### CHAPTER – III  LITERATURE REVIEWS

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3. LITERATURE REVIEWS

3.1. Meaning of Literature Review

A literature review is a summary of previous research on a topic. Literature reviews can be either a part of a larger report of a research project, a thesis or a bibliographic essay that is published separately in a scholarly journal. A literature review discusses published information in a particular subject area, and sometimes information in a particular subject area within a certain time period.

In this chapter, an attempt has been made to present a review of studies on bearing on glass ceiling practices with working woman. Published work on glass ceiling practices with working women has provided a background for the present study. In the following paragraphs a brief survey of some of those important researches is given. Here, researcher has classified below literature reviews into two categories.

(3.2.) Work done outside India
(3.3.) Work done inside India
3.2. Work done outside India

1. **Morrison & Glinow (1990):** [www.scribd.com/doc/17172692/glass ceiling](www.scribd.com/doc/17172692/glass ceiling) project studied the term ‘Glass Ceiling’ refers to the transparent but real and strong barriers which prevents women from moving up in the management hierarchy in an organization. The minority of women in senior management has led many researches to investigate whether glass ceiling barriers such as sexual discrimination, gender wage gap, gender stereotype harassment and lack of family friendly workplace policies in the organizations and how these barriers affect the performance of female employees in the organizations.

2. **Buttner (2001) & Fletcher (1998):** *Examining female entrepreneurs management style* An application of a relational frame, Journal of Business Ethics, 29-253-259 investigated the gender related attributes also play btheir role an appropriate theoretical foundation for explaining differences between male and female service providers originates in the sociology literature and is referred to as feminist theory. This theory refers too perspectives regarding gender related difference in performance. One argues that there are a wide variety of issues that are impacted by society’s attitudes toward women (Hook, 2000). As a result, women are treated differently than men. So that performance of business owned by women suffers. Another stream of literature argues that there are innate differences between male and female in similar situations.

3. **Davidson & Cooper (1983):** *Stress and women manager* found that managerial women experience greater strain and feel more isolated at work than males which in turn affect their performance. There is gender difference in leadership because of negative perception and evaluation of women in leadership.

4. **Carole Wallace (1994):** [www.scribd.com/17172692/glass ceiling-project](www.scribd.com/17172692/glass ceiling-project) examined barriers which hinder career advancement of women also complex and varied. They have become top agenda items for most cooperations and the government. The “Glass Ceiling” is a term that symbolizes variety of barriers that prevent qualified individuals from advancing higher in their organization. Although many women hold management positions, few have made the breakthrough to top level positions.

5. **Asplund 1998:** Women Managers: Changing organizational cultures found that women are not advancing in work place because they did not receive training to
perform job moreover. Manager does not appreciate achievement of their women employee as compare to men.

6. Randala, Jamk University of applied science thesis may/2010. https://publicationsthesesus/bitstram/handle/10024/16989/thesis.pdf?Sequence = 1:“Glass Ceiling, women in management.” This study has examined the phenomenon called glass ceiling. It has approached the phenomenon in two different views such as career development and women in management. Main purpose for this study was to inspect women working life and career opportunities. Prejudices and biases are the worst enemies for women’s career.


8. T.A.Graham (1992): Scholar5works.sjsu.edu/cgi/viewcontent.cgiSanjose State University: does the glass ceiling exist? The purpose of this study was to determine if a glass ceiling exists for female or nonwhite employees at a fortune 500 computer company. It is concerned with the promotion in the basis of employee’s experience and tenure at the company.

9. Megan Martin, Kennesaw state University: “The glass ceiling: An analysis of women working for federal agencies” (2010). Dissertations, theses and capstone. http://digitalcommonsknnesaw.edu/etd/428. This research looks into public policies that are designed to improve bureaucratic representation of women in the U.S.A. He explores some of the important legislative policies that have helped women to where they are today.

10. Eggins (1997) in her book women as leaders and managers in higher education mentioned that women who serve as leaders of the academic institutions confront all the issues that women executives face in any large and complex business organizations.
11. **Veale & Gold (1998)** conducted a research in metropolitan district council situated in Yorkshire, UK. He confirmed that glass ceiling did exist within the council and this hindered women progress on top positions.

12. **Jeavons & Sevastons (2002)** found that glass ceiling prevents women in the organizations. They also started that even levels of promotions did exist in men and women. The data showed that the women are employed by the organization at a level that was much lower than men doing the same job.

13. **Lyness and Heilman (2006)** found in the study conducted with 448 upper level employees that women were less likely to be promoted than male and if they were promoted they had stronger performance ratings than males.

14. **Van Vianen & Fischer (2002)** conclude that both men and women at the management level reported stronger preferences for masculie culture. Moreover they found that women were found to be less ambitious women perceived work home conflict as an important barrier to career advancement.

15. **Judy Rosener (1991)** found that men and women practice different management styles. Successful women managers practice interactive leadership, encouraging participation in decision-making and motivating others by sharing information and power.

16. **Christine Barnet, Verzat (2006):** [www.sc.eco.univ-nantes.fr/~fcwolf/articles/IJM08pdf](http://www.sc.eco.univ-nantes.fr/~fcwolf/articles/IJM08pdf). “Gender wage gap and the glass ceiling effect a firm level investigation.” He found that there are differences in labour market characteristics between men and women. Finally, women face a lower probability of reaching higher hierarchical positions within the firm.


18. **Cotter et al (2001)** studied that the presence of glass ceiling is often not explainable by job relevant qualifications of employees or lack thereof rather, the glass ceiling may be a function of a multitude of force: workplace social conditions, job requirements and cultural biases.
“A study on women’s perception of glass ceiling in the private organizations, 
Pokhara, Nepal.” The male counterparts have also been taken in to consideration and 
to find out the behaviour of them towards women, treatment of women in the 
organization. Career advancement and role conflict.

catalyst. It shows that top three barriers for women to gaining global business 
experience like lack of mentors and networks on international assignment and less 
chance to go outside higher position due to personal responsibilities.

success factors, Journal of European Industrial Training, 25,8,392-419. They 
found that overt and covert barriers for women to domestic and international senior 
positions such as balance between home life and career, having to prove oneself to 
others etc.

executive suite: CEO and female executives report on breaking the glass ceiling. The 
academy of management executive, 12, 1, 28-43. The found that critical career 
strategies for women to attain senior positions like constant exceed performance 
expectation, comfortable to male managers etc.

23. Chen, Li.Yu (Isabel) (2005), studied on “glass ceiling and strategies for women’s 
career advancement” from http//www.proquest.com. He indicated that female 
were mostly working in business lower level jobs and he found five positive strategies 
for women career advancement such as (a) advanced education and training (b) 
internal networking (c) career tracking (d) formal monitoring (e) exceeding 
performance expectations.

managerial positions. Women are paid less than men in comparable occupation when 
human capital factors are controlled for. This gender pay gap is particularly prominent 
in uppear management where on average female leaders are allocated 30 percent less 
pay than male leaders.

25. Hadrian G. Djajadikerta & Terri Trireksani (2007) studied on predictors of 
women academics career progression: Evidence from Australia. This paper focuses on 
higher education institutions and investigates the personal and systematic factors that 
influence career progression of women academics in Australian Universities.
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26. **Anderson (1997)** found on gender inequality and glass ceiling the phenomena in the workplace. It emphasized on gender segregation, income, pay in equality and unequal advancement opportunities.

27. **Alvesson & Billing (1992)** shown that inequality in the workplace has been linked to social capital within the organization e.g. discrimination, male-dominated culture, stereotypes hinder women’s ability to advance higher level positions.

28. **Davies (1982)** noticed that discrimination against women occurs at four levels: direct intended discrimination, direct unintended discrimination, indirect discrimination and systematic discrimination. The direct intended discrimination occurs when knowingly discriminates women on the basis of discriminatory belief. The direct unintended discrimination occurs when one intentionally treats one women and one man of equal qualification differently. The indirect discrimination occurs where employment practices appear to have a disparate effect on women. The systemic discrimination is concerned with directly and indirectly decrease employment and promotion opportunities for women.

29. **Allen (1990)** mentioned that there are a great deal of incompatibility between women’s domestic roles and their academic work roles, which might lead to women’s unequal representation at the level classifications. It involves family support, conflicts between home and work, administrative experience etc.

30. **Calas and Smircich (1996)** argue that the glass ceiling with its concerns for barriers preventing fair access to managerial positions and highlight glass ceiling practices from top to bottom level.

31. **Simms (2003)**, studied that 35% of hospital consultant, 24% of law partners were female while 21% of females occupied high ranking posts in the civil service. But, females were getting less than their male counterparts.

32. **Stumps and London (1981)** finds that the decisions about management positions are mainly divided into two different categories such as job relevant criteria like gender, race, attitude, religious and job relevant criteria like experience, education, seniority etc. It affects directly or indirectly to male or female employees.

33. **Mareva Sabatier (2010)**: Do female researchers face a glass ceiling in France? The present article examines whether French female researchers face a glass ceiling an invisible barrier to promotion. Using an original database from the National Institute for Agricultural Research.
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34. Be Simona (2010): “Glass ceiling in the corporate world.” It is the master thesis and focused to various forms of gender in equalities which may create barriers for women advancement in career. This thesis divided into three chapters first is concerned with gender inequalities, second is concerned with glass ceiling concept and last chapter is about situation of gender issues and glass ceiling concept in Indian context.

35. Stephanie T. Jones and Elyn M. Palmer (2011): “Glass ceilings and catfights: Career barriers for professional women in academia.” The research results of the quantitative analysis identified that a majority of females felt their peers were supportive of the career advancement of their female colleagues. This study indicated a different picture that women may use covert actions to compete with and hold back their female colleagues.

36. McKinsey Survey (2010): This shown that as the number of women participating in the workforce has grown, their potential influence on business has become more important, with 72% of those surveyed believing there is a direct connection between a company’s gender diversity and its financial success.

37. Karen Lyness and Madeline Heilman (2010) reported in a study published in The Journal of Applied Psychology, that when women were promoted to upper-level management positions, they subsequently had higher performance ratings than men.

38. Globe and Mail (2010) wrote the article and cite the proactive work by Canadian bank TD Canada Trust which in 1994 had only 8% of senior managers that were female, but by 2008, senior management was 34% female and middle management was 47% female. In conclusion it’s apparent that glass ceiling barriers for females are still here for senior are to embrace the concept of diversity and redefine our leadership model in organizations.

39. Shani D. Carter, chairman of Rhode Island College (2010) found that female professors at business schools tend to remain in the mid-faculty ranks after earning tenure, while their counterparts are more likely to continue onward to full professor, according to a new study.

40. Hay (2012) notes in her paper “feminist evaluation as a way of understanding how gender and others interacting social cleavages such as gender, race, class, sexuality, caste, religion that define and shape the experience and exercise of power in different contexts.

41. Mac Kinnons (2006), Mohanty (2003) and Marayan (1997) produced new understandings and knowledge, in many fields including development on such diverse
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topics as women’s work and double work burden, over lapping sited of discrimination.

42. Opp and Gosetti (2002) have commented on the deal of research focusing on women and people of color in leadership positions in higher education is unsettled such as disproportionate representation, disparities in compensation, rank, position, implementation of support efforts.

43. Jerlando F.L. Jacksons & Elizabeth M. O’callaghan (2009). These studies have described the impediments that women and people of color encounter in their quest for senior-level positions. In this manuscript, the authors analyses and critiqued 66 documents in order to advance theoretical and practice knowledge regarding glass ceiling effects in higher education.

44. Carrigan (2002), they found that there is a unique relationship between gender and race for people of color. Women hold 40% of all faculty and senior staff, only 6 21.1% of all college presidents, 83% of business officers and 75% of academic deans are male at colleges and universities.

45. Dudu Msomi (2006): “Factors affecting women representation on boards of directors in South African companies. The insights gained o the obstacles and facilitators in achieving greater representation of women on boards of directos will give companies and individuals actionable knowledge of the key success factors and strategies that can be applied to increase representation.

46. Brenda Wrigley (2002): Glass ceiling? What glass ceiling? A qualitative study of how women view the glass ceiling in public relations and communication management. In depth interviews and focus groups were used to allow 27 women to give their views on glass ceiling and strategies to overcome the glass ceiling.

47. Lydia L. Bryant (1960): “what role does the “glass ceiling” play for women in accounting?” This research paper discusses the issue of the “glass ceiling” particularly for women in the accounting profession, by attempting to discover why many of them are not reaching the top in this field. First, both historical and current views as to why accounting is male dominates are given. Secondly, perceptions of the ideal executive are posed as a reason for the existence of a “glass ceiling” for female accountants. Next, the issue is examined to discover women’s present advancement in the profession in order to predict how far they will go in the future. Lastly, an attempt is made to answer whether or not women are prepared for the top of the corporate world of finance and working world in general.
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48. Ann M. Morrison, Cara T. Schreiber and Karl F. Price: “A glass ceiling survey benchmarking barriers and practices.” This report emphasized on organizational leaders, human resources professionals and other individuals concerned with developing diversity in their organizations at the management level. It provides of framework of ideas for approaching the task of identifying barriers and implementing key practices.

49. Burton (1998) suggest that the masculine vale underpinning organizational culture have a systematic influence which creates an environment in which men are more at home than women. The managerial and organizational values in these organizations tend to be characterized by stereotypical views of women’s roles, attitudes, preferences and commitments. These in turn influence decisions about who is seen to have potential and so forth. When women find themselves selected assessed on the basis of group membership rather than on their experience and abilities, they experience gender discrimination.

50. Mc Kenna (1997) found that women are not able to separate their personal and professional lives as easily as men and so are less willing or able to define themselves in terms of work alone. When women are forced to deny important aspects of their lives in their work environment? They can encounter problems building a secure and integrated self-identity. This adds to the conflict experienced by women who try to combine work and family life.

51. Waldfoget (1997): This has given rise to suggest that the gender gap in wages and occupations might more appropriately he called family gap. Until such time as domestic work is performed more equally women and men this gap is likely to continue.

52. Prudence La beach Pollard (2005): “A critical analysis of gender and compensation.” This paper explores work place challenges that women face and recommends strategies to address them through research and policy at organizational and governmental levels. If women are to achieve salary equity and experience, career satisfaction, if corporations are to benefit fully from the capabilities of qualified managers, certain workplace attitudes and behaviours must change or the workplace must be protected from expressions of potentially and gender or sex biases. The paper makes recommendations to business, researchers and policy makers.
53. **Sosik and Godshalk (2000)**: They found that male mentors have been found to provide more career support than female mentors. Female mentors are reported to provide socio-emotional support to a greater extent than male mentors.

54. **Morris (2005)**: This paper focuses inherent in its description women’s upward mobility is impeded by many barriers. The presence of a glass ceiling is also associated with pay gaps between women and men. The gap is greatest for women who are close to and for those who have broken through glass ceiling.

55. **Mary (2003)** states that Asian Women in senior management are numerous, but most are behind in pay, passed over for promotions and drop out of work for various reasons. They observed that the wages in typical women’s jobs are lower than in typical.

56. **Anne Busch & Elke Hoist (2009)**. It is concerned with the study of managerial positions. “Glass ceiling effect and earnings the gender pay gap in managerial positions in Germany men’s jobs but also that women are paid less than men in typical women’s jobs.

57. **Tianna, Nichole Joseph (2010)**: “Discrimination glass ceiling and Chinese Americans.” This paper focuses on glass ceiling practices prevailing in America. It covers discrimination with women and minorities for them career advancement and specially with Asian Americans.

58. **Sturges (1999)** observes that men and women may differ in how they measure career success. Men appear to focus on external criteria such as status and material success, while women focus on internal criteria such personal recognition, accomplishment and achieving balances their lives.

59. **According to Linehan (2002)**, female managers in every country remain a tiny fraction of those in senior positions. Women managers report that a lack of career development opportunities has created problems in their careers.

60. **Cooper (2001)** indicates that if organizations are interested in retaining talented women and minorities, a change in organizational culture is called for. Male dominated organizations still appear to have perspectives that are incompatible with the advancement of women to upper management levels. Readdressing human resource policies and practices and changing the organizational culture and executive attitude should help organizations retain highly talented women.

61. **According to Knuston and Schmidgall (1999)**, corporate practices include training and development, networking, mentoring, flexible working hours and other family-
friendly initiatives for example, the provision of nursery services and day care centers, flexi-time and family support services which can be helpful in terms of allowing the effective reconciliation of employees multiple roles.

62. Mondy, Noe and Premeaux (2002) further indicated that training and development are organizationally directed experiences designed to improve employee competency levels and enhance organizational performance. Insufficiencies in networking, mentoring flexible working hours and family-friendly initiatives will indirectly strengthen the existence of the glass ceiling in the organization. Organizations are encouraged to select, promote and retain qualified individuals, expand their recruitment practices and seek candidates from non-customary sources, backgrounds and experiences.

63. Wentling, R.M.(2003) his shown that the twin roles of women cause tension and conflict due to her social structure which is still more dominant. In her study on working women in Delhi, she has shown that traditional authoritarian set up of Hindu social structure continues to be the same basically and hence. Women face problem of role conflict change in attitudes of men and women according to the situation can help to overcome their problem.

64. Khalid, S., (1990) according to model women on an average devotes less effort to work activities than men. However family status, household responsibilities and market human capital should mediate the relationships. This model used to differentiate men’s work effort from women’s work effort and this can be applied to differences in work effort among women.

65. Sederer, L., and R.Seidenberg (1976) addresses genre segregation sustaining those managerial women tend to concentrate in certain economic sectors only, which reflects the patterns of occupational segregation. In large corporations, if a woman ever gets a top managerial position, it would generally be in non-strategic areas of the organization. Moving towards other more strategic areas within the organization is difficult. This organizational barrier is sometimes called “glass ceiling”.

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3.3. Work done inside India

71. MS Anita Sharma “An exploratory study of glass ceiling in Indian education sector” (2011). It is often emphasized that with the country’s first citizen, the chief of the ruling political party and three powerful chief ministers as women. India has successfully broken the barriers of glass ceiling.(ZENITH, IJMR VOL.1. issues, Dec.2011, ISSN 22315780)

72. Koshal & Gupta (1998) conducted a survey “women managers in India: Challenges and opportunities.” They found what degree the glass ceiling exists in the largest democracy of the world and how women manager functions? It analyzes the existing cultural barriers prevent women from advancing to corporate leadership. Position.

73. Budhwar, Saini & Bhatnaagar (2005) noticed that the rise in literacy levels and better. Women are playing a significant role in the expansion of the Indian software industry, where they constitute 45% of the high tech work force. Similar trends can be noticed in education sector and BPO industry where women are employed to sizeable number. More than 60% of the employees in PEPSI and ICICI are women which are sufficient to pave the way for other sectors.

74. Sodeshini pillay Dec. (2005) studied on “A study of the barriers to career progress of women in an organization.” From www.nmmu.ac.xa/.../theses/dissertation %20%20MBA%20pdf. She has shown the difficulties that women face in order to progress in the hierarchy of not only management but other occupations as well. Results have shown that most females and male believe that the glass ceiling is prevalent in the workplace.

75. Deepika Nath (2000): “Gently shattering the glass ceiling: experience of Indian women managers.” This paper examines the impact of social, organizational and personal biases on the progression of professional women in India. She found that those women are successful managers because of the inter play of organizational and familiar support, coupled with the individual drive for success each women demonstrated.

76. Dr. Kalpana Maheshwari (2009): “The glass ceiling impact on Indian women employees.” The purpose of this research was to provide an insight into an ever relevant gender diversity issue in organizations. It also focuses on cultural biases,
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gender stereotypes and what organizations should do in order to have a diverse senior management.

77. Budhawar et.al, (2005) studied that senior women in public and private sector films were receptive of differential treatment when compared with men, reinforcing the stereotype of their being inferior and thus being offered less challenging roles and not being part of important organizational issues.