

Perception of Glass Ceiling in the Educational Institutions in India

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Abstract: The metaphor Glass Ceiling refers to the Unseen and invisible barriers that prevent women from climbing the corporate ladder. Keeping in mind the disparities between men and women in the modern organization, the paper aims to highlight the meaning and practice of Glass Ceiling. The paper also aims to analyse the existence of phenomenon in modern age educational institutions by ascertaining the difference of perception concerning Demographic Categorization of the employees working in Educational Institutions. The overall study is based on descriptive statistics. The data was collected with the help of survey using Google Forms. Spss was used to analyse the data and reach findings. With random sampling technique 200 participants out of which 193 respondents from varied departments of selected universities submitted the questionnaire. The study indicated the presence of Glass Ceiling in female dominated Sector ie. The educational institutions. The perception was found to differ according to the variation in demographic profile of the respondents.

Keywords: Glass Ceiling; Women; Barrier; Perception; Demographic Profile

I. MAIN TEXT

The term Glass Ceiling refers to the transparent and invisible ceiling present in the professional world which holds the women from climbing up the managerial level. Its often used as the metaphor to explain the gender disparities between men and women in the professional world.

Though the 21st century women has managed to overcome all negative notions in all the sectors of life, but still there is a long way to go to shut the gender disparities across the world. According to the report of catalyst, 2020 only 22% of roles are headed by women globally and if we talk about India, According to Economic Survey 2018- despite occupying 49% of the population, only 7% of senior management roles are held by women.

But all that aside, we still have a problem, a real problem- WOMEN ARE NOT MAKING TO THE TOP OF ANY PROFESSION IN THE WORLD.

India continues to rank 3rd lowest in the business leadership roles held by women, consecutively 3 years in a row where 41% of the Indian Businesses still have no women leadership roles even after the commencement of the law making it mandatory for publicly listed firms to have a minimum of one woman director on their boards. While India has done well compared with China and South Korea, in recent years, it still lags behind other Asian countries such as Thailand and Malaysia.

Further, The 17th Lok Sabha has the highest tally of women since Independence — 78. A recent study

highlights, with the current rate of increase it will take 40 years for women to reach 33 percent participation in Parliament/legislatures. (Thirty-three percent being the minimum threshold for critical-mass enabling gender impact.)

In 2017, A Study by Monster Salary Index showed the overall gender pay gap in India was 20%. While men with 0-2 yrs. Of experience earned 7.8% higher median wages than women. With 6-10 yrs of experience it was 15.3% and as the year of experience became wider at senior level positions, the men were found to earn 11% more wages than women. The average salary of a women director in India accounts for 20% less than their male counterparts. This difference in the remuneration that too at senior levels shows the consistent presence of gender disparities in the organisations.

Standing in the 21st Century, Women having a career is still possessed to be a challenge for them due to their family responsibilities. Traditionally Indian women had been homemakers but with proper education and better awareness, in addition to the ever-increasing cost of living have made them go out and choose their careers. In a patriarchal society like India, it is still believed that a man is the primary breadwinner of his family. Although Indian women have started working outside their homes but still ironically and tragically, they have a long way to go both culturally, socially and economically, to bring in positive attitudinal changes in the mindset of people.

II. LITERATURE REVIEW

The number of women entrepreneurs has grown dramatically over the past decade. This trend being simultaneous, there has been a rise in the number of research studies focusing on or including business owned by women in their samples. Women entrepreneurs are similar to males across some basic demographic element, business characteristics, and problems, but they differ extensively from male business owners across individual dimensions related to education, skills, work experience, approach to venture creation/acquisition, business goals, problems, and performance.

It is suggested that the crucial reason for these differences is that women conceive of their businesses differently than men which in turn leads to different approaches and outcomes for performance (Candida G. Brush, 1992). A partial list of factors that may contribute to a glass ceiling includes job ladders, personnel policies, limited performance of employment laws, and employment discrimination (David Cotter, 2001).

Also, women are consistently belittled as potential candidates for public decision-making positions, while the ratio of females elected officials is

III. OBJECTIVES OF THE STUDY

To analyze the perception of Glass Ceiling in concerning educational institutions concerning working women.

Also, the researchers manage to put some light on the differences of perception of Glass Ceiling in the workplace regarding demographics categorization.

IV. METHODOLOGY

The population for this study comprised of with faculty affiliated with the private sector educational institutions in India. A Random Selection of 10

significantly lower than that of males (F.C. Macarie, 2014).

Men who communicate with their subordinates as tough leaders in their organizations are often seen as being “direct,” but women who acquire the same communication style with her subordinates are seen as “punitive” (Brittany J. Galloway, 2012).

The results indicated female executives earned 86.5% of their male equivalents, female managers earned 87.3% of their male counterparts, female buyers earned 87.2% of their male counterparts and female technicians earned 86.6% of their male counterparts.

In the last few years, women have proven themselves in all spheres of life. However, the report suggests that there still is a long way to go. Therefore the present study aims to highlight the presence of a glass ceiling in one of the female-dominated sectors: The Educational Institutions in India.

Women in recent years have, undoubtedly, proved themselves in all walks of life. However, women executives still have to cover a lot of ground. As per the report of Catalyst, the leading research and advocacy organization for corporate women, it will take 47 years to attain parity as corporate officers of Fortune 500 companies (UK Rai, 2013).

Universities from 4 states (Jammu and Kashmir 7.9%, Chandigarh, 8.1%, Punjab 9.4%, and Delhi 11.7%) with the lowest female employment rates were are selected (The data sources is Government of India (2019): Periodic

Labour Force Survey, 2017– 2018, Ministry of Statistics and Programme Implementation, National Statistical Office, Government of India). The questionnaire was shared with a random sample of 200 participants out of which 193 respondents from varied departments of selected universities submitted the questionnaire.

V. INSTRUMENT

A structured questionnaire comprising of 18 concerning items was prepared, with women reference to previous studies in women career literature. The primary section comprised of the personal profile of the respondents followed by the

second section focused in the perception of glass ceiling in the workplace.

The calculation of Cronbach alpha was done to verify the internal reliability of the items shown in

Table 1: The Reliability Estimates of Statements

Statements	Alpha Value
Occupations like teaching, nursing, etc. are female-dominated	0.8
Women find themselves comfortable with traditional occupations like teaching, nursing, etc.	0.67
Women Employees are easily hired when they apply for entry-level teaching positions	0.6
Women are underrepresented in leadership positions.	0.67
On reaching teaching positions, women find themselves stuck with the same position for long period.	0.8
The Gender Pay Gap exists ie. women employees tend to draw less salary as compared to their male colleagues for the same nature of the job.	0.7
Women are not easily promoted from lower to higher positions.	0.89
Promotion percentage to higher positions is low as compared to men	0.78
Women are over-represented in low-level teaching jobs.	0.68
Even with the higher qualifications, women have to make too many compromises to gain highly paid positions.	0.65
Cultural Expectations from women creates a dis-balance between their personal and professional role.	0.76

Table 1.

Procedure: The mean score for Glass Ceiling was calculated and One Way Anova was applied to test. A significance Value less than 0.05 suggests the significant differentiation among the diverse group of the variable concerning the statement.

VI. RESULTS and DISCUSSIONS

One Way Anova was used to determine the Gender Wise Differentiation in Perception (Table2). The results showed that out of eleven statements, seven were significantly different based on Gender. To be more explicit, the respondent's perception are: Women find themselves comfortable with traditional occupations like teaching, nursing, etc., Women Employees are easily hired when they apply for entry-level teaching positions, Women are under-represented for leadership positions, On reaching teaching

positions, women find themselves stuck with the same position for a long period, Women are not easily promoted from lower to higher positions, Women are over-represented in low-level teaching jobs and Even with the higher qualifications, women has to make too many compromises to gain highly paid positions, are significantly varied. Similarly, both males and females have the same opinion about Occupations like teaching, nursing, etc. are female-dominated, The Gender Pay Gap exists ie. women employees tend to draw less salary as compared to their male colleagues for the same nature of job and Promotion percentage to higher positions is low as compared to men. However, women respondents avowed different opinions as compared to men that Cultural Expectations from women creates a dis-balance between their personal and professional role.

Table 2: One Way Anova to determine Differences depending on participant's Gender

One way ANOVA to determine Differences depending on participant's Gender	Male	Female	F	Sig
Occupations like teaching, nursing, etc. are female dominated	4	3.36	5.467	0.21
Women find themselves comfortable with traditional occupations like teaching, nursing, etc.	4.19	3.19	24.56	0
Women Employees are easily hired when they apply for entry-level teaching positions	4.42	3.22	31.752	0
Women are underrepresented for leadership positions.	2.19	4.08	79.66	0
On reaching teaching positions, women find themselves stuck with the same position for a long period.	2.58	3.92	40.669	0
The Gender Pay Gap exists ie. women employees tend to draw less salary as compared to their male colleagues for the same nature of the job.	4.19	4.05	0.393	0.532
Women are not easily promoted from lower to higher positions.	1.98	3.79	68.278	0
Promotion percentage to higher positions is low as compared to men	3.28	3.85	6.446	0.12
Women are over-represented in low-level teaching jobs.	4.02	3.38	13.263	0
Even with the higher qualifications, women have to make too many compromises to gain highly paid positions.	3.12	4.12	20.53	0
Cultural Expectations from women creates a dis-balance between their personal and professional role.	4	3.47	5.443	0.021

One Way Anova to Determine Age Wise Differences in Perception (Table3).

The statements representing Glass Ceiling were focused on One Way ANOVA based on age ie. the independent variable. The results opined that out of eleven statements eight statements were significantly different concerning the age category. It was revealed that the respondent's perception is significantly diverse with the statements: Occupations like teaching, nursing, etc. are female-dominated, Women find themselves comfortable with traditional occupations like teaching, nursing etc., Women Employees are easily hired when they apply for entry-level teaching positions, The Gender Pay Gap exists ie. women employees tend to draw less salary as compared to their male colleagues for the same nature of the job, Promotion percentage to higher positions is low as compared to men, Women are over-represented in low-level teaching jobs, Even with the higher qualifications, women has to make too many compromises to gain highly paid positions and Cultural Expectations from women creates a dis-balance between their personal and professional role. Correspondingly, the same perception was highlighted concerning Women being under-represented for leadership positions, On reaching teaching positions, women find

themselves stuck with the same position for a long period, and Women are not easily promoted from lower to higher positions.

One Way Anova to Determine Education Wise Differences in Perception (Table 4).

The statements representing Glass Ceiling were focused on One Way Anova based on the Educational Qualifications of the respondents. The results showed that out of eleven statements, three statements were found to be significantly different based on educational qualification. To elaborate statements like Occupations like teaching, nursing, etc. are female-dominated, Women Employees are easily hired when they apply for entry-level teaching positions and Cultural Expectations from women creates a dis-balance between their personal and professional role. Further, the perception of respondents based on educational qualification was found to be similar for the following statements: Women are underrepresented for leadership positions., On reaching teaching positions, women find themselves stuck with the same position for a long period, The Gender Pay Gap exists ie. women employees tend to draw less salary as compared to their male colleagues for the same nature of the job, Women are not easily promoted from lower to

higher positions, Promotion percentage to higher positions is low as compared to men, women are over-represented in low-level teaching jobs and Even with the higher qualifications, women has to make too many compromises to gain highly paid

positions. However, women respondents' avowed different opinions as compared to men that Cultural Expectations from women creates a dis-balance between their personal and professional role

Table 3: One way ANOVA Age-wise differences in perception

Statements	Up to				F	Sig.
	25	>25	>50	>75		
Occupations like teaching, nursing, etc. are female dominated	4.55	3.97	3.19	1.53	25.83	0
Women find themselves comfortable with traditional occupations like teaching, nursing, etc.	2.9	3.82	3.72	3.73	4.756	0.004
Women Employees are easily hired when they apply for entry-level teaching positions	2.87	3.54	4	4.67	10.16	0
Women are underrepresented in leadership positions.	3.48	3.1	3.58	3.6	0.884	0.452
On reaching teaching positions, women find themselves stuck with the same position for a long period.	2.87	3.77	3.61	3.4	3.313	0.023
The Gender Pay Gap exists ie. women employees tend to draw less salary as compared to their male colleagues for the same nature of the job.	4.42	3.59	4.14	4.67	5.269	0.002
Women are not easily promoted from lower to higher positions.	3.48	2.72	3.25	3.33	1.887	0.136
Promotion percentage to higher positions is low as compared to men	4.13	2.9	4.03	3.73	9.139	0
Women are overrepresented in low-level teaching jobs.	3.74	3.44	3.36	4.4	5.222	0.002
Even with the higher qualifications, women have to make too many compromises to gain highly paid positions.	4.29	3.28	3.78	3.87	4.08	0
Cultural Expectations from women creates a dis-balance between their personal and professional role.	2.65	3.97	4	4.13	12.81	0.009

Table 4: One way ANOVA to determine Education differences in Perception

Statement	Bachelor	Maste	MS/PH	F	Sig
	s	rs	D		
Occupations like teaching, nursing, etc. are female-dominated	3.67	4.21	2.87	14.7	0
Women find themselves comfortable with traditional occupations like teaching, nursing, etc.	2.33	3.57	3.65	3.7	0.028
Women Employees are easily hired when they apply for entry-level teaching positions	2.33	3.31	4.17	11.9	0
Women are underrepresented for leadership positions.	3	3.41	3.44	0.26	0.774
On reaching teaching positions, women find themselves stuck with the same position for a long period of time.	2.67	3.44	3.54	1.26	0.288
The Gender Pay Gap exists ie. women employees tend to draw less salary as compared to their male colleagues for the same nature of the job.	3.67	4.1	4.15	0.49	0.615
Women are not easily promoted from lower to higher positions.	3.17	3.15	3.15	0	1
Promotion percentage to higher positions is low as compared to men	3.33	3.69	3.65	0.23	0.798
Women are overrepresented in low-level teaching jobs.	3.33	3.52	3.74	0.97	0.381
Even with the higher qualifications, women have to make too many compromises to gain highly paid positions.	3.67	3.84	3.69	0.22	0.801
Cultural Expectations from women creates a dis-balance between their personal and professional role.	3.17	3.34	4.07	6.26	0.003

One Way Anova to Determine the Experience Wis Differences in Perception (Table 5). The respondent’s perception was found to be significantly different for four statements out of eleven statements: Occupations like teaching, nursing etc. are female-dominated, Women find themselves comfortable with traditional occupations like teaching, nursing, etc., Women Employees are easily hired when they apply for entry-level teaching positions and Cultural Expectations from women creates a dis-balance between their personal and professional role. Correspondingly the perception was found to be significantly similar for

statements: Women are underrepresented for leadership positions, On reaching teaching positions, women find themselves stuck with the same position for a long period of time, The Gender Pay Gap exists ie. women employees tend to draw less salary as compared to their male colleagues for the same nature of job, Women are not easily promoted from lower to higher positions., Promotion percentage to higher positions is low as compared to men, women are overrepresented in low-level teaching jobs and Even with the higher qualifications, women have to make too many compromises to gain highly paid positions.

Table 5: One way ANOVA Experience differences in Perception

Statements	Up to				F	Sig
	1	>1	>5	>10		
Occupations like teaching, nursing, etc. are female-dominated	4.28	4.41	4.46	2.97	11.55	0
Women find themselves comfortable with traditional occupations like teaching, nursing, etc.	2.56	3.36	4.69	3.65	11.39	0
Women Employees are easily hired when they apply for entry-level teaching positions	2.61	3.18	3.92	4.01	8.595	0
Women are underrepresented in leadership positions.	3.5	3.55	3.23	3.37	0.172	0.915
On reaching teaching positions, women find themselves stuck with the same position for a long period.	2.94	3.27	4	3.53	2.021	0.115
The Gender Pay Gap exists ie. women employees tend to draw less salary as compared to their male colleagues for the same nature of the job.	4.11	4.23	4.31	4.01	0.364	0.779
Women are not easily promoted from lower to higher positions.	3.61	3.23	3.15	3	0.871	0.458
Promotion percentage to higher positions is low as compared to men	4.06	4	3	3.56	2.692	0.049
Women are over-represented in low-level teaching jobs.	4	3.41	3.77	3.54	1.528	0.211
Even with the higher qualifications, women have to make too many compromises to gain highly paid positions.	4.17	4.05	3.54	3.6	1.527	0.211
Cultural Expectations from women creates a dis-balance between their personal and professional role.	2.61	3.09	4.62	3.94	13.16	0

VII. CONCLUSION

The study divulges the approach of perception about women presence and hurdles that encounter in the workplace such as uner representation, being stuck at the teaching level, mostly adopting traditional professional roles, facing differentiation in salaries, restricted promotion opportunities, etc. above that societal and cultural influences also relegate their abilities and underestimate their capabilities.

In summation, the present study focuses on the existence of glass ceiling barriers in the organization. The gender generates significant differences in the perception of women being not easily promoted from lower to top positions etc. The study concluded that the glass ceiling barriers restrict women to be dynamic and vigorous player and limits them to add to the development of the organization and nation on the broader level. Therefore, Corporations need to ensure that their recruitment appraisal and career management systems are gender in personal and performance-focused and that they do not clutch women back in their professional development (Singh, 2014).

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