

## A SYSTEMATIC INVESTIGATIVE STUDY ON THE PHENOMENON OF THE GLASS CEILING AND ITS IMPACT ON CAREER ADVANCEMENT AND ORGANIZATIONAL COMMITMENT

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### **ABSTRACT:**

The phenomenon of the Glass Ceiling is implied to be a negative element in the growth aspect of employees. It is most popularly known to refer to discrimination based on gender and race. But apart from racism and sexism, discrimination exists in various forms, occurring to vulnerable groups in society, disrupting them to move up the organizational ladder or hierarchy.

**Purpose:** The purpose of the study is to identify the Glass Ceiling in various aspects, such as in gender, race, religion, caste, age, economic status and place where they come from altogether, and how this has an impact or influence on the career advancement and organizational commitment of the employees in the companies.

**Research Design:** Empirical research was adopted by conducting an online survey to gather primary data. A structured questionnaire is administered to a sample of 301 respondents including employees at different levels of management in private sectors. A Convenience sampling technique is recruited to collect data from the sample.

**Findings:** The study reveals that there exists discrimination in the workplace mainly based on the gender and economic status of the employees. Occupational position proves to be an important factor to determine the Glass Ceiling phenomenon. However, commitment towards the organization doesn't change much with the parity in treatment as employees work for the salary rather than satisfaction.

**Research Limitation:** A large-scale or sizable sample and its data would have convinced generalization.

**Originality:** This study examines the factors influencing the Glass Ceiling phenomenon in a holistic view including all categories of discrimination in a single paper, proving useful to organizations to adopt employee-friendly policies.

**Conclusion:** Corporations must change a stereotypical approach they have incorporated and try to be more reforming, creating a better working environment for employees.

**KEYWORDS:** glass ceiling, occupational position, organizational culture, status vulnerability, gender discrimination, career advancement, organizational commitment.

### **INTRODUCTION:**

In recent years, all category participation in global workforce composition has increased manifold. The trend is changing with fair representation of all, irrespective of any disparity in the economic workforce. For example, women are no longer employed in only traditional occupations attributed to them like nursing and teaching, but their representation in occupations associated with men is rising remarkably. They are employed increasingly in fast-growing sectors (Lathabhavan, Arasu & Natarajan, 2018).

The Glass Ceiling phenomenon simply illustrates a point after which one cannot go any further, usually in improving your position at the workplace. It is an implied and impassable metaphor, referring to an actual 'glass ceiling', which is almost invisible but actually exists (Stephen & Kumar, 2018). It obstructs people from moving forward or upward in their organizational hierarchy. This phrase is the most used to demonstrate the disparities shown between men and women in general. But the phrase doesn't limit itself to only one factor namely gender. Apart from sexism, it involves discrimination based on race, age, religion, economic status, and other vulnerabilities which is taken advantage of (Vincent J. Roscigno, 2019).

Every human endeavour needs a unifying and driving force for success and that driving force is ultimately traced to good leadership. Due to the Glass Ceiling, women and minorities who are qualified enough and capable enough, somehow get discriminated against and lose their success to whom the organization 'assumes' to be able to hold such responsibilities.

This increasing proportion of all kinds of categories in the workforce can be attributed to different factors.

- First, with access to education and increasing enrollment at a higher education level, they can enter different functional areas.
- Second, governments are encouraging female entry in all occupational areas through policy reforms and the quota system.
- Due to these factors, they are getting greater employment opportunities at entry and mid-level positions.

A parallel phenomenon which complements the glass ceiling is the 'sticky floors' which glue women and minorities from moving any further in the organizational ladder. 'Mommy track' is another phrase which basically ignores the career growth of employees just to satisfy the demands of their families. Family responsibilities contribute to complex arrangements in the life of a working woman, disrupting their growth (Nandy, Bhaskar & Ghosh, 2015). However, studies show the inability of women to manage and balance between their personal and professional lives ( Nupen & Jayseema, 2022).

There is a four-set belief system for the glass ceiling phenomenon, namely denial, resilience, acceptance and resignation. Denial is the hope or belief that discrimination shown in the workplace is just a myth or a negation that it does not exist. Resilience is the optimistic belief that women or other vulnerable employees can spring out of all the barriers. Acceptance is the conception that women would rather prefer to take care of the family or societal needs and responsibilities than show development in their careers. Resignation is the end of their endurance/tolerance towards the glass ceiling and they no longer try to push through the blockades (Ahmed Fathy & Abd-Elkareem Youssif, 2020). These beliefs mould employees' work engagement, affecting productivity and turnover intentions (Remya Lathabhavan, 2019).

### **LITERATURE REVIEW:**

The phrase "glass ceiling" has a negative connotation since it straightforwardly illustrates how talented women's careers are negatively impacted. The following sections give an overview of various factors identified as the root cause of gender inequalities in the workplace.

### **Occupational Position and Gender Discrimination:**

Vincent J. Roscigno(2019) examines that employees with low occupational positioning are more vulnerable to discrimination, given very limited power in the hierarchy. They have to strive really hard to move up the organizational ladder. The study also inspects that relationships with fellow employees and supervisors have the capacity to impact unjust treatment in the workplace. This study concentrated on the race, gender and age vulnerabilities of the employees. Rachel C. Schneider(2022) examines the religious discrimination exhibited in the workplace. The study highlights that there have been physical violence and verbal disturbance regarding religious identities in organizations. Non-white employees had poor supervisory relations in their occupations.

Stephen & Kumar(2018) analyze the fact that women actually face extraordinary barriers in their organization than men which revealed when factors such as pay packages, opportunity to be heard and others were examined in the upper management. Azeez & Priyadharshini(2021) inspects that there are more women concentrated in low-level management in the IT department and these employees encounter discrimination, as in the glass ceiling which completely disrupts the growth of women in the management or organization. It is also that societal elements contribute more to the non-success of women in high-level management.

### **Organizational Culture and Gender Discrimination:**

Memon & Satpathy(2016) examines how organizational culture, policies, principles and parity in treatment reflect in the glass ceiling phenomenon in an organization. The study reveals that men getting an upper hand in succession planning, sexist comments and harassment of women are all components of organizational culture. Subramaniam & Khadri(2016) suggests that the management of the organization must change its perceptions and policies, trying to be more inclusive in all aspects allowing women to move up the career ladder. They show that there is poor flexibility in working conditions to help women grow.

Organizations must be incorporative to change or create proper and transparent recruitment policies to make sure that there is equal representation of all genders. This recruitment must be poorly based on merit and not

any other discriminative factor. (Ahmed & Umadevi, 2017) Khwela, Derara & Kubheka(2020) examines the presence of glass ceilings in the private sector more than in the public sector. Organizational practices and values must be monitored and stronger measures must be taken to avoid discrimination in these sectors. Vveinhardt & Bendaraviciene(2022) analyzes how the perception of every individual plays a role in the smooth running of an organization. The study shows how there exists a relationship between nepotism and career advancement in the workplace which determines who gets preferential treatment in the company.

Kunst & Kassung(2020) reveals that organizational habits play a significant role in the phenomenon of the glass ceiling as it highly interferes with how an employee is treated. Amudha, Shakila & Selvabhaskar(2016) studies the existing corporate culture being the cause of missed opportunities to identify prosperous potential careers. Women are unfortunately valued based on their age and marital status rather than their skills and capabilities. Edirisinghe, CL(2018) investigates again how organizational culture and practices have a direct impact on the career advancement of women in the company.

### **Family factors and Gender Discrimination:**

Jauhar(2018) examines that family factors do not have any significant effect on women's career advancement. There is only a lack of trust and confidence in women to give up top management positions. Nupen & Jayseema(2022) states that female employees at a lower management level do not get encouragement to grow in their career due to the social and cultural norms of society. Sharma & Kaur(2019) discloses that the structure of the family has a very limited relationship between Glass Ceiling for Women and women's career obstacles with regard to societal barriers only.

Enrique Javier Diez Gutierrez(2016) examines how men have implicit social and family support in advancing to higher positions of authority in their careers unlike women, who experienced less emotional and family partner support. Women experienced an attitude of low spirits. Nandy, Bhaskar & Ghosh(2015) reflects on how women are always in a constant dilemma to grow in their career due to societal and family barriers. The study finds a general historic stereotype of how women are invariably made to choose between family and career. In modern times, they are expected to work in a job as well as at home. Sana Mobin(2015) examines the reasons

for disruption in the career growth of women. It shows that societal norms and family influence has a significant impact on the growth of women in their career.

The work-life conflict was the first-most influencing factor that instigated the glass ceiling phenomenon. But employees with very few years of experience found the management and work environment as the suitable factor (Chhanda Karmaker & Kaniz Fatema, 2020). Abdulrahman Alshammari (2016) shows that work-life conflicts do not really have an impact on the career growth of women. Dastane & Perumal (2017) examines cultural stereotypes, gender inequality, low self-esteem and family work conflicts - all these factors are found to be having moderate impacts on women career's progress at a certain level or strength.

### **Glass Ceiling and Career Advancement:**

Masood (2021) examines that even if there is a glass ceiling in the organization, it affects women based on their belief system. An optimistic approach allows them to advance in their career. The pessimistic approach encourages them to give up on their career, expressing family life as the core reason for doing so. Keenawinna & Sajeevanie (2015) finds that the glass ceiling phenomenon hurts the career advancement of women. Family commitment and organizational practices are held accountable for the career advancement of women in this paper. De & Chatterjee (2017) reveals that the glass ceiling and career development of women show an average negative relationship, meaning that discrimination disrupts their growth in the organization. It also reveals that organizational cultural element impacts women's career advancement.

Saleem, Rafiq & Yusaf (2017) inspects how women experience unfair treatment in the process of selection and promotion and how it affects the effectiveness of women who are also competitive in the organization. Public policies must be implemented to set right the corporate governance of companies. Kaftandzieva & Nakov (2021) clearly shows the existence of gender disparities shown by corporations irrespective of the capabilities, capacity, competency and qualifications of women in an organization. Papangkorn & Chatjuthamard (2021) states that organizations and corporations must be inclusive and adapt to gender equality-supportive principles and culture. Organizations can adopt LGBT-supportive policies to create a friendly environment but it can turn out to be bad for the company if the company does it show itself inclusive and great.

Schalkwyk & Brough(2019) examines the style of leadership adopted by top-level management women in particular and shows that women exhibit positive psychology during their leadership.

Yagüe-Perales(2021) states that no single condition leads to a lack of success for any person. It particularly infers that the glass ceiling alone is not responsible or accountable for a person to fail in career advancement. Chandra Shekar Prasad & Bala Thiripura Sundari(2020) signify that the glass ceiling includes a range of discriminations from gender to minority factors. Social rules create a sense of prejudice towards women. Social networking can be of more importance for women's upward career development. Hancock & Darwin(2018) investigated the development of women in a male-dominated sports industry, introducing a more comprehensive concept of the 'leadership labyrinth' which states how women and other minority sections have to go through many detours or deviations to attain the highest authority. Women with an encouraging supervisor or a female supervisor may have more possibilities for a temporary promotion than men. (Sungjoo Choi, 2018)

### **Glass ceiling and Organizational Commitment:**

Khuong & Chi(2017) discovers a close-knit relationship between the glass ceiling related factors and the organizational commitment of female employees. With a higher level of corporate glass ceiling, a lower level of organizational commitment of female employees is discovered. Tiwari, Mathur & Awasthi(2019) indicates that women employees in corporations tend to develop intentions to quit their jobs in an organization with higher discrimination which hinders their growth. This brings down their organizational commitment. Al-Azzawi, Upadhyay & Tyagi(2019) shows a direct positive relationship between glass ceiling and pressure on women in career development. They find it stressful to cooperate when there is a presence of glass ceiling in the organization. There is also a very lower level of organizational commitment when a higher discrimination is made in the company.

Ahmed Fathy & Abd-Elkareem Youssif(2020) concentrates on the four women's glass ceiling beliefs namely denial, resilience, resignation and acceptance. It was checked how these four factors influenced the career advancement of women and it did impact women's career development significantly in the tourism and hospitality industry. There is a difference in the internal belief systems of the glass ceiling between men and



women. It is found that women with more resilience towards the glass ceiling phenomenon achieve higher career success, satisfaction and commitment (April P. Bush, 2020). The glass ceiling phenomenon tends to affect performance and often gives way to the turnover intentions of the employees (Remya Lathabhavan, 2019).

Hanifi Sever (2016) examines the ‘syndrome’ of the glass ceiling prevalent in corporations, not allowing women to take up the primary-core tasks in management. There is an increase in the employment of women in fast-growing sectors like banking sectors (Lathabhavan, Arasu & Natarajan, 2018).

## **RESEARCH METHODOLOGY:**

### **I. Research Design:**

This is quantitative research, measuring how glass ceilings have an impact on organizational commitment and career advancement. The questionnaire used was a collection of best questions from a self-structured questionnaire. The reliability and validity of the questionnaire were checked with the help of the Cronbach-alpha test.

### **II. Type of Sampling:**

- Convenience Sampling:

We have taken this type of sampling as we had only a few links with corporate employees and top-level executives. We entrusted those employees with our Google form and collected relevant responses. This sampling method is used to conveniently collect data from the first-available respondents within the specified time frame.

- Population size:

1. Corporates in India: 1.26 million (statista.com)
2. Number of samples we have collected:

We focussed on private sectors’ employees. From among these corporations, we have collected 301 responses from their employees.



### III. Data Collection Method:

Both primary and secondary data are used to assist our research. We have circulated questionnaires as Google forms to collect responses from the employees and executives working in the corporations. The circulated questionnaire was considered valid by the Cronbach-alpha test. The secondary data are the articles on the “glass ceiling” and websites with relevant information in the title.

### IV. Tools Used:

- Data analytical software - SPSS Software version 16
  - Frequency analysis (Percentage analysis)
  - Chi-square test - “A chi-square test can test whether these observed frequencies are significantly different from what was expected, such as equal frequencies”
  - ANOVA (one-way) - “Analysis of Variance. One-Way Analysis of Variance tells you if there are any statistical differences between the means of three or more independent groups.”
  - Correlation (Pearson’s) - “A correlation is a statistical measure of the relationship between two variables. The measure is best used in variables that demonstrate a linear relationship between each other.”
  - Regression (Linear) - “Linear regression strives to show the relationship between two variables by applying a linear equation to observed data. One variable is supposed to be an independent variable, and the other is to be a dependent variable.”

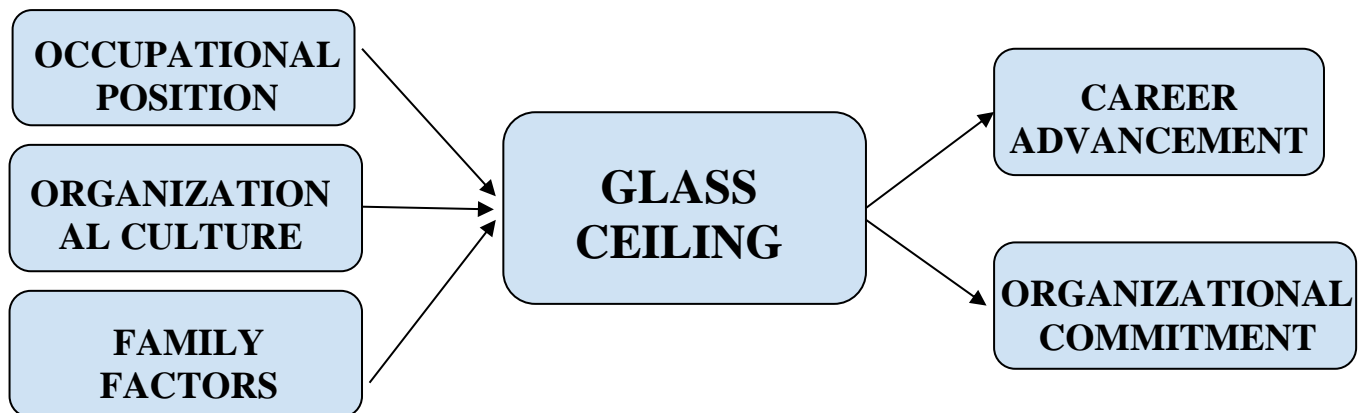
### MEASURES:

#### **Design of the Questionnaire/Data Collection**

A structured questionnaire was made. It was circulated to the employees of various private organizations through google forms. The questionnaire had a total of 45 questions which consisted of questions for the various variables used in our study. There were 7 questions connecting occupational position, 8 questions connecting

organizational culture, 11 questions connecting family factors, and 19 questions connecting glass ceiling. The questions structure consists of the 5-scale Likert scale which has 1-strongly disagree, 2-disagree, 3- neutral, 4-agree and 5- strongly agree which were closed-ended questions and also another 5-scale was used had the never-1 occasionally-2 -, sometimes-3, often-4 and always-5. The form took a total of 4 days from 20<sup>th</sup> June to be filled in by many people.

### **RESEARCH FRAMEWORK:**



### **RESEARCH HYPOTHESIS:**

- Hypothesis 1: There is a significant relationship between occupational position and the glass ceiling.
- Hypothesis 2: There is a significant relationship between organizational culture and the glass ceiling.
- Hypothesis 3: There is no significant relationship between family factors and the glass ceiling.
- Hypothesis 4: There is a significant relationship between the glass ceiling and organizational commitment.
- Hypothesis 5: There is a significant relationship between the glass ceiling and career advancement.

### **RESEARCH OBJECTIVE:**

- To study the effect of occupational position on the glass ceiling.
- To study the influence of organizational culture on the glass ceiling.
- To study the effect of family factors on the glass ceiling.
- To study the impact of the glass ceiling on organizational commitment.
- To study the impact of the glass ceiling on career advancement.

### **RESEARCH QUESTIONS:**

- What is the relationship between the occupational position and the glass ceiling?
- What is the relationship between organizational culture and the glass ceiling?
- What is the relationship between the family factor and the glass ceiling?
- What is the relationship between the glass ceiling and organizational commitment?
- What is the relationship between the glass ceiling and career advancement?

### **ANALYSIS AND INTERPRETATION:**

#### **1. FREQUENCY STATISTICS**

**Age**

	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid 21-25	84	27.9	27.9	27.9
26-30	49	16.3	16.3	44.2
31-35	57	18.9	18.9	63.1
36-40	31	10.3	10.3	73.4
41-45	36	12.0	12.0	85.4
46 & above	44	14.6	14.6	100.0
Total	301	100.0	100.0	

**TABLE 1.1**

**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	185	61.5	61.5	61.5
Female	116	38.5	38.5	100.0
Total	301	100.0	100.0	

**TABLE 1.2**

**Place**

	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid Rural	68	22.6	22.6	22.6
Urban	183	60.8	60.8	83.4
Semi-urban	49	16.3	16.3	99.7
11	1	.3	.3	100.0
Total	301	100.0	100.0	

**TABLE 1.3**

**Educational Qualification**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UG	153	50.8	50.8	50.8
PG	125	41.5	41.5	92.4
Any other doctorate degree	23	7.6	7.6	100.0
Total	301	100.0	100.0	

**TABLE 1.4**

**Number of years of work experience**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5	151	50.2	50.2	50.2
6-10	65	21.6	21.6	71.8
11-15	31	10.3	10.3	82.1
16 & Above	54	17.9	17.9	100.0
Total	301	100.0	100.0	

**TABLE 1.5**

**Level of employment**

	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid Low level	68	22.6	22.6	22.6
Middle level	166	55.1	55.1	77.7
High level	67	22.3	22.3	100.0
Total	301	100.0	100.0	

**TABLE 1.6**

**Marital status**

	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid Married	176	58.5	58.5	58.5
Unmarried	125	41.5	41.5	100.0
Total	301	100.0	100.0	

**TABLE 1.7**

**Type of family**

	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid Joint	132	43.9	43.9	43.9
Nuclear	163	54.2	54.2	98.0
Other:	3	1.0	1.0	99.0
4	3	1.0	1.0	100.0
Total	301	100.0	100.0	

**TABLE 1.8**

**Number of children**

	Frequency	Per cent	Valid Percent	Cumulative Percent
Valid 1	79	26.2	26.2	26.2
2	83	27.6	27.6	53.8
3 & Above	14	4.7	4.7	58.5
None	125	41.5	41.5	100.0
Total	301	100.0	100.0	

**TABLE 1.9**

#### **4. RELIABILITY**

Cronbach's Alpha	N of Items
.728	45

**TABLE 2.1**

Note: The reliability of the questionnaire was checked using the Cronbach alpha test. Referring to above TABLE 2.1, the reliability of the questionnaire could be inferred to be 0.728 which is greater than 0.5 making the question a reliable one.

#### **3. CHI-SQUARE TEST**

	Occupational position	Organizational culture	Family factors	Glass ceiling
Chi-Square	237.249 <sup>a</sup>	129.166 <sup>b</sup>	115.432 <sup>c</sup>	163.718 <sup>d</sup>
Df	18	23	25	39
Asymp. Sig.	.000	.000	.000	.000

**TABLE 3.1**

Note: From the above TABLE 3.1, it can be found that there is a significant relationship between the dependent variables and the independent variables as the value of the chi-square is less than 0.05.

- i. There is a significant relationship between occupational position and the glass ceiling.





- ii. There is a significant relationship between organizational culture and the glass ceiling.
- iii. There is a significant relationship between family factors and the glass ceiling.

#### 4. ANOVA

**Glass Ceiling and Occupational Position**

<b>Glass ceiling</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean square</b>	<b>F</b>	<b>Sig.</b>
<b>Between Groups</b>	14.208	18	.789	6.311	.000
<b>Within Groups</b>	35.272	282	.125		
<b>Total</b>	49.481	300			

**TABLE 4.1**

Note: From the above TABLE 4.1, we can see that the significant level is 0.000 for Occupational Position and Glass Ceiling.

**Glass Ceiling and Organizational Culture**

<b>Glass ceiling</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean square</b>	<b>F</b>	<b>Sig.</b>
<b>Between Groups</b>	31.134	23	1.354	20.437	.000
<b>Within Groups</b>	18.347	277	.066		
<b>Total</b>	49.481	300			

**TABLE 4.2**

Note: From the above table TABLE 4.2, we can see that the significant level is 0.000 for glass ceiling and organizational culture.

**Glass Ceiling and Family Factors**

Glass ceiling	Sum of Squares	df	Mean square	F	Sig.
<b>Between Groups</b>	11.174	25	.447	3.209	.000
<b>Within Groups</b>	38.306	275	.139		
<b>Total</b>	49.481	300			

**TABLE 4.3**

Note: From the above TABLE 4.3 we can see the significant level is 0.000 for Family Factors and Glass Ceiling.

**5. CORRELATIONS:**

**Glass Ceiling and Occupational Position**

		Glass ceiling	Occupational position
<b>Glass ceiling</b>	Pearson Correlation	1	.502**
	Sig. (2-tailed)		.000
	N	301	301
<b>Occupational position</b>	Pearson Correlation	.502**	1

	Sig. (2-tailed)	.000	
	N	301	301

**TABLE 5.1**

Note: Correlation is significant at the 0.01 level (2-tailed).

**Glass Ceiling and Organizational Culture**

		<b>Glass ceiling</b>	<b>Organizational culture</b>
<b>Glass ceiling</b>	Pearson Correlation	1	.761**
	Sig. (2-tailed)		.000
	N	301	301
<b>Organizational culture</b>	Pearson Correlation	.761**	1
	Sig. (2-tailed)	.000	
	N	301	301

**TABLE 5.2**

Note: Correlation is significant at the 0.01 level (2-tailed).

**Glass Ceiling and Family Factors**

		<b>Glass ceiling</b>	<b>Family Factors</b>
<b>Glass ceiling</b>	Pearson Correlation	1	.374**
	Sig. (2-tailed)		.000

	N	301	301
<b>Family Factors</b>	Pearson Correlation	.374**	1
	Sig. (2-tailed)	.000	
	N	301	301

**TABLE 5.3**

Note: Correlation is significant at the 0.01 level (2-tailed).

From TABLES 5.1, 5.2 and 5.3 it can be inferred that,

- i. Occupational position and the Glass ceiling are positively correlated with each other. (Value =0,502)
- ii. Organizational culture and the Glass ceiling are highly and positively correlated with each other. (Value=0.761)
- iii. Family factors and the Glass ceiling are moderately correlated with each other. (Value=0.374)

**6. REGRESSION ANALYSIS**

**MODEL SUMMARY**

Model	R	R Square	Adjusted R Square	Standard error of the estimate
1	.502 <sup>a</sup>	.252	.249	.35185

a. Predictors: (Constant), occupational position

**TABLE 6.1**

From the above table, it can be inferred that,

Hypothesis	Regression analysis	Beta coefficient	R2	F	p-value	Hypothesis supported
H1	OP-GC	0.502	0.252	100.690	.000	YES

**MODEL SUMMARY**

Model	R	R Square	Adjusted R Square	Standard error of the estimate
1	.761 <sup>a</sup>	.578	.577	.26413

a. Predictors: (Constant), organizational culture

**TABLE6.2**

From the above table, it can be inferred that,

Hypothesis	Regression analysis	Beta coefficient	R2	F	p-value	Hypothesis supported
H2	OC-GC	0.761	0.578	410.237	.000	YES

**MODEL SUMMARY**

Model	R	R Square	Adjusted Square	R	Standard error of the estimate
1	.374 <sup>a</sup>	.140	.137		.37723

a. Predictors: (Constant), family factors

**TABLE 6.3**

From the above table, it can be inferred that,

Hypothesis	Regression analysis	Beta coefficient	R2	F	p-value	Hypothesis supported
H3	FF-GC	0.374	0.140	48.714	.000	YES

**FINDINGS:**

The findings of the study are

- ❖ Gender and economic status are the factors that highly contribute to the occurrence of a glass ceiling for the employee of any organization in India.



- ❖ A person encounters the glass ceiling even on the basis of the position he holds in the company which includes both the relationship that the employee had with others in the organization and the level of the employment he is in.
- ❖ It is found that the relationship with others like the supervisor and co-worker does not determine the career of the person or motivates him to be committed towards the organization.
- ❖ It is found that the glass ceiling does not influence organizational commitment as most people work for the purpose of getting an income which makes them feel committed towards the organization.
- ❖ The relationship or the support or the encouragement that a person gets from his family makes him committed towards the organization and it also helps him to have career advancement in his life and it also acts vice versa.
- ❖ Family factor is not the one that influences the existence of the glass ceiling in the workplace. The family factor and the societal norms somehow interrelate with the organizational culture as the organization is an institution that constitutes people and people being a part of the society and family have similar thoughts instilled in them that becomes the organizational culture.
- ❖ Employees think about quitting their job only occasionally, even if they are not satisfied with their work because the need of any employees becomes to have a job for living but employees in the country are ready to sacrifice their part of the salary in order to have flexibility in the workplace.
- ❖ The leadership style, the process involved in recruitment, selection, training etc. also paves the way for the event of a glass ceiling to occur in an organization.
- ❖ Also, it is found that the career advancement of a person is highly dependent on the organizational culture.
- ❖ Glass ceiling also has an impact on the career advancement of a person.

### **LIMITATIONS/IMPLICATIONS:**

This study, though has beneficial findings, has certain limitations without which it could have outclassed. This research has been conducted within a very restricted time frame. Since our samples were employees of private companies, it was difficult to find and collect data from them within this specified time. Also, the responses

received were mostly from male (61.5%) employees, who don't much feel the presence of a glass ceiling in corporations, as they might silently enjoy privileges because of their gender, which is concealed. Therefore, based on the most consistent data, we can't completely conclude the hypotheses.

### **SUGGESTIONS:**

- Future researchers can focus on the LGBTQ community and the discrimination they face in the organizations with regard to career advancement. We had incorporated it in our research but had to eliminate it due to the unavailability of data due to time constraints and other related limitations.
- The scope of research can be widened to the lack of academic development and upgradation due to discrimination rather than limiting to financial status or positions they hold in the organization.
- There are various articles focusing on the glass ceiling taking place with regard to promotion or advancement in higher levels of employment such as managers, CEOs etc., so the focus can be on difficulties faced by employees at lower levels due to the glass ceiling
- The factors which contribute to the glass ceiling need to be analyzed, addressed and focused more in the upcoming research.
- The fact that men being lethargic in households causes and has a major impact on the organizational discriminations women face needs to be largely addressed,
- Focusing on sectors that are dominated by a specific gender or group. For instance, men dominating the military, and women dominating education can be given more attention.

### **CONCLUSION:**

Based on the results of the current study, we conclude that female employees find the existence of a glass ceiling in their corporations. It is apparent and noticeable that the glass ceiling is a phenomenon that has worldwide acknowledgement. Today, organizations and employees are getting more aware of it day by day. The Glass Ceiling encountered by vulnerable groups, especially gender discrimination - women being more susceptible, needs immediate attention and action. All the perceived problems have an impact on the career aspect of the

employees to some extent. Organizational culture is found to be the important reason behind the glass ceiling phenomenon. Organizations must improve their practices and policies to be more inclusive and progressive. Employees who are new to working experience and have limited experience do not find family factors as a cause of the Glass ceiling which hinders their career advancement. Whereas, employees with higher experience, who have gone through a mundane process might find family factors more interfering with their career development.

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## **APPENDIX:**

### **Questionnaire**

<b>S. No.</b>	<b>QUESTIONS</b>	<b>SCALE</b>
1	I feel discriminated on the basis of Gender	5-point Likert scale
2	I feel discriminated on the basis of Religion	5-point Likert scale
3	I feel discriminated on the basis of the place where I come from	5-point Likert scale
4	I feel discriminated on the basis of economic status	5-point Likert scale
5	I feel discriminated on the basis of caste	5-point Likert scale
6	Religious identities interact with an individual's work setting and occupation in your workplace	5-point Likert scale
7	I feel discriminated or taken granted for because of your age in your workplace	5-point Likert scale
8	My co-worker relationship has an effect on my career advancement	5-point Likert scale
9	My relationship with my supervisor reflects on my career growth	5-point Likert scale

10	I feel discriminated against in the decision-making process, training, promotion process, convenient shifts and other.	5-point Likert scale
11	Organizational culture is the reason for the unfair treatment in my workplace	5-point Likert scale
12	Leadership style in the workplace is the reason for the unfair treatment in my workplace	5-point Likert scale
13	Societal norms is the reason for the discriminative treatment in my workplace	5-point Likert scale
14	From whom have you experienced this prejudicial or unjust treatment?	Multiple choice
15	In your current work, have you been promoted according to your skill set?	yes/no
16	On what basis is promotion done in your organization?	Multiple choice
17	Is your organization dedicated to diversity and inclusiveness?	yes/no
18	Have you ever lost a chance of promotion in your company, for the sole reason of your gender?	yes/no
19	Do you feel that your workplace offers equal opportunities for both genders?	yes/no
20	Based on your experience do you feel that men and women at your workplace are treated equally in the	Multiple choice

	following areas: Recruitment, selection, remuneration, training and development, appraisal and management.	
21	Do you feel or know of women getting lower positions in your occupation because of their gender?	yes/no
22	Do you feel or know of men feeling they are more superior to women?	yes/no
23	Do you feel or know of women getting fewer opportunities than men?	yes/no
24	Does your manager/head provide you with timely feedback about your work?	yes/no
25	Are you satisfied with your job and the workplace culture?	yes/no/partially satisfied
26	Do you get support from your family members to handle your job pressure?	yes/no
27	Do your family members encourage you to work?	yes/no
28	Beside your job duties, what are the other major duties you are responsible for at home?	Multiple choice
29	How often do you find your partner or family unsatisfied with your current job arrangements?	5-point Likert scale
30	How often have you found it difficult to balance between your current work arrangements and family responsibilities?	5-point Likert scale



31	To what extent do you think about quitting your job because of work/life conflicts?	5-point Likert scale
32	How often does job-related tension at home affect your job performance or relationships with colleagues at work?	5-point Likert scale
33	From the list below, what are the flexible working arrangements provided by your organization for working women?	Multiple choice
34	Have you ever requested for additional changes to have more flexible working arrangements? Why/why not?	Multiple choice
35	Are you willing to sacrifice part of your salary in order to have greater flexible working arrangements provided by your organization?	yes/no
36	How committed do you feel towards your current organization?	5-point likert scale