2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

CHAPTER – II
# 2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

## CHAPTER – II CONCEPTUAL FRAMEWORK OF GLASS CEILING

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Content</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Introduction</td>
<td>58</td>
</tr>
<tr>
<td>2.2</td>
<td>Concept of glass ceiling</td>
<td>60</td>
</tr>
<tr>
<td>2.3</td>
<td>Definitions of glass ceiling</td>
<td>61</td>
</tr>
<tr>
<td>2.4</td>
<td>Variation and Related terms</td>
<td>62</td>
</tr>
<tr>
<td>2.5</td>
<td>History of glass ceiling</td>
<td>64</td>
</tr>
<tr>
<td>2.6</td>
<td>Levels and Types of glass ceiling barriers in Career Progression</td>
<td>65</td>
</tr>
<tr>
<td>2.7</td>
<td>Situation of women in management in Global context</td>
<td>68</td>
</tr>
<tr>
<td>2.8</td>
<td>Situation of women in management in Indian context</td>
<td>70</td>
</tr>
<tr>
<td>2.9</td>
<td>Reformative framework of glass ceiling</td>
<td>71</td>
</tr>
<tr>
<td>2.10</td>
<td>Survival Guidance To Woman in Glass Ceiling</td>
<td>74</td>
</tr>
<tr>
<td>2.11</td>
<td>Sexism and glass ceiling effects – The gender wage gap</td>
<td>80</td>
</tr>
<tr>
<td>2.12</td>
<td>The Glass Ceiling in India</td>
<td>84</td>
</tr>
<tr>
<td>2.13</td>
<td>Women who had broken glass ceiling practices in India</td>
<td>85</td>
</tr>
</tbody>
</table>
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.1. INTRODUCTION

According to Pearl S. Buck, became the first American Women Writer Nobel Prize Winner in Literature, “Let woman out of home, let man into it, should be the aim of the education. The home needs man and the world outside needs woman.”

Glass Ceiling refers to transparent but real barriers, based on discriminatory attitudes or organizational bias, that impede qualified individuals, including (but not limited to) women, racial and ethnic minorities, and disabled persons from advancing into management positions.

Glass Ceiling is relatively a new term which is slowly getting into knowledge of women in many professions worldwide. This phenomenon tries to describe discrimination of various minorities in career advancement.

The Glass Ceiling has become a central notion in the different fields of the world. It is part of organizational practice in the sense that organizations wanting to increase the number of women in higher functions have formulated remedies against the glass ceiling.

Most studies which have researched women’s limited advancement in management have focused on either intrinsic variable within the women herself or extrinsic variables such as situational and structural factors (Talley, 1998; Riger & Galligan, 1988; Grondin, 1990; Andrew, Coderre & Denis, 1990; Olivier, 1993; Fagenson, 1990). Even through a better understanding is required of the intrinsic and extrinsic factors which exist, neither approach alone fully explains what women are experiencing.

The aim of this paper is to explore some of the issues surrounding working women and the obstacles in their career’s development. The paper also focuses on cultural biases, gender stereotypes and what organizations should do in order to have a diverse senior management.

Through in India it is often argued that with the country’s first citizen and the chief of the ruling political party, women have successfully broken the glass ceiling. The claim seems justified with new headlines.

Today, the number of women in corporate in India is increasing significantly. With more number of women in the work force, more employment laws were constituted. Nevertheless, despite of these legislations, the percentage of women in senior management in India is roughly 3% to 6%. There is a significant scarcity of women at the top even in companies famous for encouraging gender diversity.

The country’s second largest commercial lending institution, ICICI bank is headed by woman, Chanda Kochhar and Shikha Sharma who is at the top position of third largest banking sector, Axis bank. But, exceptions can’t make history. In terms of gender
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

development index, still India’s 113th rank out of 157 counties demands immediate and necessary action for gender equality. This thesis presents the mainstream concept of discrimination on the basis of gender. The present study is an attempt to measure the presence of Glass ceiling in Indian education system particularly in granted and non-granted colleges and schools in the Bhavnagar region.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.2. CONCEPT OF GLASS CEILING

In HR term glass ceiling refers to an artificial barriers based on attitudinal or organizational bias prevents qualified woman and other minorities from advancing upward into senior management level positions or situation where the advancement of a qualified person within the hierarchy of an organization is stopped at lower level because of some form of discrimination, most commonly sexism or racism, but since term was coined. “glass ceiling” has also come to describe the limited advancement of the deaf, blind, disabled and aged.

It is believed to be an unofficial, invisible barrier that prevents women and minorities from advancing in business or barrier to career advancement an unofficial but real impediment to somebody’s advancement into upper level management positions because of discrimination based on the person’s gender, age, race, ethnicity or sexual preference. It is also defined as an unacknowledged discriminatory barrier that prevents women and minorities from rising to positions of power or responsibility, as within a corporation.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.3. DEFINITIONS OF GLASS CEILING

**Fundamental of Glass Ceiling means**

Glass defines as an invisible barriers among the people while, Ceiling defines as a top or higher level position.

It is highly consisted with the working woman at workplace. Women are having ability to reach at highest-ranking position but can't get it due to invisible barriers with them.

According to Federal Glass Ceiling Commission USA, Glass Ceiling refers to “artificial barriers to the advancement of women and minorities.” These barriers reflect discrimination between those who prosper and those left behind.”

According to David Cottler, Glass Ceiling defines four distinctive characteristics such as

1. "A gender or racial difference that is not explained by other job-relevant characteristics of the employee."
2. "A gender or racial difference that is greater at higher levels of an outcome than at lower levels of an outcome.
3. "A gender or racial inequality in the chances of advancement into higher levels, not merely the proportions of each gender or race currently at those higher levels."
4. "A gender or racial inequality that increases over the course of a career."

It is concerned with unfair treatment and gender difference problems facing woman at workplace. It must be required to provide similar opportunities to woman for her career development and to reach higher-level position. With these very negative effects on women and the Self-esteem, the glass ceiling has created an even larger problem than just in the work place. Most see the glass ceiling as only being in the work place, which is where it originally was intended for, it has spread to encompass the household and others as well. The barrier within the household has been seen as the difficulty a woman has of getting out of the household and accumulating a job.

The term “glass ceiling” was coined in a 1986 Wall Street Journal Report on corporate women by Hymowitz and schellhardtst The glass ceiling is a concept that most frequently refers to barriers faced by women who attempt or aspire developing countries, the term has broadened and also become an issue around the world.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.4. VARIATIONS AND RELATED TERMS

1. **Brass Ceiling** – In the traditionally male dominated fields of law enforcement and military service, some people use the term “brass ceiling” to describe the difficulty women have when they try to rise up in the ranks. “The brass” denotes the decision-makers at the top of an organization, especially in military; it is an example of synecdoche.

2. **Stain Glass Ceiling** – It is a sociological phenomenon in religious communities similar to the concept of the “glass ceiling.” The concept involves around the apparent difficulty for women who seek to gain a role within church leadership.

3. **Bamboo Ceiling** – The exclusion of Asian-descendants from executive and managerial roles on the basis of subjective factors such as “lack of leadership potential” or “inferior communication ability” where the East Asian-descendants candidate has superior objective credentials such as education in high prestige universities (in comparison to their white counterparts with only lower-prestige university credentials).

4. **Concrete Ceiling** – This is a term used to describe the type of barrier minority women encounter. Caucasian women may face the glass ceiling in the workforce, but be able to break through it from time to time; however, minority women’s glass ceiling tends to be more solid and unyielding. This “Concrete Ceiling” is due to minority women facing both issues of sexism and racism which intensifies their obstruction in advancing within the labour market.

5. **Expatriate Glass Ceiling** – After breaking through the first level of glass ceiling, many women are beginning to face an additional barriers. This is a term used to describe this second level of obstruction which prevents women in managerial positions from receiving foreign investment assignments, projects and experiences that is becoming increasingly more important for promotion into the upper level managerial positions.

6. **Glass Closet** – The exclusion of openly gay men and women from certain jobs, especially in media.

7. **Glass Elevator** – The rapid promotion of men over women especially into management, in female dominated fields such as nursing. It is a glass escalator. Men in these fields are promoted with case – they actually have to struggle not to advance due to facing invisible pressures and expectations to move up from where they currently are. This is based on traditional gender roles and stereotypes that men are expected to be in the subordinates positions. Therefore in the fields where men are less common, they receive differential treatment that favors them to exert their authority and control in the workplace.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

8. **Glass Labyrinth** - It refers to a maze and can find the way out of and get through; otherwise thought of as finding a path through power in an organization.

9. **Sticky floor** – It refers to women who are trapped in low-wage, low-mobility jobs in state and local government.

10. **Sticky Ladder** – A term used to describe women’s struggle to reach the top of corporate ladder. This term describes the theory that women are not incapable of reaching the top.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.5. HISTORY OF GLASS CEILING

Sexual discrimination was outlawed in the United States through the Civil Rights Act, 1964 in the hopes of allowing women to rise in the working world once proper experience has been achieved.

The term “glass ceiling” has been thought to have first been used to refer to invisible barriers that impede the career advancement of women in the American workforce in an article by Carol Hymowitz and Timothy Schellhardt in the March 24, 1986 edition of the Wall Street Journal. However, the term was used prior to that and it was utilized in a March 1984 Adweek article by Gay Bryant. The term glass ceiling was used prior to the 1984 in the article by two women Hewlett Packard in 1979, Katherine Lawrence and Marianne Schreiber, to describe how while on the surface there seemed to be a clear path of promotion, in actuality women seemed to hit a point which they seemed unable to progress beyond. Upon becoming CEO and chairman of the board of HP, she called her earlier statement a “dumb thing to say.”

However the term was used by the U.S. Department of Labour in 1991 in response to a study of nine fortune 500 companies. The study confirmed that women and minorities encountered considerable glass ceiling barriers in their careers. These barriers were experienced earlier in their profession than previously thought.

United State Senator Hillary Clinton used the term glass ceiling in her speech to endorse senator Barack Obama for president: And through we were not able to shatter the highest, hardest glass ceiling this time, thanks to you, it’s got about 18 million cracks in it.

HR Professionals are also required to be knowledgeable of employment laws, programs and practices for their organization. Because the law provides protection for certain demographic groups such as women, in the labour market, HR Professionals need to understand the potential impact of glass ceiling barriers on women including women of color—regarding advancement in the workplace.¹

¹ Abdul Rahimn Meharoof (2010), A theoretical study on glass ceiling concept, Department of social work, SIMS, Mangalore p.10
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.6. LEVELS AND TYPES OF GLASS CEILING BARRIERS IN CAREER PROGRESSION

1. Societal Barriers
   - Indian society is still a conservative one and has not been able to break the shackles of age-old traditions. This orthodox attitude is visible at an early age when a woman is making her educational choices. Indian women are continuously at crossroads while trying to make progress in their career. One important aspect in the context of women’s career progression is her family responsibilities, specially related to marital status and child care. (Anker, 1997; Davidson and Burke, 2004; Power and Butterfield, 2003).

   Marriage is a social institution and is compulsory for women in India. Once married, she is at the will of her husband and in-laws. Gradually the situations have improved and now husbands also want a working life. But for that there is no support system for the working woman. Due to the rise of nuclear families, support system of grandparents has withered. According to Anker, woman brings with their domestic responsibilities and children at the workplace, they can’t concentrate in their work and prefer flexible work time, job-sharing and telecommuting etc. It is the hurdles in acquiring the managerial positions. The Federal Glass Ceiling Commission of the United States department of labour identified two major societal barriers that cause and reinforce a glass ceiling. The supply barrier is related to opportunity and achievement. The difference barrier manifests itself as conscious and unconscious stereotypes, prejudice, and bias related to gender and ethnicity.

   Researcher shown that social barriers were major barriers of glass ceiling practices with working woman in both government 92 and private 114 total no. of women respondents of different education sector at Bhavnagar Region. It can be avoided by changing attitude and perception of management and staff towards female employees inside the institution.

2. Internal Business Barriers
   - Inevitability, woman excluded from these informal network in the organization networks, do not get the cooperation of their colleagues in decision making process and less popular as effective strategic decision makers, even if they perform well in formal teams. Woman also more stressed because of male imposed pressure to perform. The following business-based barriers were identified:
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

- Outreach and recruitment practices that fail to seek out or recruit women and minorities.
- Prevailing culture of many businesses is a white male culture and such corporate climates alienate and isolate minorities and women.
- Initial placement and clustering in staff jobs or in highly technical and professional jobs that are not on the career track to the top.
- Lack of mentoring and management training.
- Lack of opportunities for career development, tailored training, and rotational job assignments that are on the revenue-producing side of the business.
- Little or no access to critical developmental assignments such as memberships on highly visible task forces and committees.
- Special or different standards for performance evaluation.
- Biased rating and testing systems.
- Little or no access to informal networks of communication.
- Counterproductive behavior and harassment by colleagues.

The Federal Glass Ceiling Commission and independent research suggest that the underlying cause of the glass ceiling is the perception of many white males that as a group they are losing control and opportunity. Many middle- and upper-level white male managers regard the inclusion of minorities and women in management as a direct threat to their own chances for advancement. As a result of this "upper- and middle-level white male resistance", business-based barriers are not always being as forcefully addressed.

Mostly, internal business barriers type of glass ceiling found in private educational institution with 63 total no. of respondents at Bhavnagar Region. It includes about task distribution, performance appraisal, no support from colleague and boss to the working woman specially in private schools and colleges at Bhavnagar Region.

3. Governmental Barriers

- The Federal Glass Ceiling Commission pinpointed three governmental barriers to the elimination of the glass ceiling. They are:
  - Lack of vigorous and consistent monitoring and law enforcement.
  - Weaknesses in the collection of employment-related data which makes it difficult to ascertain the status of groups at the managerial level and to disaggregate the data.
  - Inadequate reporting and dissemination of information relevant to glass ceiling issues.
  - Government barriers are the common barriers of glass ceiling such as quota.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

system specially seek in government schools and colleges as per rules and norms of the state and central education department of the government.

4. Other Barriers

- It involves different personal barriers such as
  a) Different pay for a comparable work..
  b) Sexual, ethnic, racial, religious discrimination or harassment in the workplace
  c) Lack of family-friendly workplace policies (or, on the flipside, policies that discriminate against gay people, non-parents, or single parents)
  d) Exclusion from informal networks; Stereotyping and preconceptions of women's roles and abilities; Failure of senior leadership to assume accountability for women's advancement; Lack of role models; Lack of mentoring
  e) Requiring long hours for advancement, sometimes called the hour-glass ceiling.

Other barriers major found in private schools and colleges at Bhavnagar Region. 60 no. of women respondents were agree and facing other barriers regarding payment of salary, relation or family friendly culture, taking overtime and workload for advancement etc in education sector at Bhavnagar Region.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.7. SITUATION OF WOMEN IN MANAGEMENT IN GLOBAL CONTEXT

At the present, more and more women are becoming graduates, earning professional and technical degrees and entering corporate life. They are more concentrated in traditional “feminine professions” like nursing and teaching. Nevertheless women are making inroads into the management sectors. In fact, their participation has increased with the expansion of the management sector opening up more employment opportunities to women.

Women are still concentrated in the most precarious forms of work throughout the world and breaking the “glass ceiling” still appears elusive for all but select few. Men are majority among managers, top executives and higher levels of professional workers while women are concentrated in the lower categories of managerial positions. According to Linda Wirth, the Director of ILO, “women continue to face more difficulty obtaining top jobs than they do lower down the hierarchy. A handful of women are making headlines here and there as they break through but statistically they represent a only a few percent of top management jobs. The rule of thumb is still: the higher up an organization’s hierarchy, the fewer the women. Women hold a mere 1 to 3 percent of top executive jobs in the largest corporations around the world.

With regard to share of women in management jobs data shows that, in general, countries in North America, South America and Eastern Europe have a higher share of women in management jobs than countries in East Asia, South Asia and Middle East. The presence of women is given below in top level positions in the different companies of different countries.

In the U.S.A., women were under represented with only 12% at the top levels of management in corporate. In the U.K., a 1998 survey of over 584 different companies in the United Kingdom found that only 3.6 percent of directors were women. In 1995, the proportion of women as senior executives and board directors in the 70,000 largest German companies was between 1% and 3%. A French government report cited a 1997 study of the 5000 leading enterprises in France, women represented 2% of the chief executive officers of the companies.

In Brazil, a 1991 survey of major corporations found that women comprised only around 3% of top executives in the 300 largest national private groups, 0.9% in the 40 largest state owned groups and 0.5% in the 40 largest foreign owned companies. A survey of private

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sector boards in Australia reported an increase in the number of women on these boards from 7.6% in 1998 to 8.3% in 1999.

In Finland, female managers most often work below board level as personnel, marketing and financial managers and women shares in these positions reached 11% in 1994. In Argentina, women occupied close to 7% of senior management jobs according to a 1995 survey. Given the situation shows that women’s progress is very slow and so must be followed on Norwegian model, Norway’s government has imposed quotas and reservations for women to overcome glass ceiling practices at the top level.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.8. SITUATION OF WOMEN IN MANAGEMENT IN INDIAN CONTEXT

In India, the situation of women is changing with more and more women getting educated not only in general streams but also in technical and professional courses. Along with increase the education level of women, there is increasing the involvement if women in the work force.

Table – T14

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<th>Year</th>
<th>Total</th>
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<td>1994</td>
<td>27.7</td>
<td>249</td>
<td>2.9</td>
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<tr>
<td>2000</td>
<td>25.6</td>
<td>225</td>
<td>3.1</td>
</tr>
<tr>
<td>2005</td>
<td>30.6</td>
<td>26.7</td>
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Source – National School of Government

As per above table, women participation has been increased year wise with increased in them education level. The success stories of few women making it to the top are ‘feel good factor’ providing an impression that position and status of women is changing in Indian management sector like ICICI Bank, HSBC etc. But, majority of Indian bedrooms are still ‘no-go’ areas for women.

Women today comprise only 2% of the total managerial strength in the Indian Management sector. India is seeing an increasing number of women occupying management positions in leading companies both listed and privately held. About 56% of businesses in India have women at senior levels, as against the global average of 59%. India’s performance is well below the global average of 24% with Indian women holding only 15% of top management positions in private firms in the country. The reasons for this are many ranging from individual constraints, mindsets, stereotypes and organizational and structural impediments. Not only this is visible in the Indian corporate sector, but also observed in the civil services in India where women IFS and IAS officers have been victim of gender bias.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.9. REFORMATIVE FRAMEWORK OF GLASS CEILING

There are wide hurdles for the women to reach the top level position in the organization. But, women are at least considered for the advancement for the top level positions. These barriers research suggests to us that real progress requires system wide change driven by a hard-edged approach including targets ensuring that women are at least considered for advancement and to overcome the problematic mindsets and genuine sponsorship. Gender diversity at senior levels is important not only to women. It has also numerous benefits for the organizations including, increased availability of skilled employees, stronger employee engagement and higher productivity.

**Individual related changes**

Individual mindsets have to be changed to bring women up on the corporate ladder. The traditional work division has to be given a new thought altogether. Though there are created support systems available in the market, yet equal responsibility should be shared by the male members of the family. With economy growing fast, to keep a peace and double income has become essential for good standard of living. Woman must require to share her task and responsibilities with male for her brighter career progression. Women must also require to ask for them promotion after successfully winding up the rigorous project. But, Women always under represent their own accomplishments for others. Thus, it is also necessary to change in these attitudes and traits of women.

As per this research work, woman is also equal partner as well as man in each activity of education sector. She has also right to ask about her promotion and responsibilities to the boss. Up to still she was backbone but now she is frontier.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

Societal Changes

India still has strong traditional expectations and not all the women can easily manage the dual responsibility. At times while trying to maintain a balance she ends up in no man’s land and a frustration ushers in. She gets tired of posing to be perfect on both the grounds and finally quits. A family support strongly contributes to the career aspiration of women. She should be provided with better education and all resources required.

Various studies have shown that social attitudes and work life balance are the major challenges that a woman employee faces. To overcome this barrier flexibility should be encouraged by the organizations. Society should also support this cause, as ultimately it is the society which is affected the most by any change. Now that gradual societal changes are taking place, technology and economy is changing fast, organizations are having a dialogue about inclusive growth at the top.

Researcher found that training and development programme and flexible hours/days played important role in career advancement for working woman in education sector at Bhavnagar Region. Employer could remove social barriers by providing updated facilities to working woman in education sector at Bhavnagar Region. As per respondents review, Social barriers were most common barriers being founded by the researcher.

Organizational Changes

There is need for change in the perspectives of women for the company like strategic decisions, risk losing market share, competitive advantage and profits. The will have to changed their minds completely to advance women’s careers. It may take years and potentials generational transition. If the companies are committed they can catalyze a change and improve not only the treatment of women but also, in all likelihood, its business results. There should be an assessment of training and development need of women employees and should be provided accordingly. Proper leadership programmes should be designed and developed and offered to middle managers.

According to Kanter (1981) “even if women have formal authority, they may not necessarily be able to exercise it over reluctant subordinates”. As a result, such resentment leads to the women managers exclusion not getting feedback and a male employee feeling threatened.

Herbert and Yost (1978) argue that it would be more fruitful to provide training to those male and female employees who prove to be barriers in the career progression of women. It means to train male managers for changing them attitudes and prejudices towards women. Thus, it helps to overcome organizational barriers faced by women at the workplace.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

Organizations should encourage female role models to participate in outreach programmes at high schools, colleges or community events. Thus, it is possible to pass the message of gender equality among the prospective employees.

Researcher investigated that there should be provided leadership to woman in event management and training and development programme in education sector at Bhavnagar Region. It helps to boost up morale of working woman in education sector at Bhavnagar Region.

**Balance and Diverse Workforce**

It must be required to maintain the proper balance workforce of male and female people inside the corporate world. It is very complex task to understand female employees and consumers. But, only female manager can handle this business operation and competitive business environment effectively. They should foresee the upcoming issues along with balancing short-term and long-term orientation.

Woman have similar capable as well as man but, she has been underestimated. Thus, employer should give change woman at top level and to prove herself as successful challenger.³

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2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.10. SURVIVAL GUIDANCE TO WOMAN IN GLASS CEILING

According to Denise Collins, group HR director on her experiences at Ford. She learned about multicultural environments and now nothing throws me off course. They provided certain important guidance to survive in discrimination position.\(^4\)

**DISCRIMINATION SURVIVAL GUIDE**

She had found and provided some important points to survive in office politics on a grade scale.

1. I take this position with the benefit of years of experience behind me. It is difficult to lobby for cultural change and achieve business success at the same time. Choose what’s most important to you at the time.

2. Don’t be shy about your skills and achievements. Send emails to relevant bosses if you have pulled off a commercial coup. Keeping quiet until someone notices is a risky policy to pursue.

3. Don’t be negative about things you perceive as weaknesses. Flexible working hours and a family are not weaknesses so don’t apologize for them.

4. Be sure you know how much you are worth. Women are notorious for undervaluing themselves. Be prepared to negotiate for higher wages and do it in a positive way, avoiding comparisons with colleagues. After all, you may have been misinformed about how much they earn.

5. Don’t be afraid to take your chances. If I am honest, this has been one of my critical career drivers and use peer support.


7. Consult the equal opportunities commission for advice.

8. Learn your lessons well. Become a pioneer against discrimination in your own corporate practices and when you become a boss, stamp it out. As soon as it is possible for you to do so, create an office atmosphere where discrimination of any kind is utterly unacceptable.

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2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

According to Diana Green of Sheffield Hallam University points out, life is not a rehearsal. They pointed some important notes about work life balance and self-education to survive in Glass Ceiling.

WORK LIFE BALANCE SURVIVAL GUIDE
1. If you get the chance, choose your workplace carefully.
2. Consider coaching to find a successful recipe for a work life balance.
3. Buy in help. It’s hard to be nanny, housekeeper, cook and chief executive all at the same time. Farm out some of the tasks to which you are less suited.
4. Make lists so that nothing slips under the daily radar.
5. Be proud of being a parent or a caring sibling.
6. Never miss your child’s play, nativity or school event, you will never get a second chance.
7. Don’t feel guilty if you eat the odd takeaway or use convenience food.
8. Just as you pledge time to the office, do the same to those at home. Keep your promises so your promises so you cannot be charged with preferring work to family.
9. Take holidays, even if it’s time at home, and plan them in advance so you have something to look forward to.
10. Know your limits and don’t exceed them. Being superwoman is old hat.

SELF-EDUCATION SURVIVAL GUIDE
1. Pursue knowledge for fun rather than financial reasons – don’t be afraid of going ‘off-piste’ with your training and development.
2. If the aim is career progression, choose your courses carefully. Not all courses will deliver your dreams. Investigate the possible outcomes beforehand so you are not disappointed.
3. Always ask your employer if they will sponsor and support your training needs, after all, if you don’t ask you don’t get!
4. Check out grants and subsidies attached to the course you have chosen.
5. Passing isn’t everything, so don’t get stressed about exam based training. I have met some fantastic contacts just by participation.
6. Keep up to date with IT generally (ask your children, learn from your secretarial support, colleagues and take a refresher course)
7. Invest in the membership of hgroups and associations that will carry you on to quality courses.
What can Employers do about the Glass Ceiling?

Employer plays an important role to break the glass ceiling in the organization because he knows himself difficulties of woman and he can only solve or remove the barriers in the organization.

1. **Ask the women** - Focus groups with women can help identify whether the culture is supportive or gender-biased. Perceptions can be as damaging as reality, and hence communication is really important. Regular surveys of how women are feeling about their careers, and their views of the culture are very useful in identifying trends and areas that need attention.

2. **Support a Women’s Network** - Women’s networks are springing up around the world, providing a female friendly place for women to meet, to share experiences and to undertake career development together. Women’s networks are starting to be proactive in building networks with female clients, and developing female-targeted products and services. This is great for business, as well as making the culture more friendly and supportive for women.

3. **Reverse mentoring of board** - Often the interactions of board members with female executives are very limited, and so they may be unaware of how gendered the organisation feels to women, and how that leads to negative career consequences that impact the female talent pool. But this can be addressed by reverse mentoring, where directors are mentored by some of the talented women at the threshold to senior positions, so that the leadership teams understand better the culture of the organisation. This is working very successfully in some major corporations.

4. **Monitor not just proportions but flows** - As organisations start to deal with the lack of women at senior levels, they start to measure the proportions across divisions and levels. That is fine as a first step, but it should be followed by monitoring of the flow of promotes, the flow of those getting opportunities, to make sure that women are included, and if not, to examine why not, and to hold managers accountable for developing women as well as men in their teams.

5. **Leaders to set an example** - Role modeling by leaders, walking the talk, is so powerful, it needs no further comment.

6. **Succession planning** - Developing talented people takes a long time, and it needs to be systematically undertaken, and reviewed to ensure that those with the required talents and capabilities can develop to their full potential, regardless of their gender. This can be cascaded down the organisation, but in the end, it is the leader’s responsibility.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

7. Promote best practice for women and men - There is sometimes a backlash by men when special interest is shown to women – forgetting that women are very much in the minority at leadership levels, and that women want to be integrated, to make a contribution through the development of their talents too. That will provide a wider talent pool for the future of the business. Best practice for women will also mean a better environment for men too, as initiatives such as flexible working and parental support policies are established. Women want to play a fuller role in a fair and equal workplace. This should be a win/win outcome for women, employers and men too.

What can Women do about it?

Following on from the suggested actions for employers, this may seem like a “Fix the Women” list, and it is, but it does not put any blame on women. It is a list of suggestions to help them navigate the glass ceiling, rather than wait for the organization and society to change. These efforts should make a considerable difference.

1. Motivation, Career Success - First, women need to understand themselves, their strengths and weaknesses, and their motivations. In particular, they need to consider what career success means to them, as individuals as well as in their organizations. Do they seek high rewards and status, or recognition as an expert, as someone with influence, security, autonomy, mastery of their job, personal growth and development, work life balance or change and challenge? These motivations may change, and women need to be aware of them. Women need to have confidence in their undoubted talent, celebrate their successes and have more of a “can do” attitude. If they ignore the glass ceiling, manage their career themselves as far as they can, and see themselves as legitimate potential leaders, regardless of gender, then they are probably more likely to get through it.

2. Context, Constraints, and Work Life Balance - Understanding of one’s situation is essential, as that provides the framework within which the career is developed. If women have responsibility for others, especially children, then that will give those advantages but also constraints in what they can do and give to the organization. Reviewing the situation is important, as things change, and if something isn’t working well, then women need to find a better solution. An acceptable or desirable level of work/life balance is important, but priorities are constantly changing on a day-to-day basis as well as the longer term. It isn’t easy – but life is a challenge.

3. Preparation, Route Map, CV - Women should always have an up-to-date CV ready, for that unexpected opportunity. If the CV is put together in a hurry, it is likely to be flawed. The longer term route map is also important, as if the woman doesn’t know where
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

she is going, it is difficult to engage others to help her. It can be helpful and quite fun to review CVs with friends, make a career event out of it, and help each other with the content and the wording. Such an activity can trigger memories of things that should go on the CV, especially in early career when there hasn’t been a lot of experience.

4. Role Models, Language, and Behavior, Mentors - When women don’t have any female role models, it can be difficult to know how to behave in new situations, such as joining an important committee. But they shouldn’t wait till they find the perfect match. Women can benefit from informal mentors, they can watch men and women role models as to what is 10 effective and what is not. Women’s language is different too, women say please (and that important thank you too!) more often, they apologise too quickly. They are often reluctant to put their well-thought out point forward assertively, then regret not doing so when someone else says it and gets the credit. We encourage women to dress for the level above their present position, and to act with confidence and appropriate language.

5. Profile, Reputation, Impression Management - Our research shows that women need to manage their profile, their reputation rather more actively than many do at present. They should see impression management as a tool, not exaggerating but branding their leadership qualities.

6. Understanding Organisational Politics - Women often take such a negative view of organisational politics, but they need to see this as the way things get done at senior levels, the way that information is shared, the way that different power bases resolve their conflicts and come to mutually agreed outcomes. It’s all about relationships, and women should be better at this.

7. Personal Development and Leadership - Taking risks is an essential part of leadership, and women often prefer security. But to succeed, experience of risk is essential, and with that come dealing with failure, learning from it and moving forward. Women shouldn’t downscale their levels of ambition if they have a period of maternity leave or part time work, but rather prepare to relaunch themselves when they do have time and space in their lives to renew their ambition and go for promotion. They can learn from good role models, practice small acts of leadership and extend their competences and identity as a leader.

8. Networking - This is a great opportunity for women, but usually they network with other women, or with those who are less powerful in the organisation. Building links into the higher levels can be daunting, especially if the people up there are mostly male. But it
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

gets easier with practice. One piece of advice is to read the financial press, and the annual report, so that one has a view on the state of the business, its market and its sector. That way, the informed woman will be seen as someone who knows the business, someone with an interesting point of view.

9. Adding Value - The final piece of advice for women is to know what value they add, and where they add it to the business. They should know what is valued by those above them, which may be different. Remember that the value has to be relevant and visible to the gatekeepers of opportunities if recognition is to be given.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.11. SEXISM AND GLASS CEILING EFFECTS – THE GENDER WAGE GAP

This gap is difference in both the wages and earning between males and females who have equivalent job titles, training, experience, education, and professions. In most circumstances, women are paid less than men when all of these factors are comparable. A comparison frequently cited is that women make 75.3% on the dollar to men, which is derived from statistics maintained by the United States Census Bureau from 2003, relating specially to an across the board comparison of year round full-time workers.

David R. Hekman and colleagues (2009) found that customer prefers white men employees, which is why such workers may continue to earn 25% more than equally well performing women and minorities. Hekman et.al (2009) found that customers who viewed videos featuring a black male, a white female or a white male actor playing the role of an employee helping a customer were 19% more satisfied with the white male employee’s performance and also were more satisfied with store’s cleanliness and appearance. This despite that all three actors performed identically, read the same script and where exact in the same location with identical camera angles and lighting. Moreover 45% of the customers were women and 41% were non-white, indicating that even women and minority customers prefer white men.

In a second study, they found that white male doctors were rated as more approachable and competent than equally well performing women or minority doctors. They interpret their findings to suggest that employers are willing to pay more for white male employees because employers are customer driven and customers are happier with white male employees. They also suggest that what is required to solve the problem of wage inequality is not necessarily paying women more but changing customer biases. This paper has been featured in many media outlets including The New York Times, The Washington Post, The Boston Globe and National Public Radio.

A customer preference for white men may also help explain why white men hold highest paying, most prestigious and more powerful jobs in the occupational structure. This is referred to as occupational segregation. Men tend to be highly concentrated on top professions such as supervisors, managers, executives and production operators. On the other hand, women tend to be over represented in the lowest ranking and lowest paid professions in the workforce, such as secretaries, sales associates, teachers, nurses and child-care providers. As a result, occupation becomes “sex typed” as either is being specially male and female.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

jobs. The stereotypically male characterized occupations, in which at least 60-75% of the
workers are males, are more highly paid than occupations in which 60-75% of the job-holders
are women. This segregation of women into less prestigious and lower ranked jobs also
decreases a women’s chance of being promoted, as well as the chance of having any type of
power over others. Moreover, occupational segregation reduces woman’s access to insurance,
benefits and pensions.

Men not only have superior status than women between jobs, but also within the jobs
themselves. Women are concentrated into the lower ranked and lower paid occupations
within a given profession. If women are concentrated into the lower ranked and lower paid
occupations within a given profession. If women are in management positions, they are more
likely to be in personnel than in marketing professions. The average salaries of each are
$48,048 and $56,940 per year, respectively. Another example occurs within the medical field.
Female doctors are much more likely to be heavily constricted in the family practice or
pediatric specialties, which average about $130,000 and $126,000 per year, respectively.
However, men are more likely to become surgeons and highly specialized medical
practitioners, who tend to average $240,000 or more per year.

This gender wage gap is present within all realms of the workforce such as blue collar,
managerial and professional occupations. Only 16% top executive positions in America’s
largest corporations and enterprises are held by women. Additionally the median weekly
income of full time working women is only 70.5% of full time working men. This statistic
tends to hold true across all fields of work. This gender imbalance in occupations occurs to
some degree because women are more likely than men to be newcomers in many fields.

So, they lack the primacy and increased pay that comes with seniority. Gender
Inequality is often embedded within the social hierarchy and this affects how women and
men are perceived in leadership roles. Different traits are ascribed to females when compared
to males that often color the selection with unfounded bias. If a female does have other traits
aside from the gender traits that she is believed to possess, then she is viewed negatively. For
example in study conducted by Thomas Hunt and Phillips (2004) they found that when
women possessed expertise in the area just like males. Therefore, possessing expertise is not
viewed as positively as it is for males. This also suggests that lack of skills is not only the
reason why women are not deemed worthy of leadership roles. As cited by Lyness and
Thompson in 1997, one consequence of sex stereotypes is that women’s achievements tends
to be devalued or attributed to luck or effort rather than ability or skill and therefore this
stereotypes has the potential to reduce the organizational awards that they receive.
Lyness and Heilman (2006) found that in a study conducted with 448 upper-level employees that women were less likely to be promoted than males and if they were promoted they had stronger performance ratings than males. However the performance ratings were more strongly connected to promotions for women than men. This suggests that women had to be highly impressive to be considered eligible for leadership roles, whereas this was not the case for men. In a number of longitude studies (Cox & Harquail, 1991; Oslon, Frieze, & Good, 1987; Strober, 1982; Wallace, 1989; Wood, Corcoran & Courant, 1993) that track comparably qualified men and women, such as graduates of the same MBA Program or law school it has been shown that over time there is degradation of the women’s compensation that cannot fully be explained by differences in qualifications, work history, experience or career interruptions.

Women are more likely to choose jobs based on factors other than pay, for instance: health care and scheduling that can be managed with the duties of primary care of children for which women are still overwhelmingly responsible, and thus they may be less likely to take jobs that require travel or relocation of jobs that are hazardous.

On average, women take more time off and work fewer hours, often due to the unequal distribution of child care labour, domestic labour, medical needs specific to women and other family issues that tend to fall to a woman’s responsibility per the gender roles assigned by society. The ending result of women’s extensive obligation to attend to responsibilities of the home and children is that their life course. The earnings gap tends to widen considerably when men and women are in their early to mind thirties; the gap reaches the widest point when men and women are in their fifties.

Another perspective on the gender wage gap comes from a 2008 research study by Judge and Livingston. They investigated the relationship between gender, gender orientation, (people’s beliefs about what occupations are considered suitable and appropriate for males and females) and gender has on earnings. The researchers suggested that the gender wage gap can not fully be explained through economic factors, offering that underlying psychological components and attitudes account for some of the difference. They found that while traditional gender roles were positively connected to earnings, that gender significantly predicted the amount and direction of this relationship. For instance, traditional gender role orientation was positively related with earnings for males, providing them with strong earnings. Meanwhile, traditional gender role orientation was slightly negatively associated with earnings for females, providing them weaker earnings. This suggests that men who have traditional male-female attitudes about working are rewarded in the workplace for seeking to
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

maintain the social order, while women were neither rewarded nor punished. In general, the study indicated that even through gender role beliefs are beginning to become less traditional for men and women, traditional gender role orientation continues to intensify the gender wage gap.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.12. THE GLASS CEILING IN INDIA

In India, Glass Ceiling is quite different from that of the western world where women have taken a bolder move like moving to entrepreneurial careers, the Indian women show an interesting contrast. According to Nath (2000), they found the term “Glass Molding” to describe the attitudes of Indian Managers. The Indian woman managers are pragmatic in recognizing and accepting that as woman managers, they are different from male counterparts. Instead of attempting to emulate their male colleagues, these women use their differences to add value to the organization in unique ways. This Phenomenon is quite unique to the Indian setting, but may be stretching to other South Asian countries where owing to the environmental and cultural boundaries, woman have carved a unique niche for themselves using their strengths rather than competing on the same turf.

A study by Suriya came up with the conclusion that although women are better represented in the IT sector, most of them hold lower status jobs such as coding and programming and only a minor percentage rise to the top level. A Dataquest –Jobs Ahead study (2003) conducted among 150,000 Indian IT Professionals, found that women constitute over 19% of the total workforce at lower levels (up to three years of experience). The number drops to 6% of senior workforce that is with more than 6 years experience. Senior Managers of various IT questioned by the Dataquest team were unable to explain this situation through they denied existence of glass ceiling.

The situation is not different even in academic performance based competition (Bal, 2005). Although there has been an increase in the number of women scientists in biology, gender based disadvantages continue to plague their career prospects. Academic research can not remain contained within nine to five routine if success is to be achieved. With family responsibilities being culturally their burden, it becomes difficult for women faculty to send long hours at work. Bal (2005) found that women in late 1920s are under family pressure to get married. When they take time off for childcare, making a comeback is always a problem as employment rules frequently tend to have upper age limits for position. Even at senior level positions, female managers continued to be perceived.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2.13. WOMEN WHO HAD BROKEN THE GLASS CEILING IN INDIA

India is the Male Concentrated nation. But now, there is changing the scenario towards woman. Men always show the particular woman with the prejudice way and Stereotypes gender based ethnicity. But, a few women make a big difference in the different fields dominated by men. Here, there are given below the list of most powerful woman of the world as per the Forbas Magazine review in 2013-14.

Now, researcher has mentioned certain top and powerful women who had broken the glass ceiling in the different fields of India.
1. Pratibha Devi Singh Patil

Pratibha Devi Singh Patil was an Indian politician who served as the 12th President of India from 2007-2012. She was the first woman to hold the Presidential office. Basically, she was advocate academically and she had taken interest in social issues such as improving condition of Indian women. In 2004, she was also appointed as the 24th Governor of Rajasthan. She is also the member of Indian National Congress.
2. CONCEPTUAL FRAMEWORK OF GLASS CEILING

2. Indira Gandhi

Indira Gandhi was the third prime minister of India. She was also first woman prime minister of the India. Morarji Desai Rammanohar Lohia called her Gungi Gudiya, which means 'Mute Doll. As Prime Minister, Gandhi became known for her political ruthlessness and unprecedented centralization of power. In 2001, Bangladesh Government had also conferred its highest state award posthumously on Gandhi for her “Outstanding contribution" to the country's independence. India was victorious in the resulting Siachin conflict against Pakistan. In 2001, Gandhi was voted the greatest Indian Prime Minister in a poll organised by India Today. She was also named "Woman of the Millennium" in a poll organised by the BBC in 1999
3. Kiran Bedi

Kiran Bedi is an Indian Social Activist and a retired Indian Police Service Officer. She began her career as a Lecturer in Political Science (1970–72) at Khalsa College for Women, Amritsar. Bedi joined the police service in 1972 and became the first woman officer in the IPS. Kiran Bedi influenced several decisions of the Indian Police Service, particularly in the areas of narcotics control, Traffic management, and VIP security. During her stint as the Inspector General of Prisons, in Tihar Jail (Delhi) (1993–1995), she instituted a number of reforms in the management of the prison, and initiated a number of measures such as detoxification programs, Living Foundation Prison Courses, Yoga, Meditation, Murat redressing of complaints by prisoners and literacy programs. She won the 1994 Ramon Magsaysay Award, and the 'Jawaharlal Nehru Fellowship', to write about her work at Tihar Jail. She also won many others awards and honours for her women empowerment and community development.
Anandiben Patel becomes Gujarat’s first woman chief minister. She had started her career as a teacher and became the school’s principal. She entered into politics with an accident during a school picnic in 1987, when she jumped in the sardar sarover reservoir to save two girls who were drowning during a school picnic for which she received a president’s bravery award. BJP top cadre suggested Anandiben patel join the party. She saw politics as a means of service. She remained three times education minister in Gujarat and forth time elected and became 15th Chief Minister Gujarat with maximum lead in the state.
5. Kalpana Chawla

Kalpana Chawla was the first Indian American Astronaut and first Indian woman in space. She had been selected in NASA Group in 1994 and successfully completed her mission STS-87 and STS-107. She first flew on space shuttle Columbia in 1997 as a mission specialist and primary robotic arm operator. Chawla was one of the seven crew members killed in the Space Shuttle Columbia Disaster.
Right now, Chanda Kochhar is the MD and CEO of the ICICI Bank, largest and top private sector bank in India. She had began her career as a management trainee in 1984 and successfully reached to the top level with her great Leadership, convincing power and hard work. She is the 8th highest paid women CEO in India with an annual pay package is at Rs 4.24 crore. Chanda Kochhar has been named as the most powerful woman in business in India for the second consecutive year by Fortune Magazine. Under Kochhar's leadership, ICICI Bank won the “Best Retail Bank in India” award in 2001, 2003, 2004 and 2005 and “Excellence in Retail Banking Award” in 2002; both awards was given by The Asian Banker. Kochhar personally was awarded "Retail Banker of the Year 2004 (Asia Pacific region)” by the Asian Banker, "Business Woman of the Year 2005" by The Economic Times.
7. Smt. Arundhati Bhattacharya

She becomes 24th chairperson of the state bank of India. She also first woman chairperson of SBI. She joined SBI as a Probationary officer in 1977. She has worked several designations during her 34 year career with the bank including foreign exchange, treasury, retail operations, human resources and investment banking. She also introduced a two year sabbatical policy for women employees for child or elder care. In 2014, she was named the 36th most powerful woman in the world by Forbes. This was first time being ranked on the list.
8. Parulben Sheth

She is founder of Shaishav children right organization in Bhavnagar. She and her husband Falgun Sheth moved in Bhavnagar with 14 years of experience of working with SEWA-Rural in Jagadia. Recently she constituted nationwide campaign against child labour. She had registered her trust Shaisav on April 27, 1993. In 1994, she formally undertook survey of child labour and found 8000 no. of child labours working in diamond polishing, plastic rope making and recycling of scrap etc. She also found female child labour 2:1 in relation to male child labour. So, she started Bal Sena and joined child labour as volunteer in different programmes during vacation period and holidays. She has created awareness of education in mind of backward class people and specially parents of child labour.