



## GLASS CEILING IN EDUCATION INSTITUTION: A STUDY WITH REFERENCE TO WOMEN FACULTIES IN BALLARI CITY

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### ABSTRACT:

In recent times organizations are struggling hard to hold the best and brightest women in the leadership role and the very existence of Glass Ceiling makes this difficult. To shatter Glass ceiling it is important to understand how various invisible barriers have an impact on women toward their career advancement and the strategies to overcome these barriers. The objective of this study is to know the impact of various factors on Glass Ceiling in Education Institutions. Findings of this study show that family obligations and society restriction as the main barrier for women to climb ladder. Convenience sampling is used to collect primary data from 50 female faculties. Statistical tool like cross tabulation and frequency distribution is used.

**KEYWORDS:** Glass Ceiling, women, invisible barriers, leadership role.

### I. INTRODUCTION

In recent time women and gender issues has been a major issue of concern. Women are still underrepresented to climb higher ladder despite newly developed mentoring programs, leadership training, Professional development programs and mentoring classes. Women are not advancing at the same rate when compared to their male counterparts this gap led to the discourse about "Glass Ceiling". The Glass Ceiling phenomenon was first mentioned in a Wall Street Journal article and made entry to the corporate world by Carol Hymowitz and Timothy Schellhardt, (1986) to describe the lack of upward mobility for women and minorities into executive ranks in corporate jobs today. What Is the Glass Ceiling? The glass ceiling is a metaphor for the invisible barrier that prevents some people from rising to senior positions. Why Do Glass Ceilings Exist? Glass ceilings are often the result of unconscious bias – instinctive, underlying beliefs about ethnicity, gender, age, sexuality, social class, religion, and so on.

### II. LITERATURE REVIEW

Abdulrahman andullah Alshammari (2016) has observed that organizational justice and women job experience are the contributors to the women advancement career in an organization and also observed that work life balance issues, marital status, women job experience and income are the chief contributing factor that affects women advancement career. Shakshi Gupta (2018) has observed that the increase in the no of women in the working field has given an opportunity to raise questions about gender bias, due to which a women has to face no of barriers in the work setting. Hugh C. Adamson (2012) has observed that the three processes that were



tested are impediments to promotion, operating policies, and policy enforcement activities that affect the promotion of female candidates to senior-level executive positions. Irma L. Licea (2013) has stated that all participants being personally impacted by glass ceiling. Comparable pay is still an issue, occupational segregation is still commonplace, children and marriage are still barriers to advancement. Marlow, N., Marlow, E. and Arnold (1995) stated that even after the supply of women with high qualification and experience still it is rare to see them in the top position and managerial rank. Federal Glass Ceiling Commission (1995) study confirmed that women and minorities encountered considerable "glass ceiling" barriers in their careers, and that these barriers were experienced earlier in their professions than previously assumed. Rai and Srivastava (2008) argues that no glass ceiling exists and women were given low salaries since they left the jobs midway, worked for lesser time and joined low-risk jobs. Weyer (2007) has observed that women are capable to climb higher ladder and some point they are stopped by invisible barriers. Sherryl Stalinski (2014) has argued that stubborn barriers and second generation gender biases are responsible for the observed gender gaps. Lindmark, Felicia Nilsson, Petra (2015) investigated that how an organizational culture can increase the women participation in higher ladder and therefore commitment, support from top management and change in the mind set can increase more women in top level. Lionie V Still (1992) Has stated that gaining the necessary experience through apprenticeship training, seeking career counselling, volunteering for leadership and executive positions, and acquiring the ability to measure their operating effectiveness in the workplace. Women also need to be aware of the emergence of new barriers to their progress. Amy Jadosimi (2016) Stated that it is important to celebrate women and break Glass Ceiling on global stage because it affects and inspires so many lives. Terina Allen (2018) has observed that women educate more than men but still they get less pay and less suited to top position and gender gap has still remained stable since past 15 years and corporate culture and societal norms are the key factors. Susanna Whawell (2018) has observed that women in organization have the choice between leadership role and glass cliff. Sadeshini Pillay (2006) has focused on three sub problem first is women rights in South Africa second barriers of women and last third one what is glass ceiling and its effect on women in workplace and the result is both male and female believe that Glass Ceiling is prevalent in the organization. Cheryl Myers (2010) has stated that female found internal structure, job opportunities and organization culture are more obstacles to women in career advancement than men and women in community colleges agree that glass ceiling exist in their workplace. C. O. Chovwen (2003) results indicated that female employees are not much recognized and don't receive must cooperation and support from their colleagues. Belle Rose Ragins, Bickley Townsend and Mary Mattis (1998) has stated that the organization is struggling hard to retain their brightest and best women and it is important to understand the barrier to advancement women face and to build strategy to overcome those.

### III. STATEMENT OF PROBLEM

The Civil Rights Act barred sexual discrimination in the workplace over 50 years ago, and more women are in the workforce than ever before. Then why does the glass ceiling continue to block women from advancing to top level positions in workplace. Despite evidence of programs designed to increase access for females to executive-level positions, the number of female senior level executives remain significantly lower than the number of males occupying senior executive positions (Catalyst, 2010c).

### IV. OBJECTIVE OF THE STUDY

To know the impact of various factors on Glass Ceiling in Education Institutions located in Ballari.

### V. Scope of the Study

The scope is confined to selected reputed Education institutions located in Ballari.

### VI. LIMITATIONS OF THE STUDY

- This study is only restricted to the various education institutions located in Ballari.

- Some respondents were bias towards their response.

### VII. Research methodology

The study has used both primary and secondary data. Secondary data collected from various journals, books and websites. Primary data has been collected from field survey with the help of a structured questionnaire. Convenience sampling method is used for collecting primary data. The data has been collected from survey of 50 female teaching faculties from various colleges located in Ballari. The tools used for analysis of data are frequency distribution and cross tabulation method.

### VIII. Data Analysis and Interpretation

#### Demographic Data

##### 8.1 Table showing Respondents Demographic Profile related to Personal Factors

Age Group	Frequency	Marital Status	Frequency	No of Children	Frequency	Income Per Annum	Frequency
25-35	40(80%)	Married	33(66%)	0	28(56%)	2-5 lakhs	43(86%)
35-45	6(12%)	Unmarried	17(34%)	1-2	22(44%)	5-10 Lakhs	07(14%)
45-55	4(6%)	<b>Total</b>	<b>50(100%)</b>	<b>Total</b>	<b>50(100%)</b>	<b>Total</b>	<b>50(100%)</b>
<b>Total</b>	<b>50(100%)</b>						

**Interpretation:** On the whole, Age Profile indicates that most of the respondents i.e., 80% belong to the age group of 25-35, 12% belong to 35-45 and 6% belong to 45-55. Marital Status: Married respondent's rate is high with 66% while unmarried is 34%. No of children: respondents without children are 56% and with children's is 44%. Income per Annum: Most of the respondents i.e., 86% fall in the 2-5 Lakhs income range. Whereas 14% fall in 5-10 Lakhs range.

##### 8.2 Table showing Gender Equality and reasons for Gender Inequality at Work place.

Gender Equality			Reasons for Gender Inequality			
Responses	Yes	No	Differentiated pay	Differentiated opportunity	Occupational Segregation	Total
<b>Age Group</b>						
25-35	30(60%)	10(20%)	2(4%)	7(14%)	1(2%)	10(20%)
35-45	06(12%)	-	-	-	-	-
45-55	04(8%)	-	-	-	-	-
<b>Total</b>	<b>40(80%)</b>	<b>10(20%)</b>	<b>2(4%)</b>	<b>7(14%)</b>	<b>1(2%)</b>	<b>10(20%)</b>

**Interpretation:** Most of the respondents i.e., 80% agree that they are treated equally when compared with their male counterparts. 20% respondents feel that they are not treated equally in the workplace. In order to know the reason three main parameters are framed. 14% respondents considered Differentiated opportunity as main reason for gender inequality, 4% of respondents considered Differentiated pay and 2% respondents considered occupational segregation.

##### 8.3 Table showing if male colleagues at workplace progress quicker in their career than female

Responses	Yes	No
<b>Age Group</b>		
25-35	28(56%)	12(24%)
35-45	04(8%)	02(4%)
45-55	03(6%)	01(2%)
<b>Total</b>	<b>35(70%)</b>	<b>15(30%)</b>

**Interpretation:** From the above table it is interpreted that 70% of the respondents feel male colleagues progress in their career quicker than female and 30% of the respondents think other way.

**8.4 Table showing ever struggled to find a leadership role and reasons for the same**

Struggled to find a Leadership role			If Yes Reasons for the struggle		
Responses	Yes	No	Due to family obligation	Gender bias	Total
<b>Age Group</b>					
25-35	19(38%)	21(42%)	09(18%)	10(20%)	19(38%)
35-45	02(4%)	04(8%)	02(4%)	-	02(4%)
45-55	03(6%)	01(2%)	-	03(6%)	03(6%)
<b>Total</b>	<b>24(48%)</b>	<b>26(52%)</b>	<b>11(22%)</b>	<b>13(26%)</b>	<b>24(48%)</b>

**Interpretation:** From the above it is interpreted that 52% of respondents have not struggled to reach higher position in the workplace whereas 48% of respondents did struggle. 26% of the respondents considered gender bias as the reason and 22% of the respondents consider family obligation as the reason in the way to leadership role.

**8.5 Table showing if organization has taken steps to fix Gender inequality and barriers of Glass Ceiling**

Survey Question	Strongly agree	Somewhat agree	Neutral	Somewhat disagree	Strongly disagree	Total
Do you feel your organization has ever taken step about Gender equality?	12(24%)	10(20%)	19(38%)	5(10%)	4(8%)	50(100%)
Do you think in the workplace women are likely to face the barriers of Glass ceiling?	12(24%)	9(18%)	13(26%)	5(10%)	11(22%)	50(100%)

**Interpretation:** From the above table it is interpreted that 24% of the respondents strongly agree that their organization are taking steps to fix gender equality, 20% of the respondents somewhat agree and 38% are Neutral whereas 8% of the respondents strongly disagree and 10% Of the respondents somewhat disagree. It is also interpreted that 26% of the respondents are Neutral with respect to barriers of Glass ceiling whereas 24% strongly agree that women face barriers to reach higher position, 18% somewhat agree, 22% strongly disagree and 10% of the respondents somewhat disagree.

**8.6 Table showing Barriers for career advancement most women often face**

Age Group	Gender bias	Family obligation	Society restrictions	Unconscious bias	Total
25-35	04(8%)	19(38%)	13(26%)	04(8%)	40(80%)
35-45	-	03(6%)	01(2%)	02(4%)	06(12%)
45-55	02(4%)	01(2%)	-	01(2%)	04(8%)
<b>Total</b>	<b>06(12%)</b>	<b>23(46%)</b>	<b>14(28%)</b>	<b>07(14%)</b>	<b>50(100%)</b>

**Interpretation:** It is interpreted from the above table that 46% Of the respondents consider family obligation as a barrier for career advancement women often face, 28% of the respondents consider society restrictions as barrier, 14% of the respondents consider unconscious bias and 12% consider gender bias.

**8.7 Table showing if Glass ceiling exist in organization**

Responses	Yes	No	Total
<b>Age Group</b>			
<b>25-35</b>	15(30%)	25(50%)	40(80%)
<b>35-45</b>	01(2%)	05(10%)	06(12%)
<b>45-55</b>	02(4%)	02(4%)	04(8%)
<b>Total</b>	<b>18(36%)</b>	<b>32(64%)</b>	<b>50(100%)</b>

**Interpretation:** On the whole 64% of the respondents consider Glass ceiling does not exist in their workplace whereas 36% considers Glass ceiling does exist.

**8.8 Table showing are women affected by Glass Ceiling at their workplace?**

Responses	Yes	No	Total
<b>Age Group</b>			
<b>25-35</b>	12(24%)	28(56%)	40(80%)
<b>35-45</b>	01(2%)	05(10%)	06(12%)
<b>45-55</b>	02(4%)	02(4%)	04(8%)
<b>Total</b>	<b>15(30%)</b>	<b>35(70%)</b>	<b>50(100%)</b>

**Interpretation:** From the above table it is interpreted that 70% of the respondents feel women are not affected by Glass ceiling whereas 30% of the respondents feel women are affected.

**8.9 Table shows ways to shatter Glass Ceiling**

Age Group	Fix gender bias	Work balance life	Create female mentoring program	Investing in Unconscious bias	Total
<b>25-35</b>	06(12%)	26(52%)	04(8%)	04(8%)	40(80%)
<b>35-45</b>	02(4%)	02(4%)	02(4%)	-	06(12%)
<b>45-55</b>	01(2%)	02(4%)	-	01(2%)	04(8%)
<b>Total</b>	<b>09(18%)</b>	<b>30(60%)</b>	<b>06(12%)</b>	<b>05(10%)</b>	<b>50(100%)</b>

**Interpretation:** On the whole it is interpreted that 60% of the respondents consider work life balance as a way to shatter Glass ceiling. 18% of the respondents consider fixing gender bias, 12% of the respondents feel female mentoring and 10% of the respondents consider investing in unconscious bias.

**8.10 Table showing if Glass ceiling has negative impacts? What are the negative impacts?**

Glass ceiling has negative impact			Negative impacts			
Responses	Yes	No	Resentment	Doubt themselves	Depression	Total
<b>Age Group</b>						
<b>25-35</b>	25(50%)	15(30%)	05(10%)	05(10%)	15(30%)	25(50%)
<b>35-45</b>	04(8%)	02(4%)	03(6%)	-	01(2%)	04(8%)
<b>45-55</b>	04(8%)	-	01(2%)	01(2%)	02(4%)	04(8%)
<b>Total</b>	<b>33(66%)</b>	<b>17(34%)</b>	<b>09(18%)</b>	<b>06(12%)</b>	<b>18(36%)</b>	<b>33(66%)</b>

**Interpretation:** It is interpreted that 66% of the respondents feel Glass ceiling has negative impact on female whereas 34% felt it does not have any impact. In order to know the negative impacts three parameters are considered. 36% of the respondents consider depression as the negative impact most women face, 18% of the respondents consider resentment and 12% think women doubt themselves.

**8.11 Table showing Does Glass Cliff Exist in their Organization?**

Responses	Yes	No	Total
<b>Age Group</b>			
<b>25-35</b>	14(28%)	26(52%)	40(80%)
<b>35-45</b>	01(2%)	05(10%)	06(12%)
<b>45-55</b>	01(2%)	03(6%)	04(8%)
<b>Total</b>	<b>16(32%)</b>	<b>34(68%)</b>	<b>50(100%)</b>

**Interpretation:** It is found that 68% of the respondents feel that glass cliff does not exist in their education institution whereas 32% feel it Exist.

**8.12 Table showing are women more suited to crisis and reasons to accept Glass cliff**

Women suited to crisis			Reasons to accept Glass cliff			
Responses	Yes	No	Lack of peer support	Considered as Scapegoat	Few opportunities	Lack of motivation
<b>Age Group</b>						
<b>25-35</b>	30(60%)	10(20%)	12(24%)	-	08(16%)	10(20%)
<b>35-45</b>	06(12%)	-	02(4%)	01(2%)	03(6%)	-
<b>45-55</b>	04(8%)	-	01(2%)	-	-	03(6%)
<b>Total</b>	<b>40(80%)</b>	<b>10(20%)</b>	<b>15(30%)</b>	<b>01(2%)</b>	<b>11(22%)</b>	<b>13(26%)</b>

**Interpretation:** From the above table it is interpreted that 80% of the respondents agree that women are more suited to crisis. In order to know the reasons to accept Glass cliff four parameters were framed and 30% of the respondents feel lack of peer support is the main reason while 26% considers lack of motivation, 22% consider few opportunities and 2% feel women accept glass cliff as they are considered as scapegoat.

**8.13 Table showing is women Shattering Glass ceiling only to fall off the Glass cliff**

Responses	Yes	No	Total
<b>Age Group</b>			
<b>25-35</b>	18(36%)	22(44%)	40(80%)
<b>35-45</b>	05(10%)	01(2%)	06(12%)
<b>45-55</b>	03(6%)	01(2%)	04(8%)
<b>Total</b>	<b>26(52%)</b>	<b>24(48%)</b>	<b>50(100%)</b>

**Interpretation:** It is interpreted that 52% of the respondents think it is good to climb higher position rather than take a role of high criticism whereas 48% of the respondents think other way.

**IX. RECOMMENDATIONS**

1. To break the glass ceiling you first have to know that it exists.
2. Family obligation is the major barrier for career advancement and both male and female should equally contribute to housework, childcare and finances so that female can take up leadership roles.
3. Fixing gender bias at the workplace so that equal pay and opportunity exists.
4. Investing in mentoring, counseling system and unconscious bias training to shatter glass ceiling.
5. Flexible hour, open door policy, allowing to work from home will help a women to balance both work and family.
6. Introducing specific programs like targeting high performing female to participate in leadership programs.
7. Women should ask for more, should negotiate for themselves.

**CONCLUSION**

The purpose of the study was to develop an understanding on Glass ceiling and the impact of various invisible barriers on women for career advancement. The result of this study found that work-life balance is an area that needs great improvement and incorporation of flexitime, telecommuting and technology and so

forth expand opportunities for women to continue working and gaining experience, despite family obligations that would otherwise interfere with their promotion potential. The study shows that women feel male colleagues progress quicker than female in their workplace and changes in organizations culture and fixing gender bias can mitigate this. Perhaps more research and awareness on this topic can shift perceptions.

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