



## GLASS CEILING AMONG WOMEN EMPLOYEES IN IT SECTOR

**K.Umadevi**

*Assistant Professor, Department of Corporate Secretaryship, Ann Adarsh College For Women, Chennai.*

### **Abstract**

*The study seeks to investigate the organizational barrier and societal barrier on women career progression in IT (Information Technology) industry. **Methodology:** Data was obtained through a survey involving 50 women in middle and junior management of IT industries in Chennai city. A structured questionnaire with Likert's 5-point scale was used to collect from the respondents. **Findings:** The factor analysis revealed that the organizational barriers is based on three important factors like Lack of performance, Lack of participation and Lack of decision making power. The study also confirmed that glass ceiling among women employee in IT sector depends on societal barriers. **Limitation:** The study was conducted with a few women in the IT industry. **Practical Implications:** Perceived organizational and societal barriers to women advancement and offer recommendations on what the organizations as well as society can do to improve on the practices.*

### **Introduction**

Women are becoming graduates, post graduates, grossing professional and technical degrees and entering into corporate sector. However, women's representation in the managerial jobs is very less compared to men. Women being passably embodied in the work, but scarcely present in the senior managerial position has been labeled "*the glass ceiling*". The term glass ceiling coined by Hymowitz and schellhardt in a report on corporate women published 1986 in edition of wall street journal.

Glass Ceiling is an oft-used metaphor for the relative disadvantages regarding women's career opportunities indicating to the growing difficulties for women when moving up the career ladder. (Cotter, Hermsen, Ovardia and Vanneman, 2001; Charles and Gursky 1995;68). As appears from the extent literature there are many factors that impede women's career growth in the corporate sector. The researcher focused only the primary factors such as organizational barriers and societal barriers.

### **Objectives**

- To identify the organizational barriers to women career progression in IT sector.
- To identify the societal barrier to women career progression in IT sector.

### **Review of literature**

The term 'Glass ceiling' was used to examine the status of women.(Ad wick article,1984). UNDP survey also identified six perceptions of contrasting treatment to women in the administrative cadre of the BCS (Bangladesh Civil service). These were: (a) negative attitudes towards women by male colleagues: (b) doubts of superior officers about the capabilities (for work) of women officers: (c) superiority complexes of male colleagues: (d) tendency of men to treat women in a gender-biased fashion: (e) comments that men were more efficient than women: and (f) non-cooperation of male colleagues. UNDP (1993, p. 91). Chauvinist attitude plays vital role in glass ceiling.(Kaunter 1977:Reskin and Hartmann 1986) child care system seems to be a work life conflict.(Gin et al.,1996).The primary factor that prevent women to top level is organizational culture relating to gender equity practices.(Bajido LM Dicksonm MW 2000) Organizational barriers impedes women advancement such as job recruitment, job assignment, mentoring ,retention and training.(Fagenson1993and Cooper 2001). A number of studies have acknowledged structural and social barriers working within organizations that have led to under representation of females at the senior level.(Powell GN,Graves LM 2003). Though women have been able to enter the work domain they still hold the same family responsibilities as prior to entering the work field (Hakim, 2006). About 70% of women and 58% of men believe that Glass ceiling is still Exist in the corporate world.(Study of 1200 executives in eight countries,forbes,2006). Women in executive positions in a variety of professions continue to face a number of blocks within the organization that affect career progression.( Wood G Equal Opportunity International, 27(7):613-628. 2008). The various hurdles that prevent women to climb the

ladder are family responsibilities, Malechavinism, attitude towards women, sex discrimination job segregation etc.,(Annupam amujumdar,2010)Women have to work harder than men in general to get the same recognition because of societal pressure and family responsibility. Thus ceiling is bleachable only with awareness and empowerments of the leaders of tomorrow (Hema Krishnan) HR policies should be addressed with regard to women problems to retain one’s long term employee, because wometend to stay longer with an organization as compared to men.(Mr.Deepak Kaisth,2012).

### Research Methodology

The aim of the paper is to explore the organizational barriers and societal barriers that hinder women to reach the top level in corporate sector. The data used in this involves both primary and secondary data. The research instrument used in this study is questionnaire contains five point Likert’s scale. It is designed pertaining to the objectives of the study. The sampling method used is simple random sampling procedure. The sampling unit is women employees in IT sector. Sampling size of the research is 50 respondents.

### Data analysis

#### Factor Analysis on Barriers of Glass Ceiling

After reviewing National and International literature the researcher identified 17 statements regarding barriers of glass ceiling. These 17 variables have to be reduced into predominant factors. Therefore the researcher applied exploratory factor analysis by principal component method and the following results are obtained.

#### Table of KMO and Bartlett's Test on Organizational Barriers

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.568
Bartlett's Test of Sphericity	Approx. Chi-Square	365.178
	Df	55
	Sig.	.000

From the above table it is clear that the KMO value is 0.568 a Bartlett’s test of spericity with Chi-square approximation is 365.178. These two values show that they are statistically significant at 5% level and also designated the data reduction process to obtain the important factors. It shows a conclusion for the normally distributed sampling.

The following table shows the range of variables of all the eleven variables.

#### Table of Communalities on customer relationship

	Initial	Extraction
OB1	1.000	.721
OB2	1.000	.760
OB3	1.000	.406
OB4	1.000	.384
OB5	1.000	.564
OB6	1.000	.633
OB7	1.000	.549
OB8	1.000	.496
OB9	1.000	.495
OB10	1.000	.747
OB11	1.000	.471

**Extraction Method: Principal Component Analysis.**

(\*OB- ORGANISATIONAL BARRIERS)

From the above table it is found that the range of variance is 0.384 to 0.760. This shows that the prevailing variance of the sample distribution varies from 38.4% to 76%. This forces to conclude that the factor extraction process is justified to frame the meaningful factor.

The number of factors extracted is identified in the following total variance table.

**Table of Total Variance Explained in Organizational Barriers**

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.974	17.944	17.944	1.767	16.066	16.066
2	1.702	15.476	33.420	1.640	14.909	30.975
3	1.486	13.512	46.931	1.615	14.680	45.655
4	1.063	9.660	56.591	1.203	10.936	56.591
5	.889	8.079	64.670			
6	.813	7.391	72.061			
7	.775	7.048	79.109			
8	.744	6.759	85.869			
9	.629	5.720	91.588			
10	.540	4.906	96.495			
11	.386	3.505	100.000			

**Extraction Method: Principal Component Analysis**

From the above table it is found that the eleven variables are converted in to major four factors with individual variances 16.066, 14.909, 14.680, and 10.936. The total variance explained by the variable is 56.591 which are significant at 5% level. The following variables loading gives the details about formation of new factors with appropriate variable loadings.

**Table of Rotated Component Matrix (a) of customer relationship**

	Component			
	1	2	3	4
OB6	.772			
OB5	.745			
OB7	.734			
OB8		.699		
OB9		.669		
OB11		.638		
OB2			.847	
OB1			.841	
OB4				
OB10				.842
OB3				-.536

**Extraction Method: Principal Component Analysis.**

**Rotation Method:** Varimax with Kaiser Normalization. a Rotation converged in 5 iterations.

### Finding pertaining to objective 1

The factor is divided into four predominant factors. The first one consist of the following factors namely

- a) Women receive fewer opportunities for professional development - 0.847
- b) Existence of Pay differentials between men and women - 0.842
- c) Management lacks genuine commitment to gender equality and advancement of women - 0.841
- d) Lukewarm participation from the management - 0.638

These variables are suitably named as “**Barriers towards Management**”.

The second division consists of two factors. They are

- a) Male hierarchies are more likely to promote men for managerial position.0.699
- b) Standards are higher for women then man 0.536

These employees are considered as “**Lack of performance**”.

The third factor consists of two variables namely

- a) Absence of women in decision making process at boardroom - 0.734
- b) Lack of mentoring and management training - 0.669

This is named as “**Lack of participation**”.

The fourth division consists of three variables namely

- a) Limited decision making power - 0.772
- b) Lack of Organizational policies to support career progression of women - 0.745
- c) A women must perform better than a man to be promoted - 0

These variables are named as “**Lack of decision making power**”.

**Table of KMO and Bartlett's Test on Societal Barriers**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.647
Bartlett's Test of	Approx. Chi-Square Sphericity	305.439
	Df	21
	Sig.	.000

From the above table it is clear that the KMO value is 0.647 a Bartlett’s test of spericity with Chi-square approximation is 305.439. These two values show that they are statistically significant at 5% level and also designated the data reduction process to obtain the important factors. It shows a conclusion for the normally distributed sampling.

The following table shows the range of variables of all the six variables.

**Table of Communalities on Societal Barriers**

	Initial	Extraction
SB1	1.000	.658
SB2	1.000	.750
SB3	1.000	.252
SB4	1.000	.339
SB5	1.000	.450
SB6	1.000	.653

**Extraction Method: Principal Component Analysis.**

(\* SB- SOCIETAL BARRIERS)

From the above table it is evident that the Range of the variable is 0.252 to 0.750. Thus the prevailing variable of sampling distribution varies from 25.2% to 75%. This leads to the conclusion that the factor extraction process is justified to formulate meaningful factors.

The number of factors identified in the following total variance table.

**Table of Total Variance Explained in customer service**

Component	Rotation Sums of Squared Loadings					
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.218	31.682	31.682	1.884	26.915	26.915
2	1.421	20.303	51.985	1.755	25.070	51.985
3	.814	11.636	76.130			
4	.714	10.195	86.326			
5	.563	8.039	94.365			
6	.394	5.635	100.000			

**Extraction Method: Principal Component Analysis**

From the above table it is found that the seven variables are converted in to major two factors with individual variances 26.915 and 25.070. The total variance explained by the variable is 51.985 which are significant at 5% level. The following variables loading gives the details about formation of new factors with appropriate variable loadings.

**Table of Rotated Component Matrix (a) of Societal Barriers**

	Component	
	1	2
SB2	.862	
SB1	.806	
SB4	.523	
SB6		.800
SB3		.731
SB5		.598

**Extraction Method: Principal Component Analysis**

**Rotation Method:** Varimax with Kaiser Normalization. A Rotation converged in 2 iterations.

**Finding pertaining to objective 2**

From the above rotated component matrix it is revealed that the factors can be coined under two major factors. The first factor comprises of three sub factors namely

- a) Male chauvinism (0.800)
- b) Parental care and responsibility (0.731)
- c) Women against women. (0.598)

Therefore they are called '**Poor supporters**'

The second factor consist of two sub factors

- a) Child bearing and caring. (0.862)
- b) Marital status of women. (0.806)



These are named as “**Women responsibility**”

The third factor consists of one sub variable

- a) Culture and stereotype belief. (0.523)

Hence it is named as “**Culture**”

#### **Suggestion**

- Companies should recruit equal number of male and female in the entry level.
- Management should provide career counseling programs
- Training and Mentoring session must be designed.
- Good support system of the family and work place
- Women should have clear cut aims and ambition in life.
- More transparency among the staff and HR department is needed

#### **Conclusion**

The above factor analysis states that the organizational barriers are based on three important factors like Lack of performance, participation and decision-making power. And the analysis also revealed that it depends upon societal barriers like marital status, child bearing, women against women .The paper concludes, organizational initiatives and individual changes will help to hammer the glass ceiling.

#### **Reference**

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