

GLASS CEILING FACTORS AFFECTING WOMEN CAREER PROGRESSION

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ABSTRACT--It is well known that in the concept of glass ceiling effect, the gender disadvantages are considered to be high at the top level of the careers than at the lower levels. This become a bigger disadvantage in the women's career. A rigorous investigation needs to be done in such issues. The entire study was descriptive, and the study attempts to identify factors which contributes to the glass ceiling effects of women career progression. The data is collected from 57 women respondents employed in IT sectors.

Keywords-- Glass ceiling, top and middle management, personal factors, societal factors, career.

I. INTRODUCTION

In recent years, women career progression issues have turn into a major area of concern. Seminars, workshops are being conducted in various places & countries to discuss women issues and women progression in all areas of life. It is being found out that gender bias has become a major issue in advancement of women career in major IT companies. With respect Chennai IT sectors, women are still seen weaker and emotional to handle top level managements. It is also observed that gender discrimination is still existing in many companies in Chennai. Though many women are employed in IT sectors, they are still kept in lower level managements compared with top level managements.

II. OBJECTIVES OF THE STUDY

Some of the objective of the study are

- To find out the factors that contributes to glass ceiling.
- To identify how glass ceiling affects women career progression.
- To rank down the glass ceiling factors.

III. LITERATURE REVIEW

Rai and Srivastava (2008) states that in view of corporate, there is no glass ceiling exists. As per them "women were being paid lower salaries compared to men, as they left the jobs midway, worked for lesser durations and joined low-risk jobs. And also they argue that at present organizations operate in globally, a number of opportunities for carrier development. It is just myth and self-created issue. Rai and Srivastava first argument is that women can

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hold top level positions based on their competencies and personal skills, through hard work and aspirations. Their second argument is family responsibilities come into the middle of the career development.

Davidson and Cooper (1992), emphasize that mostly male employees are viewed as leaders in organizations, while women are seen to be the followers. They argue that women who work in male-dominated society are less inclined to see themselves in top level managements or seek leadership roles. Davidson and Cooper observed and found out that managerial women experience greater stress and strain, and feel more isolated at workplace, than their male counterparts in organizations. This kind of extra pressure manifests itself in some issues such as lack of self-confidence and less obvious forms of discrimination causing these women to believe that they occupy minority status in their organizations and in society as a whole. This discrimination can be subtle, such as a lack of job advancement opportunities, a lack of mentors, or being presented with only stereotypical female worker challenges.

Lyness and Thompson (1997): The study reveals that one consequence of sex stereotypes is that women's achievements are often being devalued or attributed to luck or effort rather than ability or personal skill, and therefore this stereotype has the potential to reduce the organizational awards that they receive.

Thomas Hunt and Philips (2004): Gender Inequality is often concerned within the social factors and this affects how women and men are perceived in higher management roles. Different characteristics traits are ascribed to women when compared to men that often color the selection process with unfounded bias. Therefore, it is observed that possessing expertise is not imaged or viewed as positively as it for men. This also suggests that lack of skill is not the only reason why women are not deemed worthy of leadership roles.

IV. FACTORS AFFECTING WOMEN CAREER PROGRESSION

The factors which affect women career advancement are listed below.

- Personal Factors
- Organizational Factors
- Social Factors

Personal Factors

The Personal Factors are the factors that strongly influence their own individual behaviours. These factors may vary from one person to another which results in a different set of perceptions, ability to work, willingness to do the assigned role, family work-life balance, attitudes and behavior have been cited as factors determining career advancement of women.

Organizational Factors

The organizational factors which can be a hindrance for women career advancement are organizational policy, organization culture, Perception of the management towards the progression of women career in top level roles

Social Factors

The social factors identified under women career advancement are beliefs, tradition and stereotypes. This refers to the extent to which the beliefs, traditions and stereotypes influence the career development of women employee.

V. METHODOLOGY

This study has been carried out by survey method. Women working in IT companies under middle and lower level management were considered for this survey. A sample of 57 women employees was studied using a questionnaire method. The glass ceiling factors mentioned in the questionnaire were, personal factors, organizational factors and social factors.

VI. HYPOTHESIS CREATION

- **Hypothesis-H1:** Personal Factors does not affect significantly on career advancement of women.
- **Hypothesis-H2:** Organizational Factors does not affect significantly on career advancement of women.
- **Hypothesis-H3:** Societal Factors does not affect significantly on career advancement of women.

VII. FINDINGS

- The personal factors which are having a correlation coefficient of 75.24%.
- The Original factors which are having a correlation coefficient of 75.39%.
- The Social factors which are having a correlation coefficient of 77.77%.

Table 1: Result Summary

X-Variable	Y- Variables	Correlation coefficient
Personal factors	Career Progreesion	75.24%
Original factors	Career Progression	75.39%
Social factors	Career Progression	77.77%

From the above result summary, it is found out that societal factor contribute more the career advancement of the women

The factors that affects women career progression are ranked in table 2

Table 2: Rank of the factors

Rank	Factors
1	Self-Perception
2	Stereotyping in society
3	Societal belief
4	Management perception in employing women in top Management
5	Willingness to work

6	Organization Culture
7	Family work-life balance
8	Personal Ability
9	Organization policy

VIII. CONCLUSION

This study has been discussed about the glass ceiling factors that affects women career progression. The survey was done in particular to the IT sectors in Chennai. The various prominent glass ceiling factors identified are personal, organization and societal factors. These factors were validated through the survey. From the data analysis and findings, it is found that societal factors are the one which becomes a hindrance in women career advancement. And other factors like personal and organizational factors contribute almost in equal amount to the hindrance in climbing up the career ladder.

IX. SUGGESTIONS AND RECOMMENDATIONS:

The following recommendations will be helpful to the organizations to improve the satisfaction level of women employees.

Better conducive environments are attained in an organization through providing the employees good work life balance. Social support from the colleagues and family plays an important role in career progressions. Despite being working in top companies, women are less in top management. Organization can help them in reaching the top-level management by reducing the gender bias in the organization and by having positive attitude toward the women promotion to higher positions, by this organization satisfy the growth of every women employees.

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