SUMMARY
The term glass Ceiling is often credited as having been originally coined by Carol Hymowitz & Timothy Schellhardt in the March 24, 1986 edition of ‘Wall Street Journal’. The term Glass Ceiling refers to situations where the advancement of a person within the hierarchy of an organization is limited. This limitation is normally based upon some form of discrimination, most commonly being sexism.

Actually this term is a fuzzy concept. Few researches claim it to be organizational phenomena, while few claim it to be an individual phenomenon in terms of one’s perception. Operationally, this term refers to a women’s self perception or a feeling that prevents her from reaching the top of the managerial position or a feeling that prevents her from reaching the top of the managerial position in an organization, because of some organizational impediments, i.e., equal employment opportunities and affirmative actions, appropriate job openings at higher levels, training and development, decision-making, assigning authoritative task, autonomy etc. The negative affect on her part operates and affects her career’s progress at different stages of a career.

The present study aimed to compare the low and high glass ceiling perceivers on the dimensions of organizational commitment, mode of adjustment, self-esteem and well-being among female executives in multinational organizations. It corporate eight major variables like; Glass Ceiling, Normative Commitment, Affective Commitment, Continuance Commitment, Emotional Adjustment, Occupational Adjustment, Self-Esteem, & Well-Being.

Normative commitment involves employee's feelings of obligation to stay with the organization because they 'should'; it is right thing to do.

Affective commitment involves the employee's emotional attachment to identification with, and involvement in the organization.

Continuance commitment involves commitment based on the costs that the employee associates with leaving the organization. This may be because of the loss of seniority for promotion or benefits.
Well-being has been defined as the dynamic state characterized by a reasonable amount of harmony between an individual’s ability, needs and expectation and environmental demands and opportunities.

The term ‘adjustment’ usually implies a smooth relationship between the individual and the environment. In this sense, the adjusted individual interacts in a harmonious way with the world in which he or she lives.

Self-esteem reflects a person’s overall evaluation or appraisal of his or her own worth. Self-esteem encompasses beliefs (for example, “I am competent/incompetent”) and emotions (for example, triumph/despair, pride/shame). Behavior may reflect self-esteem (for example, assertiveness/timorousness, confidence/caution.

The objectives of the present study were:

1. To construe and operationalize the tool to measure glass-ceiling phenomena.
2. To access the extent and intensity of glass ceiling effect by describing the sample characteristics among the female variables.
3. To compare the low glass ceiling perceivers and high glass ceiling perceivers on the dimensions of organizational commitment, mode of adjustment, self-esteem and well-being.
4. To study the impact of glass ceiling on the dimension of organizational commitment, mode of adjustment, self-esteem and well-being.

Following hypotheses were formulated and tested in the present research:

1. There would be significant difference in the normative, affective and continuance commitment of high glass ceiling perceivers and low glass ceiling perceivers.
2. There would be significant difference in the emotional & occupational adjustment of high glass ceiling perceivers and low glass ceiling perceivers.
3. There would be significant difference in the well-being of high glass ceiling perceiver and low glass ceiling perceivers.
4. There would be significant difference in the self-esteem of high glass ceiling perceiver and low glass ceiling perceivers.

5. There would be differential role of glass ceiling on the organizational commitment, self-esteem, adjustment and well-being of females executives of different categories (Low Glass Ceiling Perceiver, High Glass Ceiling Perceiver, Mixed Glass Ceiling Perceiver).

The study focuses on female executives of multinational organizations. A two independent group design was used to fulfill the objectives of the study.

A large sample of 350 female executives was used in the study. Standardized tools used in the study were Glass Ceiling (Self designed), Organizational Commitment Questionnaire (Allen and Meyer), adjustment questionnaire (Bell 1934), Self-efficacy (Cooper Smith) and well being scale (Verma & Verma 1988). All these tests were individually self-administered. The scoring was done manually as per instructions given in the manual.

The data was subjected of two type of analysis i. e descriptive analysis and frequency analysis.

The ‘descriptive statistics’ of 200 female executives perceived as low glass ceiling perceivers and high glass ceiling perceivers. Results clearly showed that low glass ceiling perceivers were having less problems because of gender discrimination in their work set up then high glass ceiling perceivers. The second hypothesis stated that there would be in normative, affective and continuance commitment of low glass ceiling and high glass ceiling perceivers. Analysis showed the lower the scores, the lower was the organizational commitment, in case of high glass ceiling perceivers. The third hypothesis claimed that there would be significant differences in terms of occupational and emotional adjustment between low and high glass ceiling perceivers. Analysis of these scores showed that higher the scores, the poor would be the adjustment. The females who were perceived more gender biased in their work set-up had been found to be less emotionally stable and balanced person. Similarly, they were not getting able to adapt themselves in relation to their work set up in terms of congenial group dynamics,
interpersonal relationships with their colleagues. Fourth and Fifth hypotheses talked about the significant difference in relation to self-esteem and well-being of low and high glass ceiling perceivers. Analysis showed the lower the scores, the low would be the self-esteem. The fifth hypotheses were very much related to it. The analysis clearly showed the higher the scores, the higher would be the well-being and it had been directly found in case of former group, i.e. low glass ceiling perceivers.

Since we had a total sample of 350 female executives, 150 female had scored very amazing results. As on one hand, they were reporting equal opportunities available at their work place while at the other end, they were reporting gender bias and discrimination in their business settings. In order to resolve that dilemma, the frequency analysis had been done of these 100 female executives labeled as ‘mixed glass ceiling perceivers’.

Second part was frequency analysis. Those results were really very interesting and had changed the whole story especially when we scrutinized item no.3 (consultation), 7 (challenging task), 11 (participation in seminars), 12 (social gathering), and 13 (promotion). The microanalysis of responses on those items showed those females had positive perception but the responses on items especially 14 (biased treatment), 15 (organizational politics) and 16 (gender discrimination) forced us to conclude that those respondents had incongruence in their perception. The reason might be that this was their subjective misperception, not a reality. It might be the result of our socialization practices where females were considered practically inferior and weaker than males. And this type of stereotype gets embedded in the females, which were responsible for this misperception.

Further, Regression analysis has clearly revealed that 14% of variance is accounted for glass ceiling in case of low glass ceiling perceivers while 29% of variance is explained in case of high glass ceiling perceivers. In case of ‘mixed type’ of perceivers it is only 4%. Therefore ‘glass ceiling’ has been clearly found to play differential role on organizational commitment, adjustment, self-esteem and well-being of different categories of glass ceiling perceivers.