Chapter V

Findings, Discussion, Suggestion & Conclusion
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INTRODUCTION

The final chapter deals with the findings, discussion, recommendations and conclusion of the study undertaken by the researcher. It serves as an outcome of every research. This chapter provides the information of what the researcher had found out from the analysis of the study.

FINDINGS

PART – A RESPONDENT’S SOCIO – DEMOGRAPHIC DETAILS

PERSONAL PROFILE

➢ Less than half (44 percent) of the respondents belong to the age group of 21 – 30 years of age.

➢ Slightly more than half (52 percent) of the respondents have qualified themselves upto Post Graduate level.

➢ More than half (68 percent) of the respondents are married.

➢ 35 percent of the respondents’ are parents of single child.

➢ Less than half (47 percent) of the respondents children are studying.

SOCIO DEMOGRAPHIC PROFILE

➢ Majority (70 percent) of the respondents are from nuclear family.

➢ More than half (66 percent) of the respondents are Hindu by religion.

➢ Majority (71 percent) of the respondents are from urban area.

➢ Slightly more than half (53 percent) of the respondents use their own mode of transportation to reach their workplace.

➢ More than half (67 percent) of the respondents’ travel distance to workplace is between the radius of 10 kms.
JOB PROFILE

- The researcher equally selected 75 respondents from each profession namely Teaching, IT, Industry, Media, Banking and Insurance.
- Less than half (40 percent) of the respondents’ years of experience in employment service is between 1 – 5 years.
- Vast majority (85 percent) of the respondents are positioned in middle level management.
- More than half (60 percent) of the respondents from the middle level of Management have high level of Career Satisfaction.
- Slightly more than half (52 percent) of the respondents’ income is upto Rs.30,000/- per month.

PART – B PRACTICAL PROBLEMS FACED BY WOMEN AT WORKPLACE

- Half (50 percent) of the respondents feel that sometimes they experience Non – Cooperation from male colleagues.
- Slightly more than half (53 percent) of the respondents feel that they experience Non – Cooperation from their female counterparts too at their work place.
- Slightly more than half (53 percent) of the respondents feel that there is lack of opportunities to update knowledge due to domestic issues.
- Less than half (49 percent) of the respondents feel that they have never experienced situation where they didn’t get an opportunity to present new ideas and views on problems due to gender bias.
- More than half (61 percent) of the respondents feel that sometimes due to career demand & expectation they are unable to meet certain family expectations.
- Slightly more than half (53 percent) of the respondents express that they never came across situations where they did not receive adequate support from either their spouse or parents.
Regarding the overall practical problems, about (44 percent) of the respondents do agree that they experience moderate level of problems at work place that could hinder their career progress.

PART – C ANALYSIS OF KEY VARIABLES

FINDING OF QUARTILE DEVIATION

- Less than half (47 percent) of the respondents feel that moderate level of Glass Ceiling does exist at work place.
- Less than half (46 percent) of the respondents are having moderate level of Self – Esteem.
- A little less than half (47 percent) of the respondents have moderate level of Role Efficacy.

PART – D INTER CORRELATION MATRIX

FINDINGS RELATED TO INTER CORRELATION MATRIX AMONG KEY VARIABLES

- Karl Pearson’s Correlation test reveals that there is negative Correlation between the level of Self-Esteem with Perception towards Glass Ceiling & positive Correlation between Self- Esteem and Role Efficacy.
- Karl Pearson’s Correlation test reveals that there is negative Correlation between the four dimensions of Role Efficacy & overall Perception towards Glass Ceiling.
- Karl Pearson’s Correlation test reveals that there is positive Correlation between Role Efficacy and dimensions of Self-Esteem like Performance, Social, Appearance & overall score of Self Esteem.
- Karl Pearson’s Correlation test reveals that denial one of the dimensions of glass ceiling is significantly related with the other dimensions of Glass Ceiling such as resignation, resilience and acceptance. It is also found that resignation is negatively correlated with resilience. And the other two dimensions of Glass Ceiling namely resilience and acceptance is positively correlated with each other and also with the other dimensions of Glass Ceiling. The table also reveals that
negative correlation exist (0.01 level) between the dimensions of Glass Ceiling and dimensions of Self-Esteem, but positive correlation among the dimension of Self-Esteem

PART – E ASSOCIATION BETWEEN INDEPENDENT & DEPENDENT VARIABLES

FINDINGS OF CHI SQUARE TEST

- Types of profession has significant association with career level of the respondents.
- Different profession has no significant association with the level of career satisfaction.
- Different profession has no significant association with the level of practical problems faced by the respondents.
- Educational qualification has significant association with the level of Perception of Glass Ceiling.
- Socio Demographic profile like type of family, religion and area of residence of the respondents has no significant association with the level of Perception of Glass Ceiling.
- Career level & level of Career Satisfaction has significant association with the level of Perception of Glass Ceiling.
- Practical problems faced by the respondents have significant association with the level of Perception of Glass Ceiling.
- Personal profile like educational qualification, marital status, number of children & age of respondents has no significant association with the level of Role Efficacy.
- Demographic profile like type of family, religion & area of residence of the respondents has no significant association with the level of Role Efficacy.
- Among the job profile selected variable like profession & career level has significant association with the level of Role Efficacy.
Selected practical problems like non co-operation from male colleagues, lack of opportunity to update the knowledge due to domestic issues, unable to present new ideas & views on problems just because of the gender barrier has significant association with the level of Role Efficacy.

Among the personal profile, the selected variable marital status has significant association with the level of Self Esteem.

Among the demographic profile, the selected variable called area of residence has significant association with the level of Self Esteem.

Among job profile, the selected variable profession has significant association with the level of Self Esteem.

All the practical problems faced by the respondents has significant association with the level of Self Esteem.

**PART – F FINDINGS RELATED TO ONE WAY ANOVA TEST AND ‘t’ TEST**

- Perception of Glass Ceiling has significant difference among the level of educational qualification of the respondents.
- Perception of Glass Ceiling has significant difference among the level of career satisfaction.
- Role Efficacy has significant difference among the profession of the respondents.
- Self – Esteem has significant difference among the profession of the respondents
- Self – Esteem has significant difference among the area of residence of the respondents
- Self – Esteem has no significant difference among the different profession of the respondents.
- Perception of Glass Ceiling has significant difference among the practical problems faced by the respondents.
- Self Esteem has significant difference among the practical problems
- Role efficacy has no significant difference among the practical problems faced by the respondents.
Women Executives have a great aspiration for career development and career satisfaction amidst the existing unseen barrier “Glass Ceiling”.

Those women executives who have high level of Role Efficacy would reach top Managerial positions.

Marital status has a greater influence in developing the level of Self – Esteem among women.

PART – G FINDINGS RELATED TO POST HOC AND MULTIPLE REGRESSION

Post Hoc results reveal that women executives with higher education qualification in the middle and top level management positions experience more challenges to progress in their career when compared to undergraduates.

Post Hoc results reveal that women executives with low career satisfaction perceived high level of glass ceiling.

Post Hoc results clearly states that the respondents from teaching profession which is considered to be women dominated, women have reached top management positions and have high level of role efficacy.

Post Hoc results reveal that women from both rural and urban areas tend to have high level of Self-Esteem when compare to women from sub-urban areas.

Multiple regression clearly tell us that among the job profile variables, career satisfaction is chosen to be the predictor variable for perception of glass ceiling.

Multiple regression analysis revealed that among the job profile variable career satisfaction is chosen to be the predictor variable of Self-Esteem.

Multiple regression clearly tells us that among the job profile variables, career satisfaction is chosen to be the predictor variable of role efficacy.

Multiple regression analysis reveals that among the practical problems, lack of opportunity to update knowledge due to domestic issues and the problem unable to present new ideas and views due to gender barrier are chosen to be the predictor variable of perception of glass ceiling.
Multiple regression analysis reveal that among practical problems lack of opportunity to update knowledge due to domestic issues and the problem unable to present new ideas and views on problems due to gender barrier are chosen to be predictor variable of Self-Esteem.

Multiple regression analysis clearly tells us that among the practical problems lack of opportunity to update knowledge due to domestic issues and the problem unable to present new ideas and views on problems due to gender barrier are chosen to be predictor variable of role efficacy.

DISCUSSION

Today though the number of women acquiring advance degrees and entering the workforce has increased, their success does not generally translate into equal opportunity for women in the workplace. A majority of them remain struck in junior to middle Management levels. The barriers that prohibit are deep rooted, pernicious and universal and it is much more prevalent than we recognize and imagine.

Moreover since the term “Glass Ceiling” was first coined in 1984, women of course have made great advancement in leadership roles and management positions in the workplace. But yet they have the feeling of uneasy relationship with power and the traits necessary to be a leader and remain under represented in the upper echelons of organizations.

Women don’t face barriers to enter into the workplace, but they do face multiple obstacles when it comes to advancement. Thus the existence of gender diversity bolstering the role of women in the workplace has become a Global issue. Only a minor proportion of women say that the Glass Ceiling has cracked or shattered but others fail to agree to this statement.

Researches show that there is a correlation between gender diversity at the board level and an increase of women in executive & managerial positions. Universally though the amount of women in senior positions had risen to a meager of 3% in 2016 when compared to 24% in past five years. 33% of all companies globally still do not have any women in senior management positions and on board.
In Indian context women leave the workforce between junior and middle management levels itself. This indicates that a gender gap exists at all levels of the pipeline for women and it widens as women move towards senior managerial positions.

Researches prove that working women lack role models and often complain of feeling socially isolated at workplace particularly for women in higher ranking positions. This feeling of social isolation will negatively affect women seeking professional advancement.

In this regard the present study tries to analyze what’s really preventing women from upward mobility into executive and senior positions? Past reviews and the present study suggests that among the individual, social and governmental barriers, the important barriers that prevent women’s upward mobility are work-family arena – which requires taking time out from their career to fulfill the familial roles, lack of social support and unstable or low Self- Esteem & low Role Efficacy. These in turn results in fragile, vulnerable feelings of Self Worth which consistently pulls them down, hindering their career growth.

For these women it is necessary to take up the responsibility to boost up their Self-Esteem and try to enrich their knowledge required for their roles and be competent enough with their male counterparts to climb up the ladder with confidence. The societal and governmental obstacles which curbs women’s upward mobility are recruitment procedures, outreach barriers, attitude of men towards women managers and cultural & gender stereotypes.

Analysis of the current study brings about the effects of barriers and the relationship between Self-Efficacy & Role Efficacy which influences the perception levels towards Glass Ceiling. The correlation results in the present study proves that there is negative correlation between the level of Self-Esteem and level of Role Efficacy towards Perception of Glass Ceiling & positive correlation between Self Esteem and Role Efficacy, which depicts that if women possess high Self –Esteem & high Role Efficacy they tend to have negative attitude towards the prevalence of Glass Ceiling.

Self-Esteem refers to a person’s overall sense of Self Worth or personal value. It is suggested to be the basic human need or motivation. It is a personality trait which tends to be stable and enduring. Everyone would favor high Self-Esteem but cultivation of it
can be tough. It involves a variety of Beliefs about oneself, such as the appraisal of one’s own appearance, beliefs, emotions and behavior. Self-Esteem plays a significant role in motivating success throughout our lives. Low Self-Esteem may hold back one from success in contrast to healthy Self-Esteem which can help individuals achieve their goals due to the belief they have on their actions performance or abilities.

Especially in this gender discriminated society it is very essential to give importance to the Self-Esteem of women. Women’s Self-Esteem contributes a lot to her success. Women should recognize the value of improving their feelings of self-worth in this gender diversified employment sector. When women possess high Self-Esteem the barriers they face would be taken as challenges which serves as a foundations for future prospects. Generally women’s identities have acquired a bad rap, which means they are understood as they don’t feel good about themselves and have no self-confidence. Women identities are revealed as though they are fragile, conflicted and are ambivalent about their needs and role. Thus this mischaracterization of women as weak and conflicted has many potential negative consequences at work place.

Study proves that young women enter the workplace with full of confidence. With 43% of female employees’ aspiring in top management roles, it is found that unfortunately just after two years on the job women’s aspirations levels stop by more than 60% with only 16% of women still thinking they can reach executive roles.

What’s even more worse is, as women establish their career, their confidence that they can achieve their goals drop by half due to the practical problems like lack of support from male managers or supervisors and are frustrated that male counterparts are neither encouraging nor supportive and are often consider women to be lacking talent to handle managerial rank jobs.

Thus in the present study chi square test reveals that all the practical problems faced by the women at work place is associated with their level of Self-Esteem.

The world today is more turbulent and dynamic than ever before which makes life challenging. Now organizations demand a person to have multitasking capabilities. If a person does not have the required knowledge, skills and technical expertise, then he/she cannot be effective.
Role efficacy is the psychological factor underlying role effectiveness. This in turn creates a need among employees to build on the role that is given to them and to what extent he contributes to the evolution of the role will be in their hand. Role Efficacy will involve the potential effectiveness, evolution of the occupant and their role in an organization.

Women in their dual role as home maker and executives occupy combinations of roles. Studies prove that female executives experienced greater stress which is a consequence of work family conflict and this result in being ineffective in their role.

In this competitive employment scenario, women executive are forced to exhibit a greater level of Role Efficacy in par with male colleagues at work place in their multiple role responsibilities. Researchers have proved that there is significant relationship between Role Efficacy and Emotional Intelligence. Career oriented women have high Emotional Intelligence & Role Efficacy. Research reviews manifests that there also exist positive relation between Role Efficacy and motivation levels and a negative relation exist between Role Efficacy and Role Stress. Women with high Role Efficacy experience less stress at challenging situations and are able to overcome hurdles to accomplish their goals.

The present study results portray that there is association between career level, profession and practical problems faced by women at work with Role Efficacy, which means women with low level of Role Efficacy would find difficulties in handling problems at work place and vice versa. Role Efficacy has high positive correlation with Internal Locus of Control. The present study also reveals that there is negative correlation between Role Efficacy and Perception of Glass Ceiling; referring women with high Role Efficacy have negative Perception which means they perceive that there is no Glass Ceiling.

Thus from the previous and current research finding it’s clear that women employees have to be more focused and need to experience more role clarity reducing role ambiguity which are elements of Role Efficacy. This will enable women executives at middle and top level management positions to plan their role execution and handle challenges with enhanced Role Efficacy.

Hence, the need of the hour is to enhance Role Efficacy and its dimensions among career focused women through intensive training, more positive and motivating support.
from role models, supervisor and co-workers. This will empower them to be successful leaders in top decision-making positions and present themselves as role models for younger generation who would get inspired to be leaders increasing representation of women in C-Suit positions (CEO, CFO, COO, etc) & board rooms.

The present study brings out the fact that there is correlation between the key variables Perceptions of Glass Ceiling, Self-Esteem & Role Efficacy. Thus the researcher emphasizes the importance of increasing the Self-Esteem & Role Efficacy among young women executives to break and shatter the existence of the unseen barrier called “Glass Ceiling” and reach the top echelons and reduce the Gender Diversity in management positions across the globe.

SUGGESTIONS

Violence against women, unequal access to education, pay are still global issues. There are many factors in the current work environment that present barriers to advancement for women to higher managerial positions like unconscious gender bias, stereotypes, lack of access to informal networks of power and influence are few to name.

Equally important barriers to women’s advancement are not only external but internal too such as lack of self-confidence, self-worth, low level of Role Efficacy and low internal locus of control. Thus sometimes despite their obvious talent, they don’t feel that they are as competent as others. Their negativity prevents them from asserting themselves to speak up and express their opinions. They don’t perceive themselves having leadership potential as a result of which their career advancement is hindered.

Thus it is equally important to remove the inter Glass Ceiling present at individual level by developing the Self-Esteem & Role Efficacy among women. The external prevalence of Glass Ceiling can be broken down through Governmental efforts which acts as a Catalyst for promoting gender equality. Government policies and legislations can dismantle discriminatory practices. Monitoring & enforcement of existing legislation against gender discrimination must be real in order to break down barriers that hold women back from progress.
PRINCIPLE RECOMMENDATIONS

It is astonishing to witness that even in the 21st century we are still talking about how women are being held back in the workplace and the lack of opportunities to advance to decision making positions in comparison to men. The current investigation has identified some factors which are responsible for creating Glass Ceiling effects. It also revealed some aspects which help women to advance their career growth. Under this, the research projects a set of recommendations enabling to enhance the Level of Self Esteem & Role Efficacy to combat the prevalence of Glass Ceiling. Accordingly, the following recommendations are made.

- **Don’t procrastinate** - Women tend to hesitate whether it’s a young girl raising her hand in class or a female entrepreneur launching a business idea. Often this characteristic holds them back. But on the other hand successful women are risk-takers, they don’t wait for everything to be perfectly aligned before acting, they just confidently dive right in.

- **Failure is not a weakness** - Women strive to be dependable, however all great leaders stumble sometimes. What is essential is how one reacts to failure. Instead of criticizing themselves when errors occur, women should take efforts to transform their mistakes into learning experiences.

- **Recognize that success is plentiful** - Some women are convinced that there is a limited amount of power and achievement in the world. The truth is that power and success is boundless resources. Women should understand that their advancement is not at the expense of men.

- **Eliminate assumptions** - Women and men possess unconscious gender biases. Instead of denying them, bring them to light and openly discuss how to minimize them in the workplace. Examine the influence of various factors of job descriptions or the selection of candidates for an open position might lead to gender bias.

- **Aim high** – Why it usually Men thought to dream big? Women also should be encouraged to have modest goals. Women should be stimulated to express determination. Everyone should stretch their imaginations about the role of women in the workplace, and females should be empowered to strive for executive leadership roles.
➢ **Solicit perspective** - Women tend to take career challenges very personally unlike men. Rather, females can rebound from career challenges by soliciting constructive feedback from trusted colleagues which will foster personal and professional growth.

➢ **Build a network** – Women often have caretaking responsibilities in addition to careers. Due to this responsibility they tend to avoid after-hours networking events which serve as a main influencing factor for knowledge enrichment.

➢ **Toot your own horn** - Women traditionally don’t highlight their accomplishments. They throw humility aside and proudly boast about the achievements which position them as dynamos.

➢ **Cultivate confidence and a sense of humor** - Confidence helps women overcome stereotypes that hold them back. Humor enables them to stay positive and rise above depressing situations.

➢ **Let go of perfection** - Perfection it all is an elusive myth. Instead of striving for perfection in all areas, women should aim for growth in what matters most. This can be personal or professional, which will transform over time.

**SOCIAL WORK INTERVENTION**

Social work is a practice-based profession that promotes social change and development, social cohesion, the empowerment and liberation of the weaker section of the society. Principles of social justice, human rights, equal opportunity for development for all are main area of concern to social work. Underpinned by theories social work engages people and structures to address life challenges and enhance wellbeing of all irrespective of caste, creed or gender.

Between formal social work policy issues such as, gender based violence, health of adolescent Girls and women, equal pay are Global Women Issues. A publication by National Association of Social Workers (NASW) reveals that “Women are still hitting the glass ceiling”, which prevents advancement into higher positions in the corporate world. Thus NASW can improve the number of women in leadership positions by addressing the workplace policies like -
Reducing occupation segregation

Empowering and improving the quality of experience of women who are employed in male dominant occupations.

Advocating for increased minimum wages for female oriented professions and increasing workforce protections

Recruiting, cultivating, and encouraging qualified female candidates for executive and other leadership positions in business and governmental initiatives

To address the issue of gender bias, stereotypes and gender diversification at top levels of management, social work profession can establish network with civil society organizations, international institutions, to promote gender equality. It can also bring about changes in political and government policies to tackle structural inequalities, therapeutically address individual women's woes; and participate in the UN, its related agencies, and international organizations such as the International Association of Schools of Social Work (IASSW), International Federation of Social Workers (IFSW), and International Council on Social Welfare (ICSW). Thus these efforts can surely bring about positive impacts on women's personal and professional well-being.

CONCLUSION

In today’s modern world, it is known that glass ceiling exists for women in management and it is being studied at various viewpoints. Majority of men consider that management is masculine work and more than 50% of men believe that men are more successful than women in decision making at top management positions. With these views it can be analyzed that discrimination is due to negative beliefs about women’s management. The other side of the issue is that women’s beliefs about their capabilities also greatly influence their perception towards Glass Ceiling.

Yet in this scenario few women have moved beyond the glass ceiling into the executive suite. However, their number is not proportionate to their representation at middle management levels and is far below than that of their male counterparts in top decision making positions. Both domestically and globally, women represent a relatively untapped source of talent for leadership in the workplace. While progress has been made
across the globe, barriers to women’s advancement continue to exist, including cultural norms, stereotypes, and employer policies and practices.

In the light of the study findings, it can be concluded that while women have the potential and ability to be leaders to perform at the top level of employment, the malicious cycle of challenges against their leadership trajectory often constrain their success. Apart from internal factors among themselves, external factors such as social and cultural stereotypes, the problem of balancing reproductive and workplace functions, and lack of networking have contributed significantly on constraining their leadership success. It is therefore imperative to enhance their empowerment through changing institutional and corporate structures, processes and procedures, as well as transforming the attitudes of men and women towards women in management and leadership positions. By doing so, a more enabling, women-friendly working environment will be created, and their potentials will be recognized.