



## GLASS CEILING SYNDROME: AN EVERLASTING TURMOIL ABOUT WOMEN'S CAREER PROGRESSION TO HIGHER ECHELONS IN IT INDUSTRY

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### ABSTRACT

*Many women are unable to advance in their careers and professions past a certain threshold, frequently known as the "glass ceiling," regardless of their abilities or accomplishments. The term "glass ceiling" describes subtle or indiscernible limitations that impede women's advancement to senior positions in the corporate ladder. The research paper's goal is to gather and summarize the theories and viewpoints that have been expressed regarding the "glass ceiling" issue. A snapshot of studies aimed at breaking down the female biased gender glass ceiling disparities that occur in work in sought to be presented in a systematic manner.*

**Keywords :** glass ceiling syndrome , disparities .

### INTRODUCTION

Women have historically been underrepresented in leadership roles and the workforce in the largely male-dominated IT sector. But efforts to promote women's success in tech fields and broaden the gender diversity inside the business have stepped up in recent years. A few obstacles that women could encounter in the IT sector are prejudice, stereotyping, and a dearth of female mentors and role models. In addition, women are facing less prospects for career growth and gender wage disparity.

Many firms are putting diversity and inclusion efforts, such as mentorship programs, unconscious bias training, and flexible work schedules, into place to address these issues and encourage women in IT. In addition, a plethora of women-led networks and organizations, Women in Technology International (WITI), offer tools and support to women working in the IT field.

All things considered, even though there is still more to be done, there is a growing understanding of the importance of diversity in the IT sector and a need for concerted efforts dedication to upholding and empowering women in the IT field. Continuing in the same spirit, the paper considers the views of IT professionals regarding the many obstacles faced by female workers and strategies for overcoming them.

### REVIEW OF LITERATURE

The Wall Street Journal identified the "Glass Ceiling" in 1983 as the obstacles that keep women from rising to top management roles in businesses. Glass ceilings are numerous, ubiquitous

instances of gender bias that frequently take both overt and covert forms. They are not just one type of wall or ceiling Bambuvela and Chamaru 2013.

According to corporate, there is no glass ceiling (Rai and Srivastava, 2008). They contend that women are not given opportunities to advance to higher positions because they frequently quit low-risk jobs with middle-of-the-hour work schedules. Though there are numerous options for women to advance in their careers as they work for companies that have an international presence. Women rarely ever reach the upper echelons of positions in management (Kelkar et al., 2002; Upadhya, 2006).

Research indicates that in-order to succeed a situational leader needs to possess feminine qualities like empathy and relationship-orientation and being customer-focused.

There has been little research conducted in India on the obstacles women confront as they advance in their business careers. Gupta (1976). Men assume that they are better managers than women; they have the mentality of "think manager-think men." Many IT occupations, particularly those in leadership, are viewed as belonging to men compared to female (Gutek, 2001). Several studies have recently demonstrated the existence of a "glass ceiling" or feminization in the IT business, leading to an increase in the number of women holding lower-level positions in the sector (Ghosh and Bhattacharya, 2012). Very few women hold managerial positions, and even fewer work in middle management Lead consultants, team leads, and project managers, whereas the majority of workers are employed in the lower echelons as testers, specialists, support analysts, and programmers.

## OBJECTIVES OF THE STUDY

- Identifying the elements that contribute to the "glass ceiling" is one of the goals of the study.
- To ascertain how the glass ceiling affects women employees' ability to progress in their careers.
- To study the various ways to break glass ceiling in the work place.

## HOW CORPORATES CAN RESIST GLASS CEILING SYNDROME

Women, nowadays can overcome any obstacle. From birth, women encounter numerous obstacles throughout their lives. They are instructed to give up their goals and objectives in-order to support their family. In reality, women are on par with men; rather, it is the dominant society that prevents women from advancing in any field. In-order to fight the ceiling, businesses should do the following:

**A) Provide anti-discrimination education and training to staff members.** Set up awareness campaigns against prejudice. Offering every employee equal opportunity will boost the company's goodwill, which will ultimately help the business.

**B) Women ought to receive just compensation for their Labor and efforts:** Women are still paid less in industry, even with identical responsibilities and working hours. Every industry is experiencing this condition. Why don't businesses recruit just women if they can pay them less?

**C)It is advisable to promote blind screening:** In blind screening, candidates' personal



information is withheld; instead, their abilities are the only criteria used to evaluate them. This aids in avoiding decisions that are gender biased. The selection of female employees has increased by 40% thanks to blind screening.

**D) Encourage feedback:** In-order for workers to be open and honest about the working circumstances, they should feel free to express their opinions. openly discuss their personal experiences and any negative events that may have happened to them or someone they know. This will assist in settling issues in a practical manner.

**E) Workplace morality and ethics:** Employees at a company should possess sufficient education to distinguish between good and wrong. Every employee in the company should feel at ease in their working environment.

**F) Equal employment opportunities:** According to a UNGC study, increasing women's Labor force participation up to on par with men's can increase India's GDP by 27%.

Despite of all the challenges, women have demonstrated themselves in every domain.

## GLASS CEILING FACTORS EFFECTING WOMEN CAREER ADVANCEMENT IN IT INDUSTRY

Several factors have been invisibly identified that impede career progression of women up in the corporate ladder creating a subtle barrier known as “the glass ceiling”, some of which include:

- 1) personal factors
- 2) organisational factors.
- 3) social factors.

**Personal factors:** Work capacity, willingness to perform the duties assigned, self-perception, and work-family balance have all been mentioned as personal variables that influence a women's career growth. This demonstrates the degree to which personal characteristics operate as obstacles for women in the workforce growth.

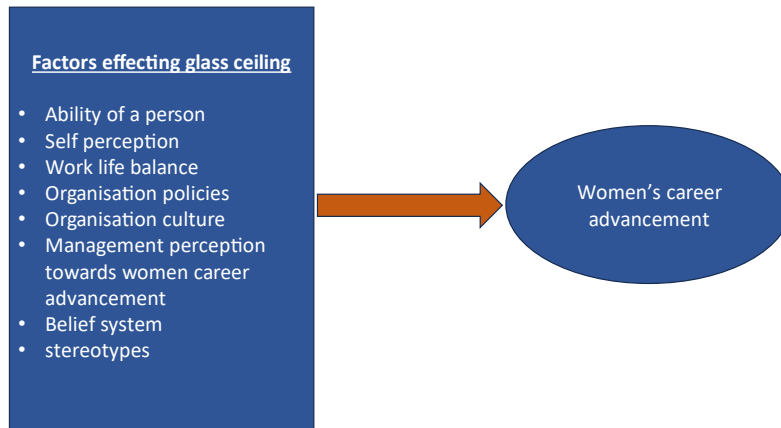
Work-family balance demonstrates how female employees domestic, familial obligations impact their productivity.

**Organizational factors:** Some of the elements that fall under this category are organization policy, organization culture, and management's attitude about the promotion of women into higher positions. Businesses are hesitant to invest in female employees because they think they might quit the position. Even if women are more dedicated, they have fewer opportunities for promotion.

**Social Factors:** Stereotypes and social beliefs are the elements listed under this category. This alludes to how much traditions, beliefs, and other factors affect how employees develop.

Traditionally women were confined to taking care of household, domestic chores like cooking, washing etc limiting their role to taking care of family responsibilities only. even in evolving

modern contemporary times, these misbeliefs and traditions are posing as serious obstacle in progression of women in position of authority and up in value chain.



### CONSEQUENCES OF GLASS CEILING SYNDROME:

According conservation of resources (COR) theory, propounded by (Babic & Hansez, 2021). Glass ceiling syndrome, leads to the following adverse manifestations in corporate environment:

- Mental stress.
- Work to family conflict and workplace strain.
- Intension to quit.
- Reduced job engagement.
- Reduced job satisfaction.

### STRATEGIES TO BREAK GLASS CEILING IN THE WORKPLACE

- **Blind screening in the recruitment and promotion process:** The use of blind screening during the hiring and advancement processes, because they omit information that might identify an applicant's gender or ethnicity, blind application and screening procedures aid in the reduction of unconscious prejudice in hiring and advancement of staff members. By employing pertinent data most appropriate for the position, they guarantee selection based on experience and skill. To lessen the possibility of prejudice while handling resumes from strangers, blind screening can be used to find the most qualified applicants regardless of their gender, color or ethnicity.
- **Implement training against bias and stereotyping:** Fighting the glass ceiling in the workplace is aided by training against prejudice and stereotyping. To ensure that



interactions are inclusive and fruitful, you might arrange internal training or invite a specialist in diversity and inclusion. Diversity is impacted by implicit prejudices and widely held beliefs, which calls for team members to undergo training to learn more about the glass ceiling and its consequences.

- **Set goals that promote diversity in recruiting and promoting employees:** In order to break through the glass ceiling in the workplace, recruiting and promotion practices must prioritize diversity. You can evaluate the degree of diversity in your company and make goals based on the results.
- **Find a mentor:** Mentors provide guidance and assistance, which has a big impact on how people live their lives and choose their careers. They could be senior executives from other companies who are interested in helping you progress in your career, or they could be from the same company as you. Additionally, a mentor can act as a reference and enhance your reputation when you seek for management positions at other businesses or promotions within your own company.
- **Set SMART goals as a professional:** Understanding what a glass ceiling is will assist you as a professional set SMART goals that will propel you forward in your career. Making specified, measurable, achievable, relevant, and time-bound goals is made possible by the SMART technique, and it is essential for efficient planning, execution, and achievement of intended results. It may take some time to achieve the specific skill sets and experience levels needed for upper-level positions and be ready to grab opportunities when they come.
- **Volunteer for opportunities in Leadership roles:** Volunteering to take on extra duties in different departments or work on projects is another essential step in shattering the glass ceiling. One can offer their services as a team leader, conduct surveys and research, represent the organization at events, take minutes, or preside over meetings and committees. It demonstrates your readiness for more important responsibilities and offers the broad experience and perspective necessary for leadership roles. Additionally, they improve your talents and make your CV look amazing for taking up higher job roles.
- **Network and establish yourself as expert:** Through networking, obstacles to high-level opportunities can be overcome. Building a strong professional network helps you break through glass ceilings by connecting you with industry experts, learning about new job prospects, and receiving career advice. In-order to advance your career, you can network with friends, family, and other professionals. You can also stay in touch by communicating on a regular basis. Social media sites, get-togethers, and business websites all contribute to better networking. By establishing yourself as an authority and interacting with others via your principles and experiences, you may shatter the glass ceiling in the workplace. You can write about your ideas, share your sector knowledge, and interact with other experts by starting a blog, building a website, or using official online profiles. Leaders give speeches at functions and gatherings, go to conferences, and coach others. By establishing a strong online presence and growing

your following, you may establish yourself as a reputable authority in your field there by break glass ceiling.

- **Maintain positive outlook:** Success is largely determined by one's attitude, since opportunities and problems come hand in hand in every area of life. It is imperative to retain an optimistic outlook and extend assistance to others, especially in the midst of adversity. Utilize the description of the "glass ceiling" to comprehend and address instances of it in your workplace, maintain your motivation and inspire others, and collaborate effectively with coworkers, superiors, and consumers. Teams are served and supported by good team players and leaders.
- **Emphasise your strengths and share your concerns:** The management places a high emphasis on workers who use their abilities and qualities to benefit the company. Companies frequently conduct employee appraisals to decide on promotions, salary increases, and layoffs. These are your chance to let your boss know about your abilities and talents and to provide proof of your accomplishments. It positions you for promotion to higher-level responsibilities by demonstrating your value and breaking through the glass ceiling. when you become aware of a glass ceiling in your organization, you can voice your concerns about it. Think about its impact and suggest some modifications.
- **Create an opportunity:** Making opportunities for yourself to assume leadership roles is a good strategy to break through the glass ceiling. You can launch your own company and take advantage of limitless professional development opportunities by combining resources with acquired knowledge and expertise.

## CONCLUSION:

In the corporate world today, the glass ceiling is a relatively common phenomenon, despite popular assumption. In general, women must put up more effort than males to achieve the same recognition. The pressures placed on women by traditional society like in India are a major contributing factor to this. However, the sense of support and obligation from family members helps women pick themselves up after a break. Therefore, the ceiling can only be broken with greater awareness, Perseverance and the empowerment of tomorrow's leaders.

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