

Breaking the Glass ceiling for Career advancement

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Abstract

The term career referred to a specific profession and was related with paying position, yet in the present business environment, it means to a course of progressive learning and improvement. All through an employee's career life, women concentrate on vocation advancement and focus on both goal and career accomplishment. Ladies are seen as having fruitful professions and match guys, although additionally offer parental obligations and family commitments with their life partners. By and large, hindrances to ladies' profession movement have led to a kind of perspective that should be projected. Women in administrative positions experience social separation, which prompts pressure and demotivation. At the most significant levels of the executives, stress influences all kinds of people similarly, but ladies affirm, because of their orientation, they experience more pressure related issues. Despite the fact that separation at work based on gender is disregarded as per regulations, it is known as career advancement conflict. The millennium years gives an event to commend the astounding headway made by ladies. Ladies are currently as Directors in companies, run significant organizations. we accept that the unreasonable impediment will be broken through a technique that utilizes small wins. A small win strategy means concentrating on small accomplishment in career, achievements in their job to fabricate certainty, energy, and a history of progress, which can eventually prompt a bigger professional successes, particularly while confronting deterrents like the glass ceiling. Ladies frequently face fundamental hindrances in the work environment and perform smaller wins that assist to defeat hindrances and construct strength to push through difficulties.

Key words:

Career advancement, social separation, Demotivation, Career advancement conflict, small wins, small accomplishment

Introduction

Breaking the glass ceiling is the demonstration of conquering obstructions that keep a woman from progressing in her Career. The expression glass ceiling is a similitude for the undetectable boundaries that keep ladies and other underestimated groups from arriving at more significant levels of progress. Breaking the discriminatory constraint makes a more impartial society. It motivates young ladies to seek after influential positions. It starts a trend for people in the future that orientation shouldn't restrict career desires. Ladies can break the glass ceiling by urging ladies to join the labour force and advance variety of thoughts, points of view, and development. By offering adaptable plans, women will perform their task better, and when organisation pay for child care leave it motivates a woman to be dedicated in their task. The glass ceiling can be broken by the association through forming ladies' initiative councils and setting up worker resource groups. When an organisation observes Worldwide women's Day and back the groups to arrive at their objectives through tutoring and abilities evaluations, women develop in their career. Working ladies can track down their colleagues who are their well-wishers, it helps to raise their profiles that upholds their professional success.

Review of literature

Debra Meyerson et al (2020) expressed that in some firms HR offices train ladies in self-assured authority, navigation, and even golf. Male team members take ladies to their lunch clubs, mentor them on speaking out in gatherings, and recommend they take boldly troublemaker tasks in processing plants. They make them win in small works in their regular endeavours, to give them confidence to work effectively. This success uncovers and overturn fundamental obstructions for ladies' advancement.

Ms P Vidhya et al (2024) stated that the expression glass ceiling implies the disappointment felt by ladies who, because of equivalent opportunity regulations that expanded their admittance to employment and education, joined the labour force in immense numbers during 1980s and 1990s. The ladies' expert headway eased back as they climbed to higher positions inside their organizations, despite their initial outcome in getting lower management jobs. The glass ceiling is characterized as those fake obstructions in light of attitudinal or hierarchical predisposition that keep qualified people from progressing vertically in their association into the executive level positions. We should understand that the manner in which society's perception has changed and have positive opinion on women to succeed in their career.

Divya Chaurasia (2024) highlighted that ladies can search for individuals who care about their drawn-out development, not simply prompt errands. Mentors can offer direction, assist woman with staying away from entanglements, and interface them with other people who can uphold in their career. At the point when a lady goes through small accomplishment, she needs to celebrate it. She needs to remain inquisitive and effectively search out valuable chances to fill in her profession. Through persistence, support, and an immovable obligation to development, a woman can get through hindrances and develop a sense of belonging, to any place she goes.

Dr Kumar Ratnesh et al (2023) described that in the present time, where ability is similarly scattered among both genders, an economy that doesn't completely take advantage of the administration abilities by ladies is fundamentally inadequate. So, this is a significant inquiry that we ought to address, where modernisation is occurring around us. Does glass ceiling actually exist? Ladies are better taught and more dynamic in the workforce than any time are progressively working in administrative jobs. However regardless of these increase in abilities, the significance of ladies' commitment to the economy is routinely underestimated. An organization can have a different labour force that has a lot of female representatives too. Yet, some way or another, in the upper positions, there are insufficient ladies to be addressed.

Objectives:

- To assess the roots of inequality in organisations
- To analyse small wins by women to break the glass ceiling in their career
- To evaluate small wins leading to great success

Assess the roots of inequality

Disparity in associations arises towards women workers due to the male dominant society. All individuals born and brought up into the world are not with similar attributes and structure groups, who are separated based on different traits (Dean Rockwell (2016). The study focuses on orientation, racial, and social class imbalance and end with a pay disparity. Imbalance in associations can be perceived from the social and psychological point of view. Disparity has been expanding for a really long time and rooted on Rousseau's idea of imbalance in the form of social and economic inequality, which prompts people contrasting themselves with others and making a longing for predominance, eventually influencing the gap between men and women. Rousseau, offers a provocative point of view on imbalance that makes sense of why we acknowledge inconsistent circumstances at work and in the general public, why we acknowledge institutional disparity (Andrea Bernardi et al

-2020). He contended that equity was the regular state of humankind, which would consequently, with the ascent of social orders, be forfeited to the acknowledgment of a common agreement.

We can contend that the ascent of hierarchical imbalance is rooted with the presence of complex types of work and manufacturing in the organisation. Modern undertakings couldn't be accomplished due to the informal communication of work. Disparity occurs as progressive system, due to imbalance in economic and monetary power and centralization of data. It is a fact that governmental issues and the management is visible as the reason and support of disparity, they likewise possibly address the solution for imbalance. Both can carry out strategies that keep disparity from expanding or can pursue equity, however equity today isn't considered in that frame of mind in any capacity as Rousseau's regular state of crude networks. Main root cause of disparity is due to the Organisational culture, mental predisposition or institutional work might add to the legitimization and propagation of developing degrees of imbalance in associations. Imbalance, of pay at work based on gender has become more prominent in light of multiple factors like the more extensive gap among leader and subordinate pay rates, due to competitive labour markets and women with less skills joining the work market. However, disparity also occurs due to lack of training for women in workplace. It was observed that quite a bit of rising imbalance in the US is driven by labourer debilitation as opposed to by market influences.

Chart 1 Women and Men labour force in rural and urban areas

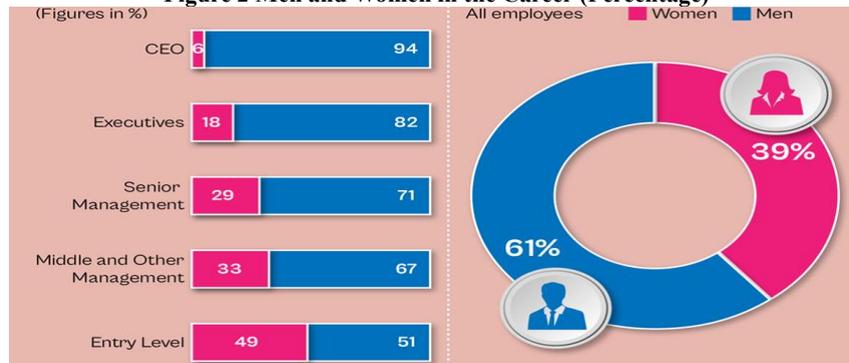


Source: (Prakriti Bakshi (2024))

It is clear from the above chart that rural women in labour force are greater (41.5%) than urban women employees (25.4%). The fact that many refugees who settled in cities, during Covid did not take their families to city when they joined their career, and that is one reason for the faster rise in rural areas. In addition to rural distress, emerging employment opportunities may also be contributing factors.

Associations intended to empower financial turn of events and progress frequently will generally fuel the impacts of social imbalances that are implanted in fundamental human frameworks. Cost decrease methodologies have made associations that are places of developing disparity, from one viewpoint. Lower-level representatives confronting deteriorating compensation, and, on the other, advantaged elites partaking in the fast aggregation of abundance (John M Amis et al -2018). However, marketing organizations reward people as per the cognitive and non-cognitive skills, and their behaviour towards involvement in their job. There is income difference for workers from Africa and due to lack of skill production diminishes (Oded Galor et al -2023). The positive experimental structure requires the investigation of the starting points of origins difference in imbalance inside gatherings of people, conceived and dwelling in a similar nation, yet originating from various genealogical countries.

Figure 2 Men and Women in the Career (Percentage)



Source: Bloomberg, Morgan Stanley Capital International (MSCI)

It is stated from above chart that there are fewer women on the corporate world as one moves up in their career. In entry level women holding 49% of positions in the corporate world, but decreased to 33% of middle management, 29% in senior level, 18% of executive positions, and a minimum of 6% in CEO positions. The diminishing figures of women in career is due to gender disparity followed in the organisations.

Does small wins of women break the glass ceiling

By understanding the interaction of individual qualities, initiative styles, and cultural assumptions can give significant experiences to help female business entrepreneurs. By diminishing frustration, ladies can move up to influential positions; by increasing their confidence level and reducing work life balance challenges, women can create small success in their career. organizations and policymakers can motivate such women by offering mentorship and custom fitted authority training programs, can engage ladies to beat existing boundaries and flourish in pioneering settings (Lauren Black et al -2024). Resolving these issues can prompt expanded diversity in enterprising authority, encouraging innovation and upper hand.

The Make in India drive mission offers opportunities for women to make lionesses out of ladies. An emphasis on entrepreneurship gives chances for Indian women to offer jobs instead of searching for a job. Lady's pioneers in India have a superior vibe of the family spending strategies. They grasp purchaser viewpoint better. They have an approach to build trust with clients, and investors (Samir Saran -2016). To begin with, business visionaries need not constantly think about huge success. On the off chance by winning in small level to satisfy the need, can develop their business a couple of times considering the market climate. Not all business visionaries need to earn huge returns in the beginning. slow and steady must be the mantra of women entrepreneurs, that will help to break glass ceiling.

Figure 3 Steps in small wins for women in career



Source: Author

Small wins lead to great success

Shelley J. Correll, fostered the small wins approach. While small wins might feel irrelevant, they construct one step at a time a flight of stairs that takes us to greater triumphs. But taking the initial step is difficult. Numerous men tend to assume that adequate headway has been made and ladies currently appreciate equivalent standing and opportunity (Denend et al (2020)). Small wins approach centres around setting and accomplishing, feasible objectives to create a feeling of progress that is infectious and gathers speed for bigger increases and foundational change. Small win has been making variety, equity, and allow women to partake in group gatherings. Making space for conversation around these issues makes it more straightforward for colleagues to voice concerns and ideas. The small win of a woman give recognition and accept when ladies suggest innovative ideas, and association render respect to them.

Commending the small wins is one approach to encourage women at work. When we commend the small wins, women progress towards their objectives all the more reliably. Teresa M. Amabile and Steven J. Kramer's Progress principle was conceived out of studies that showed that following little accomplishments day to day improved labourers' inventiveness and inspiration (Kim Argetsinger (2016)). Celebrating small wins helps women feeling of capability and is a type of appreciation. Appreciation comes up consistently as the way to opening their bliss.

By achieving small wins women in work retain the cerebrum to filter good events in life, to assist them with seeing greater chance, to feel more energy, and to attain higher levels in their career. Small wins are the structure blocks of accomplishment, giving the inspiration and insistence expected to continue to push forward. Understanding and commending these achievements can make a strong individual and it is an expert development instrument (Pinar Reyhan Ozyigit (2023)). Separating bigger objectives into more modest, reasonable undertakings and commending their fruition can give a feeling of achievement and positive progress. When ladies are recognized and praised, these minutes become strong certifications of one's capacities and flexibility. Appreciating themselves for accomplishing little achievements can support positive way of behaving and make their career more pleasant. Every little success is a bit nearer to their fantasies. Celebrate them, appreciate them, and allow them to impel them forward. The progress includes many little advances, every deserving of acknowledgment and festivity.

Micro victories can possibly be as effective to our lives as the enormous leap forwards on the off chance that we let them. Each accomplishment, whether large or little it enacts our mind's reward for life long (Jude King (2019)). Women with small win, gain confidence and they get the profoundly fulfilling arrival of dopamine which leaves us feeling invigorated, sure and inspired. Without the small wins, enormous successes won't occur, as we surrender in dissatisfaction and disillusionment, before we get to large win. Small wins of women in their workplace inject them with inspiration to continue onward successfully in their career.

Research Methodology

This research is qualitative research. Primary data collected through structured questionnaire. The population selected are women professionals who live in Chennai. It was disseminated to 130 respondents. Finally, 100 samples were chosen due to incompleteness of 30 questionnaires. Convenient sampling method used to collect data from women in career. In descriptive analysis simple frequency percentage tool used. Under Inferential analysis Chi square tool used to find relationship between age and success of women careers. Survey was conducted among working women in Chennai in various sectors like IT, Banking, Education, Insurance, logistics companies. Women respondents selected were from different age group, income, education, Occupation, and type of family. The chi-square test statistics utilised, where table's rows and columns can be compared using the chi-square test statistic to see if there is a connection. More specifically, this statistic can be used to determine whether the ratio of the career progress differ between the study age groups respondents (Richa Singhal et al -2015).

Table 1 - Age group

Age	Frequency	Percentage
21-30	12	12
31-40	23	23
41-50	30	30
51-60	35	35
Total	100	100

It is observed from above table that more respondents fall in the age group of 51-60 and 41-50 with 35% and 30%. Less women respondents in the age group of 21-30 and 31-40 with 12% and 23%.

Table 2- Small Wins by women leads to succeed in carer

Small wins	Frequency	Percentage
Yes	73	73
No	27	27
Total	100	100

It is understood from above table that majority of women respondents (73%) agree that small wins in their career motivates them to progress in their career

H1- There is significant relationship between age and success of women in their career

$$\chi^2_c = \frac{\sum (O_i - E_i)^2}{E_i}$$

Table-3 Success of Women Professionals– Observed

Age group	Highly agree	Agree	Neutral	Dis agree	Highly disagree	Total
21-30	4	6	9	42	39	100
31-40	8	8	14	29	41	100
41-50	47	41	4	6	2	100
51-60	41	45	6	5	3	100
Total	100	100	33	82	85	400

It is clear from the table that Respondents in 51-60 and 41-50 age group - 41% and 47% highly agree that they have opportunities to succeed in their career, but respondents belonging to 21-30 and 31-40 age group, do not agree that they have opportunities to progress in their career as they are committed to their personal life in the family. Expected frequency = (row sum * column sum) / table sum $100 * 100 / 400 = 25$

Table – 4 Women investors preference – Expected

Age group	Highly agree	Agree	Neutral	Dis agree	Highly disagree	Total
21-30	25	25	8.25	20.5	21.25	100
31-40	25	25	8.25	20.5	21.25	100
41-50	25	25	8.25	20.5	21.25	100
51-60	25	25	8.25	20.5	21.25	100
Total	100	100	33	82	85	400

Table -5 Chi square

O	E	O-E	(O – E)2	(O – E)2 /E
4	25	-21	441	17.6
6	25	-19	361	14.4
9	8.25	0.75	0.56	0.07
42	20.5	21.5	462.25	22.5
39	21.25	17.75	315	14.8
			X ²	69.4

As Chi-squared (X²), at 5% significance level, tabulated value is 11.05, but the calculated value is (69.4) more than the table value, hence alternate hypothesis is accepted. It means there is significant relationship between age and working women progress in their career.

Findings

Ladies, conversely, said the greatest obstructions to headway are fundamental variables like generalizing and prohibition from organizations network of communication. Charles Duhigg, in his book-The Power of Habit makes sense of a gigantic group of exploration has shown that small wins have huge power and impact lopsided to the achievements of the actual triumphs. Dr. Robert A. Emmons, professor of psychology, stated that the individuals who celebrate life by rehearsing a mentality of appreciation will generally be more innovative, return all the more rapidly from difficulty, have a more grounded safe framework, and have more grounded social connections than the people who don't rehearse appreciation. In any event, when we can't figure out our mistake, disappointments, and mishaps, they all fill some need eventually, despite the fact that we may not completely grasp them (Casandra Reid (2023)). Dr. Benjamin Hardy, making sense of a two-minute schedule that will transform one by writing their feelings and thoughts. There is continuously something to ponder and be grateful for towards the end or start of every day. In 2020, Zenger Folkman carried out a study investigated that woman performed well than men leaders before the COVID-19 pandemic and specifically in March and June. The chi square test resulted that women more than 40 years are able to concentrate in their job and succeed in their career.

Women in leadership positions have been very successful, particularly during times of crisis. The phenomenon known as the "glass cliff" occurs when women are given leadership positions during times of crisis when the likelihood of failure is at its highest. It is perceived that when women are posted to higher positions, it is believed that ladies have broken the glass ceiling and actually inspires and motivate other ladies. When there is good Rappo among women, it supports all women to perform better, and coordination is high, else there is lack of relationship among women, unpredictability between women is also low.

Suggestions

Ladies should leave the trepidation and embrace the difficulties and chances given with trust in pursuing their fantasies, and breaking boundaries in working environment. While recruiting organisation can change their strategies to diminish the accentuation on education and expert experience, which could impediment people without a favoured foundation, but HR can concentrate on characteristics of women with leadership qualities and innovativeness. For a high-performing lady, tutors can assume a vital part in empowering and enabling ladies to progress in their professions. As Greg McKeown mentioned in his book Essentialism, when we commend small and simple successes, we can utilize that force to pursue the following success, and the following one, etc, until we have a huge forward leap. Furthermore, when we do, our advancement will have become so frictionless and easy that the cutting edge will appear to be an out of the blue phenomenon.

Pride has a terrible standing as one of the 7 destructive sins but at the same time it's one of the 10 positive feelings workers undergo. In that capacity, it's truly essential to permit them to feel glad for themselves when they achieve a particular undertaking or action. Small winners can inform others about their objectives and accomplishments that includes external responsibility along with backing (Julie Fox (2023)). Brené Brown made sense of in her TED speech; weakness isn't something terrible, and said one can likewise share when they are battling and need some consolation or help. Women must feel supported and empowered to succeed by embracing diversity in hiring practices, leadership development programs, and decision-making procedures (Matthew Kissner (2024)). Organizations can take proactive steps to ensure transparency, offer training programs and pay equity initiatives in their employment practices. Activists can contribute to the creation of a society that is more equitable and inclusive for all by gaining support from the public, spreading awareness of gender-related issues, and influencing policymakers for change.

Conclusion

As millions of men were called to serve in the military, World War II presented a one-of-a-kind opportunity for women to enter the workforce in large numbers (Dr. Sasha Shillcutt (2024)). Women supported the war effort by working in factories, offices, and other crucial industries in roles previously held by men. Not only did this pivotal moment demonstrate the capabilities of women, but it also challenged preconceived notions regarding their place in the workforce. In the male-dominated business world, women like Kiran Mazumdar and Sheryl Sandberg have led the way and broken glass ceilings in the corporate world. Breaking the glass-ceiling in spite of the gender stereotypes, is because some

ladies attained higher positions in their career, which inspires other women to progress in their job. It has been proved that ladies in high positions are confident, though industries are male dominated. Women are emotional and dedicated by nature in their career (Francesca Manzi et al (2020). The mindset of industries must change and believe that women are equally good in their service, give them due respect and gender equality has to be implemented. India's boom in global capability centres (GCCs) has supported women rise to top positions. As per Industry data report, 25% of the female in IT sector are in GCCs and it is assumed to increase to 27% by 2027.

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