

# GLASS CEILING- INVISIBLE BARRIER TO ADVANCEMENT

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## Abstract

*In the past women were discriminated from men in various business organisations. They were given less payment. They were shown discrimination in promotion s, assaignment of projects. Some organisations refuse to recruit women for higher positions. We have conducted a small sample survey which have astonishing results. Now a days women were empowered .the rate of discrimination has been reduced. They were given special preference in all sectors. Some sectors were given specially for women upliftment. The rate of efficiency from an women employee is much more than others. Thier managerial skills were appreciable. We cannot say that glass celing was completely abscent. There is glassceling to some extent in india but when compared to the past glassceiling was nullyfied . it was restricted to few positions.in this article we underline the reasons for glass ceiling, extent of glassceiling, glass ceiling in years to come., govt initiatives for glass ceiling, how glass ceiling is reduced*

## OBJECTIVES OF STUDY :

- ❖ To understand whether there is Presence Of glass Celing
- ❖ To analyse Reasons For Glass Ceiling,
- ❖ To examine the Extent Of Glassceiling,
- ❖ To study about Glass Ceiling In Years To Come.,
- ❖ To analyse Govt Intiatives For Glass Ceiling,
- ❖ To analyse How Glass Ceiling Is Reduced

## METHODOLOGY OF STUDY::

We have taken a small sample from various people in the organisations. We have used random sampling. We came to know that the main reason for glass ceiling was illiteracy and unemployment in soceity coupled with support of the family.

## INTRODUCTION

### What Is the Glass Ceiling Effect?

The glass ceiling effect is the pervasive resistance to the efforts of women and minorities to reach the top ranks of management in major corporations. It is unclear exactly who named the phenomenon, but the term was heavily used during the mid-1980s. Women who entered the workforce in large numbers during the late 1970s and early 1980s found themselves unable to advance beyond a certain level of management.

In the 1980s, the term “glass ceiling” was often used in tandem with another term, “mommy track.” At that time, it was common for women of childbearing age to be considered less motivated and less disciplined than male employees or older females. The perception was that women would take extensive time off or leave the workforce altogether once they had children. If women did return to work, they were believed to be less dedicated employees because of their maternal duties. Thus, many companies shunted young women onto the “mommy track,” a sort of sideline in which promotions and raises never resulted in the woman being granted duties that could have a real effect on the company. The mommy track was made largely obsolete by a combination of factors.

The Family and Medical Leave Act of 1993 compels employers to grant any eligible employee, male or female, 12 weeks of unpaid leave within any 12 month period for, among other conditions, the birth or adoption of a child. This Act enables women to remain in the workforce following childbirth by allowing them a reasonable period of time to stay at home. Furthermore, the inclusion of men in the protections of the Act allows fathers to stay at home as well. If the family can afford to live on one income for long enough, the parents can alternate their leave, resulting in one parent or the other being at home for the first six months of the child’s life.

Legal challenges and a change in thinking have led many employers to offer additional leave time, some with pay, to new parents as well. Increasingly, companies are also offering additional perks to encourage employees of both genders to find a balance between work and home life. Some of these perks include flexible scheduling, the ability to bring a child to work for the day and even employer-run daycare facilities.

While the issue of the mommy track has largely been addressed, the problem of the glass ceiling effect remains. Women are no longer shunted into a completely different career track. Instead, they find themselves almost - but not quite - reaching the top ranks. The glass ceiling is so named because it is a point beyond which women cannot reach or a ceiling on their advancement. The ceiling is made of glass because the woman can see beyond. In today’s lawsuit-driven society, employers hesitate to create a written policy that blatantly discriminates against women.

Instead, many of the companies where a glass ceiling exists seem as stymied as the rest of us by how to effectively crack the barrier. It appears that long-standing biases and prejudices are now the cause of the glass ceiling. Minority men are also affected by this phenomenon. Some Asian groups have taken to calling it the bamboo ceiling, as they are repeatedly passed over for promotions in favor of less-qualified white men.

### **What Can an Individual Do to Combat the Glass Ceiling Effect?**

Unfortunately, there are no guaranteed strategies that will help an individual break through the glass ceiling. Although there are certainly exceptions to every rule, by and large both women and minorities should expect that their climb to the top will be difficult. You may need to prove yourself twice as much as your

male coworkers, especially if you happen to be both female and a minority. Take on extra assignments, particularly those that are high-profile. Make a point of bonding with the supervisor a level up from your own. Document all of your achievements and present them succinctly at each review.

Alternatively, consider working for a female-owned company or start your own. There are a lot of grant programs that are specifically designed to help female-owned businesses get off the ground. If you choose to work for a female-owned company, however, remember that this is no guarantee that your struggles will be any less. Some women who become successful develop a hard edge and bitterness and feel that they clawed their way to the top and so should every woman after them. Of course, other female top executives feel the exact opposite and strive to make things easier for women who follow.

Likewise, many top male executives enjoy the status quo and relish their position of power and have personal biases against women who try to intrude on what they see as their territory. Other top male executives see the system as antiquated and unfair and actively strive to break the glass ceiling from above. In short, whether your company is dominated by men or women at the top ranks, personalities are individual and varied. Your path to the top will be unique and will require that you read the situation and work within the system as much as possible.

### **What Can Employers Do to Fight the Glass Ceiling Effect?**

If you are in a top position at a company that appears to suffer from the glass ceiling effect, you may wonder what you can do to break down the barrier. Unfortunately, there are so few top-level positions and the competition is so fierce, final hiring decisions invariably come down to personal feelings. Short of imposing quotas, which can set you up for reverse discrimination lawsuits, there is relatively little you can do. Foster an air of equality at every level of the company. Be sure that women and minorities are fairly represented in any employee development programs that may exist. Actively recruit women if yours is a male-dominated field. Require sensitivity training. In short, fostering a real spirit of gender-blind and color-blind cohesion throughout the company can help in the long run by erasing stereotypes and biases. The glass ceiling effect was first studied in the 1980s and seems to have changed very little in the 20 years that followed. Nonetheless, many companies and activists are working together on the situation. Maintain your focus, be pro-active in determining your own career path and expect that at many companies you will be in for a fight. Change may be happening at a glacial pace, but it is happening. Believe in yourself and work towards your goals. In tandem with others doing the same thing, you can bring about real change in the workplace.

### **REVIEW OF LITERATURE**

The glass ceiling, that invisible barrier to advancement that women face at the top levels of the workplace, remains as intractable as ever and is a drag on the economy.

New research from the University of Chicago Booth School of Business finds while there is plenty of anecdotal evidence that sexism has prevented many talented women from achieving their full potential at work, there are factors beyond gender discrimination in the workplace that are holding women back.

" In a world where talent is distributed equally among women and men, an economy that does not fully tap into the leadership skills offered by women is necessarily inefficient," says Chicago Booth Professor Marianne Bertrand. "Talent is left on the table when women are not placed in leadership positions, and the economy suffers."

In the working paper, "The Glass Ceiling," Bertrand reviews the extensive literature surrounding the glass ceiling, including her own work, and finds three key reasons why the glass ceiling persists in excluding women from top-paying jobs.

- Women with college degrees often choose to work in fields that offer lower incomes. Although women have surpassed men in educational attainment, they are vastly underrepresented in top-paying jobs. About 40 percent of women born in America in 1985 hold college degrees, compared to just under 30 percent of men -- yet women's educational advantage hasn't led to higher pay. One reason for the pay gap: college-educated women, more often than men, avoid majors that lead to higher-earning occupations.
- Psychological differences between men and women could account for up to 10 percent of the pay gap. Much of the existing research concludes that women are more risk-averse than men are. The willingness to take risks helps employees compete for higher paying jobs and negotiate higher salaries. Whether men and women are born with different attitudes toward risk or the differences are taught, understanding the role of nature versus nurture is key to closing the gap.
- The demands for child care, housework and other life chores outside of work fall more heavily on women than on men. Higher paying occupations are more inflexible and require more time commitment. Women have a harder time with this inflexibility because they remain disproportionately responsible for taking care of the home, including raising children. Indeed, childcare is one of the most prominent factors holding back women's earnings at the executive level. Bertrand's research has also found that when wives earn more than their husbands do, it is difficult on the relationship, and the marriage is more likely to be unhappy or end in divorce.

While family-friendly work policies such as longer and paid maternity leaves, paternity leaves, optional part-time or shorter work hours, and the opportunity to work remotely, help address women's need for greater flexibility, they fail to address the earnings gap, says Bertrand. No one policy will be able to crack the glass ceiling, she says. But she is hopeful that technological advances could pave the way for change.



"One of the biggest unknowns when trying to predict how the glass ceiling will evolve in the future is the role of technology," says Bertrand. "There is no doubt that many trends are moving in the 'right direction' for women. How the next wave of technological change in the workplace, such as artificial intelligence, will change the structure of work is anyone's guess."

**ANALYSIS AND INTERPRETATION**

❖ **Extent of glass ceiling in the past**

s.no	Criteria	% of respondents
1.	High	77
2.	Low	16
3.	Abscent	07
	Total	100

❖ **Interpretation :** glass ceiling is high in the past . the women were not allowed to work. They were discriminated in the work place. They were even not promoted to higher levels.

❖ **Reasons for glass ceiling in organisations**

s.no	Criteria	% of respondents
1.	Orthodox traditions	12
2.	Illiteracy	24
3.	Psychological differences between men and women	22
4.	All of above	52
	<b>Total</b>	<b>100</b>

❖ **Interpretation :** the main reason for the glass ceiling in the past is orthodox situations in the society. But now it is also caused due to the illiteracy and Psychological differences between men and women.

❖ **Consequences of glass ceiling**

s.no	Criteria	% of respondents
1.	Low economic growth	12
2.	Low profitability	14
3.	Reduced efficiency	14
4.	All of above	66
	Total	100

❖ **Interpretation :** there is a certainty that glass ceiling will certainly hamper the economic growth. There are certain cases where the profitability is reduced to certain industries.

❖

❖ **Presence of glass ceiling now a days**

s.no	Criteria	% of respondents
1.	Yes,completely	11
2.	No	31
3.	To some extent	58
	Total	100

❖ **Interpretation :** we cannot say that glass ceiling was completely absent. Many are of opinion that glass ceiling is present to some extent in present organisations.

❖ **How glassceiling can be reduced**

s.no	Criteria	% of respondents
1.	Creating awreness	20
2.	Promoting socially	12
3.	Initiation from all people	68
	Total	100

❖ **Interpretation :** awreness is created regarding women empowerment and discrimination. The problem can be solved if there is initiation from all the people in society

❖ **Government initiative to reduce glass ceiling**

s.no	Criteria	% of respondents
1.	Yes	67
2.	No	20

3.	To some extent	13
	Total	100

❖ **Interpretation** : we can clearly say that government is taking all initiatives to promote women empowerment and reduce women discrimination . now a days women are recruited to higher levels also. Certain reservation was also provided to women as a step for women upliftment

#### ❖ **Glass ceiling in future**

s.no	Criteria	% of respondents
1.	Removed completely	08
2.	Increase	07
3.	Decrease	85
	Total	100

❖ **Interpretation** : we cannot say that glass ceiling will be removed completely. Change is inevitable and certain but it takes time.

#### **FINDINGS OF STUDY**

- ❖ In the past women were discriminated from men in various business organisations. They were given less payment. They were shown discrimination in promotions, assignment of projects. Some organisations refuse to recruit women for higher positions. We have conducted a small sample survey which have astonishing results.
- ❖ Now a days women were empowered .the rate of discrimination has been reduced. They were given special preference in all sectors. Some sectors were given specially for women upliftment.
- ❖ The rate of efficiency from an women employee is much more than others. Thier managerial skills were appreciable.
- ❖ We cannot say that glass celing was completely abscent. There is glassceling to some extent in india but when compared to the past glassceiling was nullyfied . it was restricted to few positions.
- ❖ the reasons for glass ceilingis illetracy and psychological difference between men and women,
- ❖ extent of glassceilingwas reduced due to globalisation,
- ❖ glass ceiling is going to be removed completely in years to come.,
- ❖ govt has taken many intiatives for removing glass ceiling,
- ❖ glass ceiling is reduced if each individual do not discriminate on the basis of gender

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