

“GLASS CEILING EFFECT ON WOMEN CAREER DEVELOPMENT”

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Abstract : Today most of the people give a considerable attention to Glass Ceiling concept in competitive environment. Therefore identifying the impact of Glass Ceiling on women workers is very important to decision makers in identifying key workplace issues in order to develop strategies to address and improve the policies for preventing such things. Thus present study is an attempt to identify woman's problems, the ways to shatter those barriers, making and improving policies in organizations with regard to Glass Ceiling and Woman Career Development Also it will help to rise up their earning as well. Too many women are prevented from enjoying their full human rights because poverty, discrimination, violence and inequality. The glass ceiling can be reflected in corporate culture, corporate practices, and corporate climate. According to Cooper (2001), organizational climate refers to the prevailing corporate perceptions of women's professional capabilities and commitment to their careers. It also includes attitudes towards women that could result in unsupportive and discouraging work environments (Knutson and Schmidgall 1999).

IndexTerms - Glass Ceiling, Women Career Development, Individual Factors, Family Factors, Organizational Factors, Cultural Factors, Career Focused, Family Support, Attitudes towards Organization, Barrier

1. INTRODUCTION

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.

Glass ceiling is a metaphor used to represent an invisible barrier that keeps a given demographic (typically applied to women) from rising beyond a certain level in a hierarchy. The metaphor was first coined by feminists in reference to barriers in the careers of high-achieving women. In the US, the concept is sometimes extended to refer to obstacles hindering the advancement of minority women, as well as minority men. Minority women often find the most difficulty in “breaking the glass ceiling” because they lie at the intersection of two traditionally oppressed groups: women and people of color. Asian and Asian American news outlets have coined the term “bamboo ceiling” to refer to the obstacles that all Asian Americans face in advancing their career. Within the same concepts of the other terms surrounding the workplace, there are similar terms for restrictions and barriers concerning women and their roles within organizations and how they coincide with their maternal duties. These “Invisible Barriers” function as metaphors to describe the extra circumstances that women undergo, usually when trying to advance within areas of their careers and often while trying to advance within their lives outside of their work spaces. The word “Glass ceiling” refers to an intangible barrier within a hierarchy that restrains qualified women or minorities from obtaining higher level positions at their workplace. Women experience various barriers during their career progression. These barriers can come anytime through their career path. Women in general are viewed as empathic, expressive, kind and nurturing.

1.3 ASPECT OF GLASS CEILING EFFECT

1.3.1 Cultural Aspect:

The society plays a crucial role in shaping the personality and mindset of its inhabitants. Across the world there still exist immensely conservative societies that prefer to restrict women within set boundaries. Owing to the cultural norms women tend to face unique challenges that curtail her independence to choose a career of her choice and aim high. In an article titled “The Battle for Female Talent in Emerging Markets”, Sylvia Ann Hewlett and Ripa Rashid states a situation in United Arab Emirates, where the norm is that without a male family member accompanying them, women are not supposed to board a flight or stay at hotels. Hence, in case the job in the UAE requires the female employee to travel abroad, she can only board a flight when a male member of her family is willing to accompany her. The same article cites the case of a Brazilian woman, who was fired on ground that she was planning to have a second child. Such examples are found all across the globe. In Asian countries as case in point India and China, it is believed that taking care of family and doing household chores is an indispensable part of a woman's life. She should sacrifice her professional front but ideally should not delegate these responsibilities on someone else.

1.3.2 Societal Aspect:

The society is not yet free from the belief that women have the right to choose their lives. It tends to raise an eyebrow if women choose profession over their set duty of household chores. The scenario where women have to work for late hours is seldom approved by society and that too after a through scrutiny of the need of the situation. Women are allowed to work, but they should work only to support their families- is the norm. A successful woman for the society is the one who earns for her family without compromising on her responsibilities towards her family. Women are expected to take breaks in her career for child bearing, child rearing, and taking care elders etc. In line with the society, now there are arrangements in the companies too as flexible work shifts and work from home options especially for the women staff. However, women burdened with responsibilities at home cannot concentrate towards work. Women get caught up in the dilemma regarding her priorities. This tends to affect her performance. Moreover, it is the wife who is expected to relocate on the ground that her husband is transferred or is switching job. These factors has a directly effect on her career.

1.3.3 Psychological Aspect:

It has been the practice that since tender childhood the roles of women are etched in the minds of the female child. Girls grow up to understand that her roles in the society would only be justified if she proves to adhere to the norms set by the society and make sure that her family does not suffer. So strong is the impact of these principles that a women cannot think of foregoing her responsibilities towards her home for her professional front. If a week demands that she needs to dedicate some extra hours to her project, her conscience constantly pricks that she should have been at her home. The end result is that her mind would be divided into two, making it difficult to concentrate on her job. To overcome these psychological barriers and the societal prejudices is very tough for women. Studies by various psychologists reveal that certain character traits of women as emotional, caring, soft-hearted and sensitive, etc. pitch them against challenging senior level roles.

1.3.4 Organizational Aspect:

Women participation in workforce is increasing across the globe. Yet workplace that has still now been dominated by men is not all willing to accept that women are as productive when it comes to performance. This mindset is the by-product of the long stereotyping on women employees, as a community whose career can only flourish at the domestic front and at organizational front, the role of women is just to earn the extra buck that is to be invested for the wellbeing of her family. It has been a common situation, where the wife would forego her promotions to escape transfers. But the husband has the freedom to advance in his career, while the wife would be working on a clerical 9 to 5 shift and return home to take care of her children and in laws. This is deemed to be normal and acceptable to the society. This differentiation has been accepted and nurtured at workplace too. Therefore, when in the present era, women seek equal opportunities for promotions it looked is not deemed as a fair demand. Women often have to take mid-career breaks, at times of maternity, to look after ailing family members or taking care of elders. These breaks affect the career progression of women.

2. LITERATURE REVIEW

The Department of Labor (1991) found that while 37 percent of employees in the nine surveyed Federal contractors are female, only 17 percent of management positions are held by women and only 6.6 percent of all executives are women. The numbers show an even greater discrepancy for minorities. Fifteen and one-half percent of all employees are minority group members, yet minorities hold only 6 percent of all management positions and only 2.6 percent of all executive positions. The DOL results showed that there is a point beyond which women and minorities simply have not advanced (minorities plateau at an even lower level than women). While women and minorities have begun to climb the corporate ladder, their proportional presence in high level and high paying positions does not approach that of white males.

According to **Koshal& Gupta (1998)** conducted a survey 'Women Managers in India: Challenges and opportunities' to find out to what degree the glass ceiling exists in the largest democracy of the world and how women manager functions? The study also intends what kind of cultural barriers are existing for women in India that prevent them from advancing to corporate leadership positions? The results of study revealed that more than 40 percent men and women believe that there are significant barriers to women's advancement in their organizations and organizations do not encourage women enough to assume leadership position. There appears to be inequity in pay in corporate India, fifty seven percent women think that they need to work harder than men to prove their competence. Male stereotyping exclusion of women from informal communication network, commitment to family responsibilities, lack of business experience, and not being in the pipeline long enough are some of the barriers to women's advancement.

According to **Baxter and Wright (2000)** stated that the glass ceiling hypothesis states that not only is it more difficult for women than for men to be promoted up levels of authority hierarchies within workplaces but also that the obstacles women face relative to men become greater as they move up the hierarchy. Gender based discrimination in promotions is not simply present across levels of hierarchy but is more intense at higher levels. Empirically, this implies that the relative rates of women being promoted to higher levels compared to men should decline with the level of the hierarchy. Their study explored this hypothesis with data from three countries: the United States, Australia, and Sweden. The basic conclusion was that while there is strong evidence for a general gender gap in authority, the odds of women having authority are less than those of men, there is no evidence for systematic glass ceiling effects in the United States and only weak evidence for such effects in the other two countries.

According to **BRANNON (2001)**, many factors could possibly be responsible for this glass ceiling. One possibility is that women choose occupations that are "sticky-floor" positions - jobs in which employees usually remain stuck in the lowest levels. These positions include human resource and administrative assistant roles, where the chances of being promoted to top management are slim. Some women sacrifice their careers to be wives and mothers. Many women take maternity leaves or request shorter workdays to take care of their children. This, too, can hinder their chances of being considered for promotions.

Another major reason why women are not promoted to top-management positions, might be, lack of enough qualified women.

According to **Jevons and Sevastos (2002)** found that female employees think that compared to male managers, female managers must continually prove themselves in order to be taken seriously and get promoted. Whereas male managers think that male and female managers are treated equally and in the same fashion as those of male managers. They supported that the existence of a strong glass ceiling effect prevents women to progress in the organizations. This existence of a strong glass ceiling effect prevents women to progress in the organizations. However, qualitative data showed that women were employed by the organization at a level that was lower than their qualifications, or lower than men doing the same job. Therefore, even with equal rates of promotion, women will not progress as far as men.

According to **Lyness and Heilman (2006)** examined relationships of gender and type of position (i.e., line or staff) to performance evaluations of 448 upper-level managers, and relationships of performance evaluations to promotions during the subsequent 2 years. Consistent with the idea that there is a greater perceived lack of fit between stereotypical attributes of women and requirements of line jobs than staff jobs, women in line jobs received lower performance ratings than women in staff jobs or men in either line or staff jobs. Moreover, promoted women had received higher performance ratings than promoted men and performance ratings were more strongly related to promotions for women than men, suggesting that women were held to stricter standards for promotion. This suggests that women had to be highly impressive to be considered eligible for leadership roles, whereas this was not the case for men.

3. RESEARCH METHODOLOGY

3.1 OBJECTIVES

1. To study the perception of employees towards various factors of Glass Ceiling Effect.
2. To assess the relationship of Glass Ceiling effect and Woman Career Development

RESEARCH DESIGN

The present research is of qualitative as well as quantitative in nature to address the research questions. Descriptive as well as exploratory research was used in present research. This research is descriptive in nature as objectives for this study already have been set. But this research is also exploratory in nature as it is intended to form a foundation from which further, similar studies can be carried out.

HYPOTHESIS:

Hypothesis is a predictive assumption about the certain characteristics of a population and which is capable of being tested on the basis of the observation. There are two types Null Hypothesis

Null hypothesis: Null hypothesis is the negative statement of a working hypothesis and it attempts to nullify the differences between two samples means. That means, according to null hypothesis there is no relationship between dependent and independent variable. The symbol H_0 is used to represent the null hypothesis.

Alternative Hypothesis: The alternative hypothesis is the researchers believe to be true or what researchers are trying to prove is true. An alternative hypothesis is considered be alternative or opposite of the null hypothesis. The symbol H_1 is used to represent the alternative hypothesis.

Following are the hypotheses to be tested which are based on the objectives of this study

Hypothesis 1:

H_0 : There is no significant impact of Glass ceiling Effect on Women Career Development

H_1 : There is a significant impact of Glass ceiling Effect on Women Career Development

3.3 RELIABILITY:

T a b l e 3 . 3 R e l i a b i l i t y S t a t i s t i c s

C r o n b a c h ' s A l p h a	N o f I t e m s
. 8 1 3	4 2

INTERPRETATION: The above table depicts the reliability statistics table. The table shows the value of cronbach's alpha and the of number of items. The table indicates that the value of cronbach's alpha is .813 an number of items as 42. Since the value of cronbach's alpha is greater than .700 thus, this indicates that that data is reliable enough and is capable of further testing.

4.DATA ANALYSIS AND INTERPRETATION

4.1 MEAN OF FACTORS RELATED TO INDIVIDUAL FACTORS OF GLASS CEILING

The information presented in the 4.2 displayed the mean and standard deviation of individual factors of Glass Ceiling Effect.

Table4.1Mean of Factors related to individual factors of Glass Ceiling

	M	e	a	n	S	t	d	.	D	e	v	i	a	t	i	o	n
Women reject the need to work incredibly long hours	2	.	8	5	1	.	3	4	3								
Being a woman has made it harder for women to get ahead in their career.	3	.	3	7	1	.	3	0	3								
I don't want the stress of working at that level.	3	.	4	3	1	.	0	5	5								
Women have the same desire for power as men do	3	.	3	9	1	.	2	0	7								
Women's lack of self-confidence and their tendency to be more self-critical than men hinder their career advancement	3	.	2	7	1	.	1	3	1								
It is difficult to assign tasks for women to go outstation or overseas	3	.	0	9	1	.	2	6	5								
Women are less likely to negotiate for what they want.	3	.	0	4	1	.	3	6	0								
Women have lack of ambition in comparison to men	2	.	8	5	1	.	3	4	3								
V a l i d N (l i s t w i s e)																	

INTERPRETATION: From the above table , it is observed that the highest rated factor is I don't want the stress of working at that level.=3.43 and S.D.=1.055.The second highest rated variable is Women have the same desire for power as men do with mean = 3.39, S.D.=1.207.Third highest rated factor is Being a woman has made it harder for women to get ahead in their career. with mean=3.37 Fourth highest rated factor is Women's lack of self-confidence and their tendency to be more self-critical than men hinder their career advancement with mean=3.27.Fifth highest rated factor is It is difficult to assign tasks for women to go outstation or overseas mean=3.09.Sixth highest rated factor is Women are less likely to negotiate for what they want mean=3.04 and the least rated factor is Women reject the need to work incredibly long hours and Women have lack of ambition in comparison to men with mean=2.85.

4.2MEAN OF FACTORS RELATED TO FAMILY FACTORS OF GLASS CEILING

The information presented in the 4.3 displayed the mean and standard deviation of family factors of Glass Ceiling Effect .

Table4.2 Mean of Factors related to family factors of Glass Ceiling

	M e a n	S t d . D e v i a t i o n
Women prefer a balance life more than gaining highly paid careers	3 . 0 8	1 . 3 4 3
Women commonly reject career advancement as they are keener to maintain a role raising children	3 . 4 5	1 . 4 0 7
Women's careers are not as important because they are not the primary family provider.	3 . 2 7	1 . 3 1 9
Motherhood is more important to most women	3 . 1 5	1 . 2 5 9
I have family responsibilities that conflicts with job requirements	3 . 2 7	1 . 2 5 6
Women are not able to balance works with family responsibility	1 . 6 0	. 7 5 3
V a l i d N (l i s t w i s e)		

INTERPRETATION: From the above table , it is observed that the highest rated factor is I Women commonly reject career advancement as they are keener to maintain a role raising children with mean =3.45 and S.D.=1.407.The second highest rated variable is Women's careers are not as important because they are not the primary family provider and I have family responsibilities that conflicts with job requirements with mean = 3.27.Third highest rated factor is Motherhood is more important to most women with mean=3.15 .Fourth highest rated factor is Women prefer a balance life more than gaining highly paid careers with mean=3.08..Fifth highest rated factor is Women are not able to balance works with family responsibility with mean=1.60.

4.3MEAN OF FACTORS RELATED TO ORGANIZATIONAL FACTORS OF GLASS CEILING

The information presented in the 4.4 displayed the mean and standard deviation of organisational factors of Glass Ceiling Effect .

4.3 Mean of Factors related to Organisational factors of Glass Ceiling

	M	e	a	n	S	t	d	.	D	e	v	i	a	t	i	o	n
Women have fewer opportunities than men for professional development at work	2	.	7	9	.	9	2	0									
Women are seldom given full credit for their successes.	2	.	4	1	1	.	2	4	2								
Women have to be extra well prepared for talking professionally to men in order to make them pay attention to what they say	3	.	6	0	1	.	3	3	6								
Women are excluded from informal organizational network and get no help from their colleagues in decision making process	2	.	1	7	.	8	6	0									
There exist pay inequality among females and males on same levels.	1	.	4	5	.	5	9	9									
Women believe they have to make too many compromises to gain highly paid positions	3	.	0	1	.	9	3	7									
Women are underrepresented in the boardrooms	2	.	3	5	1	.	2	7	9								
Women are as capable as men of serving in senior executive positions.	2	.	1	1	1	.	1	8	1								
Stressful and heavy workload at workplace obstruct women to move ahead in career.	3	.	6	9	.	9	5	8									
Organization structure favors male in terms of promotion	3	.	8	3	1	.	0	1	8								
Even women with many skills and qualifications fail to be recognized for promotions.	3	.	7	5	1	.	0	1	5								
Smart women avoid careers that involve intense competition with colleagues.	2	.	8	5	1	.	3	4	3								
It will take decades for women to reach equality with men in high level management positions	3	.	3	7	1	.	3	0	3								
Women think that they have been unfairly judged	3	.	4	2	7	1	.	0	5	4	9						
Women and men have to overcome the same problems at the workplace	3	.	3	9	1	.	2	0	7								
Men receive more organizational support and trust than women.	3	.	2	7	1	.	1	3	1								
My organization is structured to accommodate women' values	3	.	0	9	1	.	2	6	5								
Valid N (listwise)																	

INTERPRETATION: From the above table , it is observed that the highest rated factor is Organization structure favours male in terms of promotion with mean =3.83 and S.D.=1.018.The second highest rated variable is Even women with many skills and qualifications fail to be recognized for promotions with mean = 3.75, S.D.=1.015.Third highest rated factor is Stressful and heavy workload at workplace obstruct women to move ahead in career with mean=3.69.Fourth highest rated factor is Women have to be extra well prepared for talking professionally to men in order to make them pay attention to what they saywith mean=3.60.Fifth highest rated factor is Women think that they have been unfairly judged mean=3.427.Sixth highest rated factor

is Women and men have to overcome the same problems at the workplace mean=3.39. Seventh highest rated factor is It will take decades for women to reach equality with men in high level management positions mean=3.37 .Eighth highest rated factor is Men receive more organizational support and trust than women.with mean=3.27 and the least rated factor is There exist pay inequality among females and males on same levels with mean 1.45.

4.4 MEAN OF FACTORS RELATED TO CULTURAL FACTORS OF GLASS CEILING

The information presented in the 4.5 displayed the mean and standard deviation of cultural factors of Glass Ceiling Effect .

Table 4.4 Mean of Factors related to cultural factors of Glass Ceiling

	M e a n				S t d . D e v i a t i o n				
Talented women are able to overcome gender discrimination.	3	.	0	4	1	.	3	6	0
It is more difficult for women to work independently at work.	2	.	8	5	1	.	3	4	3
Negative perceptions and stereotypes about women's professional capabilities constitute barriers to women's advancement	3	.	0	8	1	.	3	4	3
Women are not sufficiently competitive and ambitious.	3	.	4	5	1	.	4	0	7
Women are not capable of making critical leadership decisions	3	.	2	7	1	.	3	1	9
I am prepared to move into another work area to develop my career.	3	.	1	5	1	.	2	5	9
I am prepared to move to another geographical area to develop my career	3	.	2	7	1	.	2	5	6
I want to become an expert in my field	1	.	6	0	.	7	5		3
I have an opportunity for career development in my organization	2	.	7	9	.	9	2		0
In my company, the number of women penetrating the hierarchy and achieving senior positions is steadily rising.	2	.	4	1	1	.	2	4	2
Sufficient opportunities exist in my organization for women to advance into senior management positions	3	.	6	0	1	.	3	3	6
V a l i d N (l i s t w i s e)									

INTERPRETATION: From the above table , it is observed that the highest rated factor is Sufficient opportunities exist in my organization for women to advance into senior management positions with mean =3.60 and S.D.=1.336.The second highest rated variable is Women are not sufficiently competitive and ambitious with mean = 3.45, S.D.=1.407.Third highest rated factor is I am prepared to move to another geographical area to develop my career and Women are not capable of making critical

leadership decisions with mean=3.27. Fourth highest rated factor is I am prepared to move into another work area to develop my career with mean=3.15.Fifth highest rated factor is Negative perceptions and stereotypes about women’s professional capabilities constitute barriers to women’s advancement with mean=3.08.Sixth highest rated factor is Women and men have to overcome the same problems at the workTalented women are able to overcome gender discrimination with mean=3.04. and the least rated factor is I want to become an expert in my field with mean 1.60.

4.5 Hypothesis Testing:

Ho=There is no significant impact of Glass Ceiling Effect on Women Career Development.

H1= There is a significant impact of Glass Ceiling Effect on Women Career Development.

To check the above hypothesis, One-Way ANOVA was carried out.

4.6 ANOVA across women career Development

Table 4.6.1 ANOVA across women career Development

		Sum of Squares	D	f	Mean Square	F	S i g .
Individual factors	Between Groups	4 . 8 6 1	1	2	. 4 0 5	. 5 5 8	. 8 6 7
	Within Groups	44.976	6	2	. 7 2 5		
	T o t a l	49.837	7	4			
Family Factors	Between Groups	11.800	1	2	. 9 8 3	3 . 7 6 7	. 0 0 0
	Within Groups	16.183	6	2	. 2 6 1		
	T o t a l	27.983	7	4			
OrganisationalFactors	Between Groups	. 6 8 8	1	2	. 0 5 7	. 4 2 6	. 9 4 7
	Within Groups	8 . 3 3 8	6	2	. 1 3 4		
	T o t a l	9 . 0 2 6	7	4			
Cultural Factors	Between Groups	6 . 1 5 8	1	2	. 5 1 3	. 7 3 2	. 7 1 5
	Within Groups	43.440	6	2	. 7 0 1		
	T o t a l	49.598	7	4			

Interpretation: From the above table 4.6.1 ,it is observed that the value of significance is less than .05 in case of factors like family factors .Thus null hypothesis is rejected which indicates that there is a significant of impact of family factors on women Career Development. The value of significance is greater than .05 in case of factors like individual factors, organisational factors and Cultural factors .Thus null hypothesis is accepted which indicates that there is no significant of impact of family factors on women Career Development

4.6Regression Analysis:

Regression analysis was carried out to study the impact of Glass ceiling effect on women career Development . In this study the simple linear regression analyses was used to assess the combine impact of Glass ceiling effect (individual factors, family factors ,organizational factors and cultural factors)) on the women career Development.

Table 4.6.1 Model Summary

M o d e l	R	R S q u a r e	Adjusted R Square	Std. Error of the Estimate
1	. 6 8 5	. 4 7 0	. 4 4 0	. 3 5 3 3 2

a. Predictors: (Constant), CF, OF, FF, IF

The information presented in table 4.7.1 shows the R, R-Squared, Adjusted R Square and Std Error. R denotes the correlation between observed and predicted values of the dependent variable. The value of R ranges from -1 and 1. Small values indicate that the mdl does not fit the data well. In this case, R= .685. The above table shows the model summary and overall fit statistics. We find that the adjusted R² of our model is 0.440 with the R² = .470 that means that the linear regression explains 47.0% percent of the variance in the data.

T a b l e 4 . 6 . 2 A N O V A ^b

M o d e l		Sum of Squares	D	f	Mean Square	F	S i g .
1	Regression	7 . 7 4 5	4		1 . 9 3 6	15.510	. 0 0 0 ^a
	Residual	8 . 7 3 8	7	0	. 1 2 5		
	T o t a l	16 . 4 8 3	7	4			

a. Predictors: (Constant), Cultural Factors, Organisational Factors, Family Factors, Individual Factors

b . D e p e n d e n t V a r i a b l e : C a r e e r D e v e l o p m e n t

INTERPRETATION:The above table 4.7.2 shows the F-test .The F-test statistic is the regression mean square divided by the residual mean square. The linear regression’s F-test has the null hypothesis that there is no linear relationship between the two variables With F = 15.510 and 74 degrees of freedom the test is highly significant, thus we can assume that there is a linear relationship between the variables in our model.

Table 4.6.3 Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	B	beta		
	1 (Constant)	.649	.496			
Individual Factors	-.067	.121	-.117	-.554	.581	
Family Factors	.692	.094	.902	.733	.000	
Organisational Factors	.509	.237	.377	.153	.035	
Cultural Factors	-.383	.093	-.665	-.135	.000	

a. Dependent Variable: Career Development

Interference : According to the Table 4.7.3, Regression equation of Career Development is:

Career Development =.649-0.67(Individual Factors) +0.692 (Family Factors)+.509(Organisational Factors)-3.83(Cultural Factors).

This means that Factors like family factors, Organizational factors has a positive impact on Women Career Development whereas factors like individual factors, Organizational factors.

5.FINDINGS,& RECOMMENDATION:

- Null hypothesis was assumed as there is no significant impact of Glass Ceiling Effect on Women Career Development. Thus one way ANOVA was carried out to study the impact of Glass Ceiling Effect on Women Career Development. it is observed that the value of significance is less than .05 in case of factors like family factors .Thus null hypothesis is rejected which indicates that there is a significant of impact of family factors on women Career Development. The value of significance is greater than .05 in case of factors like individual factors, organisational factors and Cultural factors .Thus null hypothesis is accepted which indicates that there is no significant of impact of family factors on women Career Development
- Further Regression Analysis was carried out to confirm the relationship between Glass Ceiling Effect on Women Career Development. In this study the simple linear regression analyses was used to assess the combine impact of Glass ceiling Effect (Individual Factors, Family Factors, Organisational Factors, Cultural Factors,) on the Women Career Development . We find that the adjusted R² of our model is .470 that means the linear regression explains 47 percent of the variance in the data. The linear regression's F-test has the null hypothesis that there is no linear relationship between the two variables With F = 15.510 and 74 degrees of freedom the test is highly significant, thus we can assume that there is a linear relationship between the variables in our model.
- Regression equation of Career Development is:
Career Development =.649-0.67(Individual Factors) +0.692 (Family Factors)+.509(Organisational Factors)-3.83(Cultural Factors).
This means that Factors like family factors, Organizational factors has a positive impact on Women Career Development.

Limitations of the Study

To carry out the research study the following limitations were expected and faced during the research study:

- 1 Time, cost and location factors become major difficulties in completion of research.
- 2 Sample size may not be exact representative of the universe. There is possibility of some error to a limited extent.
- 3 The sample was taken on the basis of convenience; therefore the shortcomings of the convenience sampling may also be present in this study.
- 4 There were some inherent limitations as far as collection of data is concerned. The respondent's response may be biased in favour of their centers.

CONCLUSION AND RECOMMENDATIONS

The main objective of this study was to investigate the there is a significant impact of Glass Ceiling Effect on Women Career Development. A descriptive survey research strategy was adopted in which a sample of 75 employees sampled conveniently. It was found that there were four major factors that has a great impact of women Career Development such as individual factors , family factors ,organizational factors and cultural factors .There is a significant of impact of family factors on Women Career Development. .Further, Regression analysis was carried out which states that factors like family factors, Organizational factors has a positive impact on Women Career Development. It is suggested that organizations have a wide range of programs aimed at reducing the challenges of balancing work and family obligations. Regardless of the barriers that persist, it is obvious that talented women are succeeding and taking their place in leadership roles. Therefore, it is critically important that women learn from their experiences in order to inspire and coach aspiring female leaders.

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