-20 yrs. and 20+ yrs of work experience

VARIABLES

This study conducted uses selective quantitative independent and dependent variables for the purpose of this research. Independent variables are stand alone factors which do not depend or get effected by other variables taken into consideration. Dependent variables are those which

depend on other variables and get effected by a slight change in independent or other variables taken into consideration.

Here the glass ceiling effect was the dependent variable which depends upon independent variables like age, marital status , number of children ,work experience, organisation policies and societal factors.

▪ SCALE USED

Different factors are taken into consideration that might effect glass ceiling these factors are analysed using these scales:

Nominal scale is used for measuring age range , marital status , presence of societal commitments and organisation policy (agree/disagree) since they do not carry and numeric significance and are solely used for labelling.

Ordinal scale is used to measure respondents number of children and work experience since they represent a non-mathematical idea of frequency.

Interval scale or Likert scale is used to take a deeper insight into the respondents perception of the presence of glass ceiling

▪ INSTRUMENTS USED

The data was collected by means of an online questionnaire, created using a Google form. The questionnaire was kept short, had maximum 7 questions and the questions were kept precise. The survey was conducted to know the level of the glass ceiling effect that women experience in their workplace. The glass ceiling effect was measured using a 10 point Likert scale, where 0 indicated minimum effect and 10 the maximum. The questionnaire had 7 questions which were categorized as either compulsory questions or non-compulsory. Some of these questions were objective and some were subjective.

Sample Questionnaire

Q1. Age*

Q2. Marital Status*

- Single
- Married

Q3. Number of Children (Enter 0 if none)*

Q4. Total work experience (in years)*

Q5. Do you think your organizational policies restrain you to get a promotion?*

- Yes
- No

Q6. Do societal commitments and pressure affect your work life?*

- Yes
- No

Q7. On a scale of 0-10, what is the level of Glass ceiling effect that you have experienced?*

Key:-

* Compulsory Question

● Select any one of the options
Response sheet:-
<https://docs.google.com/spreadsheets/d/1tnzRS4FFc2NsEGth-Ccx1SfCZODU0Xsh2ylyqCGHU0/edit#gid=1227267931>

▪ TOOLS TO BE USED

The data was analysed using Microsoft Excel and computer based statistical data analysis package, R Studio (version 3.6.1). To test whether a particular factor has a significant effect on glass ceiling, linear regression approach was used. Here, the glass ceiling effect is the dependent variable and all other factors are independent. Microsoft Excel was used to record the data which is compatible with R studio. The data was then loaded into R and regression analysis was performed on each factor. The level of significance chosen was 5 percent.

VI. DATA ANALYSIS AND INTERPRETATION

The following table describes the demographic variables for the women who participated in the survey. It was observed that most of the women were aged between 26 and 50 years and were single. Moreover, majority of them had no children and had a work experience of less than 10 years.

Groups	Frequency (n)	Rate (%)
Gender		
Female	50	100
Age		
18-25	17	34
26-50	30	60
51 and above	3	6
Marital Status		
Single	27	54
Married	23	46
Number of Children		
0	31	62
1	4	8
2	12	24
3	3	6
Work experience		
10 years or below	33	66
11-20 years	9	18
20-40 years	8	16

Table 1. Analysis of the Demographic Variables of the Participants

▪ **TESTING**

To test whether a particular factor has a significant effect on glass ceiling, we have used the linear regression approach. Here, the glass ceiling effect is the dependent variable and all other factors are independent. We have used Microsoft Excel to record the data which is compatible with R. The data was then loaded into R and regression analysis

was performed on each factor. The level of significance chosen is 5 percent.

A. Age as a Factor of Glass ceiling

Using the ages and the glass ceiling effect, we try to fit a classical linear regression model where age is the independent variable and glass ceiling effect is the dependent variable.

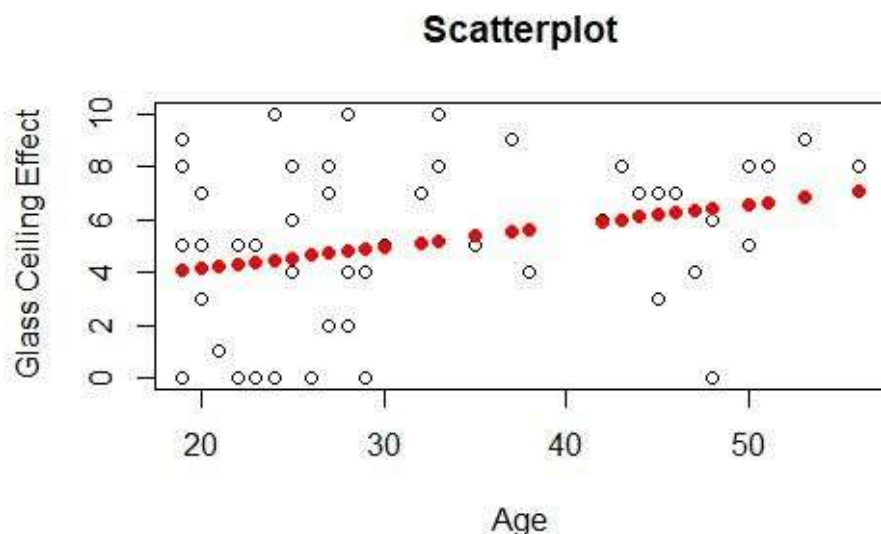


Figure 1. Relationship between Age and Glass Ceiling

The above plot shows the scatterplot between glass ceiling effect and age. The dotted red line shows the fitted values of the linear regression

model. It can be seen that some values are close to the fitted line, whereas some are far away.

The results of the regression analysis are as follows:

Coefficients	Estimated Value	Standard Error	t-statistic	p-value
Intercept	2.53925	1.31701	1.928	0.0598
Beta	0.08064	0.03840	2.100	0.0410

Multiple R-squared = 0.08416
 Adjusted R-squared = 0.06508
 Pearson's correlation coefficient = 0.290099
 P-value = 0.04099

The p-value of this model is 0.04099 which is less than 5% level of significance. Hence, we can reject our null hypothesis that beta is 0. In other words, age has an impact on the glass ceiling effect.

B. Marital Status as a Factor of Glass Ceiling

To quantify this qualitative variable, we have introduced a dummy variable which takes the following two values:

x = 1, if married x = 0, if single

Using the values of the dummy variable and the glass ceiling effect, we try to fit a classical linear regression model where marital status is the independent variable and glass ceiling effect is the dependent variable.

The results of the regression analysis are as follows:

Coefficients	Estimated Value	Standard Error	t-statistic	p-value
Intercept	4.6667	0.5895	7.916	2.95e-10
Beta	1.0725	0.8692	1.234	0.223

Multiple R-squared = 0.03074
 Adjusted R-squared = 0.01055
 Pearson's correlation coefficient = 0.1753266
 P-value = 0.2233

The p-value of this model is 0.2233 which is more than 5% level of significance. Hence, we cannot reject our null hypothesis that beta is 0. In other words, marital status does not have an impact on the glass ceiling effect.

C. Number of Children as a factor of Glass Ceiling

Using the number of children and the glass ceiling effect, we try to fit a classical linear regression model where the number of children is the independent variable and glass ceiling effect is the dependent variable.

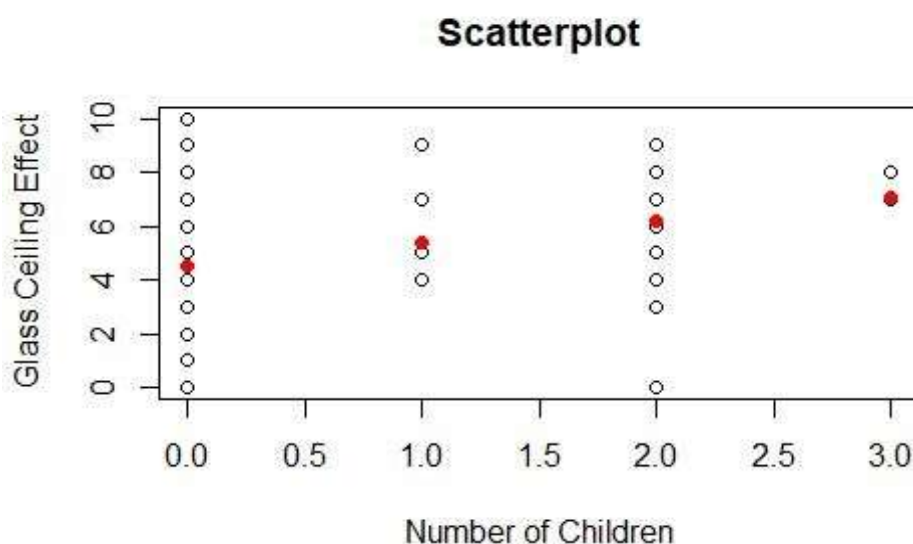


Figure 2. Relationship between Number of Children and Glass Ceiling

The above plot shows the scatterplot between glass ceiling effect and number of children. The dotted red line shows the fitted values

of the linear regression model. It is clear that the model is not a good fit.

The results of the regression analysis are as follows:

Coefficients	Estimated Value	Standard Error	t-statistic	p-value
Intercept	4.5424	0.5229	8.687	2.06e-11
Beta	0.8346	0.4160	2.006	0.0505

Multiple R-squared = 0.07736
 Adjusted R-squared = 0.05814
 Pearson's correlation coefficient = 0.2781448
 P-value = 0.05049

The p-value of this model is 0.05049 which is more than 5% level of significance. Hence, we cannot reject our null hypothesis that beta is 0. In other words, number of children does not have an impact on the glass ceiling effect.

D. Work Experience as a Factor of Glass Ceiling

Using the number of years of work experience and the glass ceiling effect, we try to fit a classical linear regression model where number of years of work experience is the independent variable and glass ceiling effect is the dependent variable.

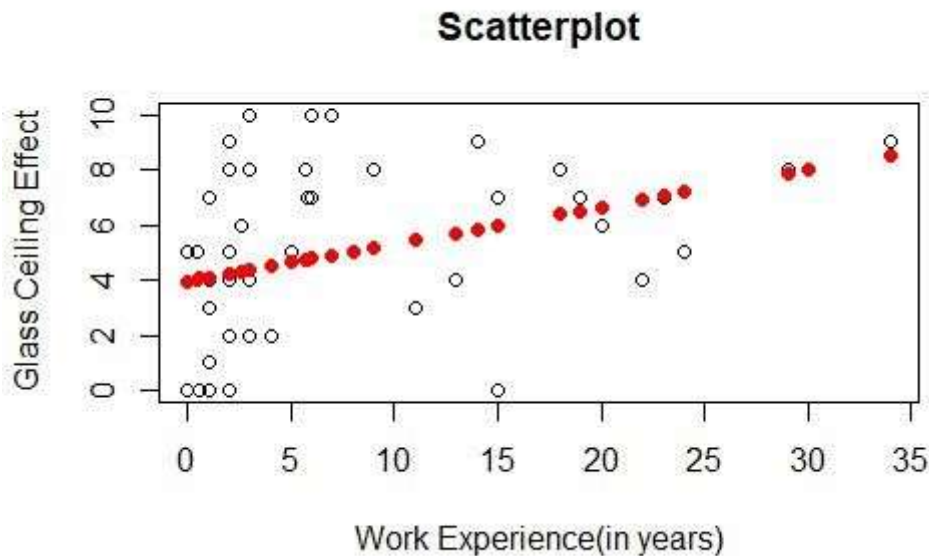


Figure 3. Relationship between Work Experience and Glass Ceiling

The above plot shows the scatterplot between glass ceiling effect and number of years of work experience. The dotted red line shows the

fitted values of the linear regression model. It can be seen that some values are close to the fitted line, whereas some are far away.

The results of the regression analysis are as follows:

Coefficients	Estimated Value	Standard Error	t-statistic	p-value
Intercept	3.97263	0.55443	7.165	4.1e-09
Beta	0.13396	0.04313	3.106	0.00318

Multiple R-squared = 0.1673
 Adjusted R-squared = 0.15
 Pearson's correlation coefficient = 0.4090631
 P-value = 0.003182

The p-value of this model is 0.003182 which is less than 5% level of significance. Hence, we can reject our null hypothesis that beta is 0. In other words, work experience has an impact on the glass ceiling effect.

$x = 1$, if answered in affirmative $x = 0$, if answered in negation

Using the values of the dummy variable and the glass ceiling effect, we try to fit a classical linear regression model where organizational factor is the independent variable and glass ceiling effect is the dependent variable.

The results of the regression analysis are as follows:

E. Organizational Policies as a Factor of Glass Ceiling

The participants were asked whether their organizational policies restrain them to get a promotion. To quantify this qualitative variable, we have introduced a dummy variable which takes the following two values:

Coefficients	Estimated Value	Standard Error	t-statistic	p-value
Intercept	4.1071	0.5416	7.584	9.42e-10
Beta	2.3929	0.8164	2.931	0.00516

Multiple R-squared = 0.1518
 Adjusted R-squared = 0.1341
 Pearson's correlation coefficient = 0.3896067
 P-value = 0.005163

The p-value of this model is 0.005163 which is less than 5% level of significance. Hence, we can reject our null hypothesis that beta is 0. In other words, organizational policies have an impact on the glass ceiling effect.

F. Societal Pressure as a Factor of Glass Ceiling

The participants were asked whether societal pressure and commitments affect their work life. To quantify this qualitative variable, we have introduced a dummy variable which takes the following two values:

x = 1, if answered in affirmative x = 0, if answered in negation Using the values of the dummy variable and the glass ceiling effect, we try to fit a classical linear regression model where societal factor is the independent variable and glass ceiling effect is the dependent variable.

The results of the regression analysis are as follows:

Coefficients	Estimated Value	Standard Error	t-statistic	p-value
Intercept	3.1905	0.5672	5.625	9.32e-07
Beta	3.3957	0.7448	4.560	3.55e-05

Multiple R-squared = 0.3022
 Adjusted R-squared = 0.2877
 Pearson's correlation coefficient = 0.5497449
 P-value = 3.548e-05

The p-value of this model is 3.548e-05 which is less than 5% level of significance. Hence, we can reject our null hypothesis that beta is 0. In other words, societal factors have a very strong impact on the glass ceiling effect.

- Marital status does not have an impact on glass ceiling. Hence, H2 is not rejected.
- Number of children does not have an impact on glass ceiling. Hence, H3 is not rejected.
- Work experience has an impact on the glass ceiling effect. As shown above (Figure 3), they have a positive relationship. Hence, H4 is rejected.
- Organizational policies have an impact on glass ceiling. Hence, H5 is rejected.
- Societal factors have a strong impact on glass ceiling. Hence H6 is rejected.

VII. DISCUSSION AND CONCLUSION

From the above analysis, we come to the following conclusions:

- Age has an impact on the glass ceiling effect. As shown above (Figure 1), they have a positive relationship. Hence, H1 is rejected.

The following table ranks the significant factors according to the amount of effect they have on glass ceiling.

Rank	Factors	Correlation
1.	Societal pressure and commitments	54.97449 %

2.	Work Experience	40.90631 %
3.	Organizational Policies	38.96067 %
4.	Age	29.0099 %

Table 2. Ranking the factors affecting Glass Ceiling

While glass ceiling barriers remain the same for all women, irrespective of where they are located, it is only the degree to which the barrier is relevant that differs from one country to another. It is important now more than ever that everyone – men, women, and institutions – start to recognize this unconscious bias and presumptions that keep women out of positions of leadership, power, and decision making. If society continues to deny the existence of the glass ceiling, women and minorities are inevitably going to be walloped by it.

VIII. FUTURE SCOPE

A major difference between this study and other works is that this study aims to generate a snapshot of the Indian industry as main focus. For instance, the point of view of Indian women in relation to glass ceiling and its effects has not been acknowledged with reference to corporate sector in particular. Thus, it seems that research involving this focus groups or long interviews would be an appropriate next step. Feminists have pointed out advantages of qualitative methods to explore research questions that involve the clarification of women’s perspectives, especially with minority-status women, because it allows them to relate to one another through collective testimonies and group resistance narratives (Madriz, 2000). Such research could lead to more positive recruitment and retention efforts and, more important, to a more holistic work environment to all groups irrespective of gender.

IX. LIMITATION

- Despite having useful results, this study suffers from a range of limitations. Any research performed within restricted geographical boundaries which have certain limitations that make it difficult to generalise results across borders or even within regions of the same country. In the first place, it would be important to research a cross-cultural sample in order to verify and compare the glass ceiling in various sections of the world.

- The restriction also applies to Collection of data from the services sector. A sample of the industrial sector and Comparisons between the two industries can be useful in drawing lessons from each other.
- A comprehensive study comprising of some more factors influencing glass ceiling among women and their growth and advancement can be studied with a larger sample.

X. MANAGERIAL IMPLICATION

- The findings of this study have implications for managers working in corporate levels. . The goal of this paper is to recognise the obstacles in the growth of women in the organisational ladder through the epistemological concept of the glass ceiling phenomenon. Since human recourse is an integral part of any organisation it becomes important to study various aspects that might affect the working of the work force. This study mainly focused on women as they make up an important part of any organisation however it was observed that the number of female workers were comparatively less than the male counter parts. Thus , it become important to study different aspects that might be responsible for such statistics. The goal of this paper is to recognise the obstacles in the growth of women in the organisational ladder through the epistemological concept of the glass ceiling phenomenon. Since human recourse is an integral part of any organisation it becomes important to study various aspects that might affect the working of the work force. This study mainly focused on women as they make up an important part of any organisation however it was observed that the number of female workers were comparatively less than the male counter parts. Thus , it become important to study different aspects that might be responsible for such statistics. Moreover, organizations must recognise female competitive decision-making in their selection and promotion. Asian countries ,

particularly developing countries such as ours, need to develop policies to promote the active participation of women in the upper echelon. Equal employment policies would reduce the gender dependence ratio, thereby driving economic growth in the region.

- Some factors which were taken into consideration results in women's inability to ensure fair representation in senior executive roles relative to males. Tackling with this issues will help in brining gender equality in the organisation and would lead to employee satisfaction in long run.
- Societies need to shift their stereotyped views towards women and empower them to use their ability to support societies by cracking glass ceilings that continue to put women at a disadvantage. Developing a social culture that advances women's empowerment can lead to social and infrastructure growth in organisation.
- The effect of initiatives and special legislation, as well as their execution, may also be crossvalidated in forming new organisation structure which gives equal opportunities to both the genders.

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