

# GLASS-CEILING: THE NEVER-ENDING ANGUISH OF WORKING WOMEN

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## ABSTRACT

*No matter their skills or accomplishments, many women are unable to advance above a certain point in their careers and professions, which is sometimes referred to as the "glass ceiling". The phrase "glass ceiling" refers to imperceptible or unnoticeable restrictions that prevent women from moving up the corporate ladder to senior positions. This research paper's aim is to compile and synthesize the theories and points of view that have been made about the "glass ceiling" problem. The overview of research targeted at reducing gendered glass ceiling discrepancies in the workplace.*

**Keywords:** Glass Ceiling, Gender Discrimination/Differentiation, Work-to-Family-conflict (WFC).

## INTRODUCTION

Half of the world's population is made up of women, and more women are joining the workforce each year. Women encounter difficulties in the workplace despite being recruited from associate level positions and gaining promotions. Despite debates about diversity and inclusion in the workplace, women in leadership positions remain underrepresented and have less opportunity than males to realize their full potential. As individuals advance to senior positions in the organization, they must put in more effort and consistently demonstrate their worth. When it comes to women's advancement in large organizations, gender bias is a pervasive problem.

Since they discovered that education is the simplest approach to let them perform the same things men do and reach the same success men attain, women made up more than 50% of the graduates in the last ten years. The chances for women to advance, nevertheless, are still limited and inconsistent. Only 50% of women actively participate in the workforce. 40% of the average company's staff is made up of women. Only 33% of managers, 26% of senior managers, and 20% of executives in the world are represented by them (Khuong & Chi, 2017).

The term "*glass ceiling*" is frequently used to describe the impenetrable informal obstacles that prevent women from advancing in their careers or obtaining more opportunities in leadership roles. According to the Report on the Glass Ceiling Initiative, the term "*glass ceiling*" refers to "*those artificial barriers based on organizational bias that prohibit capable people from moving up in their organization into management-level roles.*" Even if there are no obvious barriers preventing low level employees from obtaining advanced job positions, this invisible barrier nevertheless exists (Lekshmipriya, 2019).

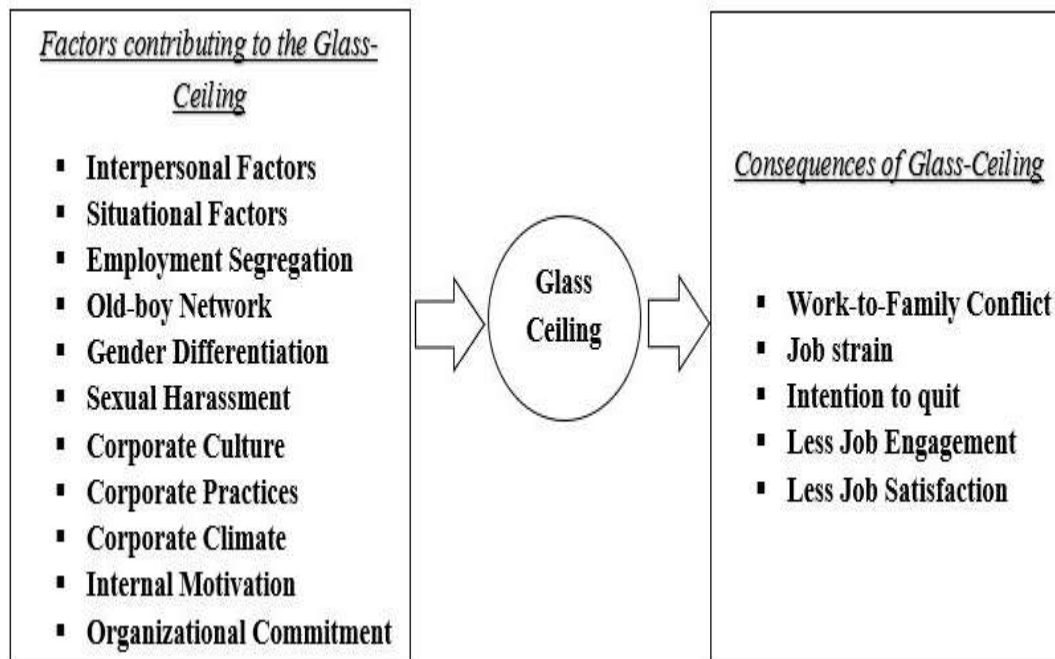
The "*glass ceiling*" is distinct from official obstacles to progress, including requirements for education or experience. Women have contributed significantly to the development of human

resources, just like males have. Due of their obligations to their families, women who work are still seen as a problem. Historically, women were housewives, but with good education and more awareness, as well as the rising expense of living, many have decided to pursue employment. There is a widespread perception that discrimination against working women begins with the hiring process.

Additionally, the majority of males are not prepared to embrace the idea that women- even the highly-skilled ones- are competent enough to work alongside men in all industries, and their abilities are typically undervalued. This is the reason there are a few women in positions of leadership in companies. To guarantee that employees are committed to their work and the business, the glass ceiling must be removed or reduced as it prevents career advancement for workers within the company (Lekshmipriya, 2019).

In this research, we will discuss the concept of “*Glass ceiling*”, the factors contributing to the existence of this phenomenon, its consequences, and suggesting some strategies to break the “*Glass-ceiling*” Figure 1.

### Conceptual Framework



**FIGURE 1**  
**CONCEPTUAL FRAMEWORK**

Source: Developed by the Author

### Research Objectives

- 1- Explaining and clarifying the concept of “*Glass ceiling*”.
- 2- Investigating the factors or elements contributing to the existence of “*Glass ceiling*”.
- 3- Investigating the consequences of “*glass ceiling*” phenomenon.
- 4- Presenting strategies to break the “*Glass ceiling*” phenomenon.

### LITERATURE REVIEW

## Definition of Glass Ceiling

According to the Wall Street Journal's definition from 1983 as cited in Lekshmpriya, (2019), the "*Glass Ceiling*" refers to the obstacles that hinder women from rising to top management positions in corporations.

The term "*Glass Ceiling*" is used to describe "*barriers inside a hierarchy that prohibit women from achieving upper-level positions*". These obstacles could be real or hypothetical for the recipient, material or intangible. Partialities and hurdles based on gender diversity are examples of such obstacles that are difficult for businesswomen to overcome and should be addressed by firms in order to keep them on staff. The persistent problems with gender discrimination, gender stereotypes, and gender perceptions that harm women are what cause the "*glass ceiling*" effect (Khuong & Chi, 2017).

Originally coined the phrase "*Glass Ceiling*" in 1948. After then, it reappeared in March 1986. The term "*ceiling*" is used to refer to the upper bounds that women must reach in order to advance up the corporate ladder, while "*glass*" indicates to the transparency and subtlety of this barrier. The glass ceiling is a series of invisible, actual, or imagined impediments that seem to limit women's possibilities for executive promotion. It is claimed that a person's sexual orientation may prevent her from rising to the positions of top or even middle management (Khuong & Chi, 2017).

According to Babic & Hansez (2021), Glass ceiling refers to the situation in which a qualified individual who wants to move up the organizational hierarchy is prevented from doing so at a higher-level owing to prejudice, most frequently based on sexism or racialism. Thus, the term "*glass ceiling*" alludes to vertical discrimination, which most usually targets women in the workplace. There are no measurable, objective standards that would allow one to determine with certainty whether a glass ceiling actually exists in a given organization.

In the same context, based on a number of studies, the term "*glass ceiling*" can be used to describe a set of subtle but incessant barriers/hindrances that prevent qualified women from obtaining top or senior management positions. These barriers/hindrances are supported by discriminatory, conscious and unconscious practices, and attitudes (Babic & Hansez, 2021). Thus, the term "*glass ceiling*" refers to unfair obstacles that stop women from achieving positions of authority or responsibility or moving up the corporate ladder merely because they are females (Babic & Hansez, 2021).

The glass ceiling phenomena is founded on a number of presumptions. The glass ceiling is, in fact, a unique and distinctive form of inequality when contrasted to other types of discrimination and inequality due to a number of factors. First and foremost, discrimination against women in management lies at the heart of the "*glass ceiling*." Therefore, regardless of their level of education, experience, or skills, women would still be subject to the glass ceiling. The glass ceiling is studied diachronically, which means that developments in women's careers and promotions to managerial positions should be considered rather than the proportion of women holding those positions at a given moment (Babic & Hansez, 2021). The widening disparities between men and women as their professional careers progress inside the organization are also referred to as the "*glass ceiling*."

Second, because open discrimination against these communities is prohibited by the present equal opportunity laws, it is challenging to detect this bias. Additionally, this encompasses norms/stereotypes that are frequently imperceptibly exposed through behaviors, deeds, facts, processes, or attitudes.

It is argued that rising to an important position through the hierarchy is further hampered by the presence of unseen barriers. In fact, this concept concentrates on top/senior management, assuming that this level experiences the glass ceiling more frequently than medium and lower grades. These barriers to progress become more prevalent as one moves up the hierarchy. Indeed, the majority of scholars agreed that the novelty of this phenomenon rests in its preponderance at higher levels of management (Babic & Hansez, 2021).

According to recent studies, there is a "glass ceiling" in every industry, and as a result, more women are employed at lower levels of management in every organization. According to several researches as cited in Lekshmipriya (2019), there are now more women working in entry- and middle-level managerial jobs. In addition, it is reported that there are few women working at the top levels of business. (Lekshmipriya, 2019).

Only 10% of Fortune 500 businesses' senior managers, less than 4% of the positions of COO, CEO, President, and Vice President, and under 3% of the highest paid employees make up this group. According to Bombuwela and Chamaru's 2013 study, "*Effects of Glass Ceiling on Women Career Development in Private Sector Organizations-Case of Sri Lanka*", there is a negative correlation between the factors of the glass ceiling and women's career development. The study also revealed that personal, organizational, and cultural factors have a significant impact on women's career development, while factors pertaining to family have an impact on the glass ceiling when taken into account (Lekshmipriya, 2019).

According to Cotter et al. (2001) research as cited in Lekshmipriya (2019), gender bias or other disadvantages are more pronounced at the top of the organizational hierarchy than at lower levels, and this has a negative indirect impact on a person's career. In addition, Baxter & Wright (2000) found that the glass ceiling hypothesis indicated that women find it extremely difficult to advance to top positions and that the barrier they encounter relative to men is stronger as they climb the career ladder.

Therefore, when moving from lower to middle management levels globally, women are primarily disadvantageous compared to males. Men are taking more advantages than women in relation to the glass ceiling idea. Additionally, there is persistent gender imbalance at both the lower and higher echelons of authority (Lekshmipriya, 2019).

To safeguard gender equality, the United Nations has issued the Universal Declaration of Human Rights. As an illustration, Article 1 declares that "*all human beings are born free and equal in dignity and rights*," and Article 2 presents that no person shall be subjected to discrimination on the basis of race, color, sex, language, religion, political opinion, or any other opinion, national or social origin, property, birth, or any other status. As a result, gender equality is a fundamental human right that cannot be denied (Khuong & Chi, 2017).

### **Elacqua et al.'s Model**

Elacqua et al. (2009) provided a model for comprehending the glass ceiling phenomenon. These authors' study looked into why female managers hardly ever advance to the top of their respective organizations. They proposed a model based on data collected from 685 managers at a sizable insurance company in the Midwest, where beliefs about organizational variables of an interpersonal and situational nature were positively related to perceptions of unequal treatment of men and women, which were in turn positively related to perceptions of a glass ceiling.

### **Interpersonal Factors**

These authors contend that certain interpersonal interactions can affect how men and women are treated differently within the workplace. Elacqua et al. (2009) focused on three elements that are all related to career progression in their study: (a) mentoring, (b) the existence of an informal network of senior managers, and (c) the amicable ties with firm decision-makers. In fact, research has shown that the first of these three factors—the absence of high-level organizational mentors—had a negative impact on women's professional advancement, particularly because mentoring is a crucial informational resource (Babic & Hansez, 2021). The possibility that they will really be promoted is higher for mentor-supported persons and they perceive more opportunities for advancement as well. Additionally, these people would be happier with their jobs and occupations (Babic & Hansez, 2021).

As a result, mentorship would be a key enabler for women to succeed in their careers and perhaps start their own businesses. "*Employees whose supervisors serve as their mentors are more likely to feel that they are not omitted from critical information and opportunities, and, consequently, presume that is true for others as well*", according to Elacqua et al. (2009). They report less disparate treatment among employees in their organization as a result (Babic & Hansez, 2021).

The existence of a loose social network of senior males within the company is the second interpersonal component that the writers look into. Networking is the process of creating and utilizing contacts for your career in which participants share contacts, recommendations, and strategic information (e.g. about open positions, current projects, and management decisions). According to numerous studies, women are frequently given lower-profile jobs, which limits their ability to network and engage with influential people. Women managers may not receive the same treatment as men in organizations where senior men have an informal social network due to a lack of visibility (Babic & Hansez, 2021).

Relationships with key decision-makers in the organization are the subject of the third interpersonal component. Persons frequently enjoy becoming acquaintances with other people of the same gender who have gone through comparable circumstances. The "*queen bee syndrome*" could then present an additional challenge for women managers. This syndrome explains the perception that some successful female managers felt they had to work hard to get their position. They believe other women should put in just as much effort to succeed. Indeed, women who break the glass ceiling often attribute their success to hard work and determination rather than to getting over the institutional obstacles that more senior women may address (Babic & Hansez, 2021).

Cohen et al. (2020) underlined the significance of these interpersonal aspects in the incidence of the glass ceiling in their study of a sizable U.S. sample of female accountants. Indeed, they discovered that the beliefs of female accounting professionals about the glass ceiling are strongly influenced by the absence of mentoring possibilities, networking opportunities, social backing from male organizational leaders, and high-profile job assignments.

### **Situational Factors**

Elacqua et al. took into consideration two facets with regard to these second types of factors that would affect the sense of a glass ceiling through the perception of differential treatment. The first is the existence of objective standards for the company's defined procedures (e.g., hiring, and promotion). Lyness & Heilman (2006) have demonstrated that, as compared to their male counterparts, the promotion requirements for female line managers are more stringent and closely tied to work performance. Women are especially accepting of and sensitive to being promoted based on performance (Babic & Hansez, 2021).

Employees who believe their employer uses objective performance and skill-related criteria for promotions consider the process as fairer and do not see employee discrimination (Babic & Hansez, 2021). Additionally, Cohen et al. (2020) discovered that "*female accounting professionals who perceive that female colleagues are not treated equally with regard to performance appraisals will be more likely to report a glass ceiling within their firms.*"

The second factor is the proportion of female managers who have held managerial positions for a sufficient length of time to be taken seriously as candidates for promotion to higher levels. A woman manager is a substantial candidate for a promotion if she currently has a managerial position and takes part in the company's development initiatives (Babic & Hansez, 2021).

Women encounter these two circumstances less frequently than men. As a result, fewer women will be eligible for advancement to higher-level management positions (Elacqua et al., 2009). "*Managers are likely to perceive discriminatory treatment of genders and, as a result, the existence of a glass ceiling*" Elacqua et al. (2009) if they believe that this is occurring in their organization.

### **Additional Factors Contributing the Glass Ceiling Effect**

It is blatantly obvious that women have always faced numerous obstacles in their quest to shatter the glass ceiling and take the top leadership positions. The following key obstacles are highlighted:

**Employment segregation:** Women are provided the same job roles and responsibilities such as in the staff, public relations, or occasionally finance fields, which rarely lead to the more important managerial jobs. Over time, and following the path established by CEOs and Directors, women are eventually excluded from positions in the mainline of business (LekshmiPriya, 2019).

**Old-boy network:** Men frequently hold management positions in organizations where they have greater authority over the hiring and firing of employees and have direct access to the company's financial resources, while women are frequently denied these privileges. The organization's "*Old-boys*" phenomenon is what determines all of the policies, keeping women almost absent (LekshmiPriya, 2019).

**Gender differentiation:** The biggest obstacle that working women had to overcome in order to succeed is gender discrimination. Based on this differential, the most prevalent response is that a woman is a woman. Numerous surveys revealed that female leaders cited male racism, attitudes against a female boss, and the delayed advancement of women as the biggest obstacles to their professional success. These findings demonstrate the extent of gender discrimination in the workplace (LekshmiPriya, 2019).

**Sexual harassment:** One of the major obstacles to women in leadership positions is sexual harassment. Women executives are discouraged and demoralized by a workplace culture that tolerates sexual harassment, but various laws prohibiting it have been passed and are being enforced. Despite the rules being in place, women may not feel fully empowered and encouraged to speak up for fear of jeopardizing their careers (LekshmiPriya, 2019).

**Corporate culture:** Corporate culture is defined as the norms, values, attitudes, and beliefs that define an organization's members and shape its character. Corporate culture is characterized as a set of common values and beliefs that aids people in understanding how organizations operate (Khuong & Chi, 2017).

Corporate culture has a substantial impact on employees' attitudes and behavior in firms. Boundaries and rules are established by the organizational culture to enable employees understand how to carry out their duties in an appropriate manner. An organization can establish its vision, goals, structure, strategies, and how to interact with its stakeholders, including its employees, clients, investors, and the general public, based on its culture. Company culture has an impact on what people can do as well as how they perceive, define, analyze, and deal with problems (Khuong & Chi, 2017).

Corporate culture is thus one of the key factors that determine whether a corporation succeeds or fails. Judgements about effective management are still made based only on a male gender stereotype. Women's professional qualities are frequently questioned in the workplace, which encourages them to put forth more effort to demonstrate their qualifications and dedication. Another reason is based on the widespread sexist prejudice that men are better suited than women for leadership roles (Khuong & Chi, 2017).

**Corporate practices:** There are numerous alternative definitions for the term "*practice*". Practices are "*connected and implicit methods of thinking, saying, and doing things*". The most precise definition of the term is the routine application of knowledge by an organization for carrying out a certain role, which has changed through time as a result of the organization's history, members, interests, and actions (Khuong & Chi, 2017).

Corporate practices include learning and development, networking, training, resilient work schedules, and other family-friendly initiatives like the provision of nurseries and daycare facilities, flex-time, and family support services, which can promote the effective performance of employees' multiple roles. Furthermore, Training and development are organizationally-directed activities meant to raise employee competency levels and boost organizational effectiveness.

In some cases, the absence of formal mechanisms for recruitment and the absence of precise job descriptions for higher-level positions in businesses tend to be barriers to development (Khuong & Chi, 2017).

**Corporate climate:** Corporate climate refers to the features of the working environment that employees notice and that have a significant impact on their behavior and productivity. For instance, an astute company manager would take the time to ask staff members about the workplace culture in order to discover and encourage the elements that are most helpful for accomplishing organizational goals (Khuong & Chi, 2017).

Organizational climate is the term used to describe how women are perceived in the workplace in terms of their professional qualities and dedication to their professions. It also covers behaviors toward women that may lead to unwelcoming and depressing work situations. The fact that the male network is still present in the majority of firms with male leaders and that research indicates that women have been mostly shut out of these networks is further evidenced. They are not only left out of formal networks, but they are also kept out of crucial conferences where decisions are made (Khuong & Chi, 2017).

According to a study, female employees frequently feel underappreciated and underutilized in workplaces where men predominate. They frequently receive more obscure, lower-level projects. The "*invisible-woman syndrome*" is also a result of the frequent dismissal or disregard of women's ideas. In addition, women's activities are closely studied and considered as a test case for women in common in the future (Khuong & Chi, 2017).

**Internal Motivation:** The word "*motivation*" itself refers to the elements that pique people's interest and drive to remain dedicated to their work, roles, subjects, or efforts to reach goals. "*Internal motivation*" refers to the encouragement to act or change based on an innate or intrinsic desire that arises from within an individual. As a result, it will operate as a significant source of incentive for that person. "*Employee motivation*" refers to the amount of vigor, dedication, and innovation that a company's employees bring to their work. Employee motivation refers to the degree of desire they have to work.

According to a recent study, 55% of women who are not in management roles are interested in moving up in their firms. The numerous barriers, including discrimination, prejudice, and family obligations along the path to becoming a manager, cause many female employees to lose their ambition to advance.

In addition to their positions within their organizations, many women continue to be the main wardens for their families. Promotion requires many women to choose between family and profession as the responsibilities and time limits of a job become increasingly significant. Due to family considerations, a lot of female employees have willingly quit their jobs. In addition, women are less likely than males to relocate far or put in long hours after having children. Therefore, it would reduce her chances of getting promoted (Khuong & Chi, 2017).

**Organizational Commitment:** One who is "*tied or obligated to a particular, cause, activity, or attitude*" is what the word "*committed*" itself means. According to some experts, the word "*commitment*" can refer to both a willingness to stick with a plan of action and a reluctance to make changes, frequently because of a sense of duty to continue.

Employee identification, emotional attachment, and a strong desire to keep up membership in the company are all examples of organizational commitment. According to research, organizational commitment improves organizational performance by reducing turnover, tardiness, and absenteeism. This means that having loyal personnel has unimaginably favorable benefits on organizational performance.

Organizational commitment among employees has received a lot of attention recently in business management. The Employees Commitment Index is regarded as a crucial indicator of worker loyalty and an organization's effectiveness. Through their tenacity, proactivity, comparably high output, and awareness of quality, committed personnel provide potential values to the organization. Additionally, they are less likely to report absenteeism or quit the company. Employees who are highly committed exhibit positive behaviors in organizations. Employees who aren't as committed, however, can harm the company and impede its growth (Khuong & Chi, 2017).

A glass ceiling has a negative impact on an employee's dedication to the company. This kind of obstacle lowers an employee's commitment to the organization and their degree of job satisfaction. Particularly, research gathered in Pakistan made it clear that employees showed stronger dedication when the organizational glass ceiling was lower. Similar to this, female employee's exhibit declining organizational engagement when they work in a setting where gender bias and male stereotypes predominate (Khuong & Chi, 2017).

### Consequences of the Glass Ceiling

**Relationship between the glass ceiling and WFC (Work-to Family-Conflict):** People have to assume a variety of social positions on a daily basis (such as parent, husband, and employee, etc.). These various social roles that people must play can lead to conflicting



expectations. Roles between those in the family and those in the workplace may not be compatible due to the pressure to comply with these conflicting demands (Babic & Hansez, 2021). In fact, people cannot meet all of these demands because they have limited resources, especially in terms of time and energy (Babic & Hansez, 2021). Consequently, when people face too many responsibilities related to their jobs, they may encounter WFC.

According to WFC, this type of inter-role conflict occurs when fulfilling obligations to one's family is hampered by the general expectations of time commitment and stress imposed by the job (Babic & Hansez, 2021).

In light of the perception of a "*glass ceiling*," it is reasonable to assume that women managers have less access to resources at work (such as limited access to information, advice, social support, supervisory coaching, and opportunities to advance their knowledge, and performance comeback and promotions). The glass ceiling also weakens individual qualities (such as self-worth, self-efficacy, and positiveness) and energies (e.g., knowledge, and money). According to Baxter & Wright (2000), women who experience this type of discrimination are actually at a disadvantage in terms of prestige, pay, and career options. Women who believe there is a glass ceiling are less likely to pursue and succeed in promotions, and are less able to establish networks and other career-supporting structures (Babic & Hansez, 2021).

Women absorb negative judgements and preconceptions from the majority to the point where they limit themselves and decline possibilities for progress out of a worry that they won't succeed.

The outcome of "*coping*" is likely to be negative under circumstances where resources consumed in coping outweigh the ensuing advantages (Babic & Hansez, 2021).

As a result, a resource's initial loss results in more losses. A spiral like this one can lead to poor physical and/or mental health. These negative effects (such as unpleasant emotions, diminished psychological wellbeing, and eventually diminished mental and physical health) disperse and have a detrimental impact on how people perform at home, which raises awareness of WFC (Babic & Hansez, 2021).

Moreover, Inconsistencies between society messages and reality affect women as well. Many spouses give their wives the impression that they are supporting them in their attempts to combine work and family, but they choose not to share household duties in favor of advancing their own careers. Thus, women who attempt to make a balance between being perfect mothers and ideal workers experience a "*double bind*". These "*supermoms*" frequently experience burnout and marital issues as a result of juggling work and a "*second shift*" of family responsibilities at home.

**WFC and job strain:** An important source of stress that has an impact on work and personal life as well as overall health and wellbeing is the imbalance between professional and family responsibilities (Babic & Hansez, 2021).

The "*inter-role*" conflict leads to stress since resources are lost in the process of juggling both the job and family role" when referring to work-family conflict (Babic & Hansez, 2021).

Significant empirical research has demonstrated that the WFC is positively associated to job strain. For instance, as cited in (Babic & Hansez, 2021) discovered a positive correlation between WFC and occupational strain in their study on Taiwanese firefighters. WFC was also

discovered to be positively correlated with occupational strain in investigations of employees of a Belgian hospital as cited in Babic & Hansez (2021) and of employees of a Belgian corporation.

**WFC and intention to quit:** The Conservation of Resources (COR) theory states that after initial losses occur, people are more susceptible to continued loss because resource loss is stressful and requires people to commit resources to prevent subsequent resource loss (Babic & Hansez, 2021).

There is a substantial relationship between WFC and the intention to leave the organization. It is discovered through a study on US employees that the perception of WFC increased employees' inclination to leave. Additionally, a positive association between these constructs was discovered, and that WFC was substantially connected to turnover intentions for 197 Maori employees working in 13 New Zealand firms in various geographic areas. Babic & Hansez (2021) discovered a favorable correlation between WFC and intention to quit after conducting investigations on 509 hospital staff in Belgium (Babic & Hansez, 2021).

**WFC and job engagement:** Workers who are losing resources as a result of WFC desire to safeguard their remaining resources. Reducing their level of involvement in their work is another approach for employees to conserve their resources (Babic & Hansez, 2021).

Additionally, in keeping with the source attribution perspective of WFC (Babic & Hansez, 2021), workers blame their professional domain for the cause of any perceived conflict with their family responsibilities. They respond to or cope with such conditions of resource loss or unhappiness by changing their attitudes (e.g., reducing their engagement in their work).

Empirical studies have shown data that support these theoretical viewpoints. Employees with WFC put less effort into their work. In a sample made up of 978 employees from a Federal Public Service in Belgium, Babic & Hansez (2021) argued that WFC had a detrimental effect on work engagement. In their investigation of 98 nurses, discovered that, in contrast to nurses who perceived reduced WFC, those who perceive higher WFC, put less effort (less enthusiasm and dedication). It is also discovered that WFC was adversely correlated with vitality in a sample of workers from a Belgian Federal Public Service (Babic & Hansez, 2021).

**WFC and job satisfaction:** The source attribution method contends that when people experience WFC, they are unsatisfied with the work domain because they psychologically hold the domain that is the cause of conflict responsible for their dissatisfaction (i.e., work). As a result, people experience less fulfillment at work when it makes it difficult to meet their obligations to their families (Babic & Hansez, 2021).

This theoretical perspective has received empirical backing. Babic & Hansez (2021) discovered that WFC was inversely associated to job satisfaction through their study of US workers. Babic & Hansez (2021) discovered a comparable finding in their study of 360 employees from 12 shops of a grocery store chain in the Midwest of the United States.

According to Carlson et al. (2010), workers who perceive WFC report less job satisfaction. Moreover, it is discovered a negative connection between WFC and job satisfaction in a survey of 509 hospital staff in Belgium (Babic & Hansez, 2021).

### **Strategies to Break the Glass Ceiling Phenomenon in Organization**

Gender bias still exists today, and it sometimes negatively impacts women working conditions. In particular, women at work (a) seek promotions 18% less frequently than men at

entry levels (b) are not promoted to the same level despite seeking promotions more frequently than men (c) receive less career advice from senior leaders, and of course, employees who excel in their profession are more likely to be promoted. Receiving less access to the senior leadership team (d) displaying less desire in obtaining the top positions as they perceive the advantages and disadvantages of the senior leadership team differently. (e) Displaying less desire in obtaining top positions as they perceive the benefits and drawbacks of the senior leadership team differently. The fact of women diminutive representation at higher levels of the corporate sector is not surprising, and the worst disparity between male and female workers in terms of career advancement up the corporate ladder is the most important issue in the finance and technological industries. When compared to male employees, only about 5% of women hold the position of CEO. This is because of the effect of the "glass ceiling."

By removing the Glass Ceiling, there are numerous approaches to stop the gender gap in the workplace. Several of them are listed below.

**Remind employees about gender bias:** The first and most important stage is for your staff to become aware of their underlying differences and how they could influence how they make decisions. To combat these gender stereotypes, all staff members need to receive training. It's also crucial to remember that workplace gender bias has a negative impact on both men and women. Parenthood-based gender expectations can also have an impact, with women preferring to work from home or having flexible hours to balance childcare issues, whereas males do not receive such benefits (Lekshmipriya, 2019).

**Check the entire talent management process for bias:** To address bias, HR procedures and practices are reframed. Unfortunately, executives often claim to want to promote gender equality and diversity, but when it comes to hiring and promotion decisions, they often have unconscious biases. Thus, in order to remove prejudice, job descriptions must be reviewed and changed, as must the calculation of remuneration packages. Internal audit procedures for leadership development and succession planning must guarantee equal opportunity for women. The next stage, aside from improving HR procedures, is to set goals, monitor performance, and increase accountability (Lekshmipriya, 2019).

**Making recruiting managers accountable:** When hiring and promoting employees, managers must be taught to be on the lookout for bias, encouraged to mentor and support the women on their team, and held responsible for meeting gender targets.

The achievement of these gender and diversity goals ought to be taken into consideration when assessing managers' performance (Lekshmipriya, 2019).

**Create a mentoring program for women:** Mentoring is a potent tool for shaping workers and promoting them through firms. Studies actually demonstrate that mentorship programs can increase the diversity of managerial grades inside firms, but they must be done in a successful way (Lekshmipriya, 2019).

**Introduce initiatives that focus on women:** Freshmen recruitment, particularly of women, makes a significant effect. Other initiatives, such as those that encourage high-achieving women to take part in leadership training or career internships, increase the proportion of women in leadership positions by encouraging them to make greater contributions rather than returning to their parental duties.

Approximately 75% of organizations had at least one woman in a senior management capacity in 2018, up from 66% in 2017, according to the Grant Thornton report "Women in

*Business: Beyond Policy to Progress*," although women still hold only 24% of senior jobs globally (LekshmiPriya, 2019).

**Benefits of women in leadership:** According to research as cited in (LekshmiPriya, 2019), having more women in company leadership positions has had a major positive impact on a number of variables, including the value of the organization, financial performance, economic growth, innovation, and social conscience. Close supervision, close monitoring, and fewer legal violations like fraud and theft are some other advantages of having more women in corporate leadership positions. A team of leaders with a diverse range of attitudes and a stronger capacity to offer novel ideas can result from a well-balanced representation of women in leadership roles, which boosts profitability. Modern businesses can consider adopting the reformation leadership style, which is frequently utilized by women because it boosts employee enthusiasm, self-confidence, and performance.

## CONCLUSION

For scholars, the issue of "*what averts women from achieving the greatest positions*" has become of utmost importance. It is demonstrated that there are gender inequalities in senior positions' compensation and promotion rates across the globe. Putting a focus on gender disparities in leadership, women are still underrepresented at the top of organizations because they may encounter many obstacles to job advancement when working with men.

This phenomenon in addition to its consequences and the strategies that can be used to reduce it are discussed in this research paper.

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