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Glass Ceiling in Corporate World

Master Thesis

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OLOMOUC 2010

Gratitude:

I would like to express my gratitude to my supervisor, Mgr. Lenka Dušková, for all the patient guidance she provided me. My thanks go also to Centre for Social Research, which gave me the great opportunity to see Indian culture from diverse angles. Finally I would like to thank my family and friends for their understanding and support.

I declare in lieu of oath, that I wrote this thesis myself. All information derived from the work of others has been acknowledged in the text and the list of references is given.

Olomouc 2010   ………………………………….

                                                                                    Signature

UNIVERZITA PALACKÉHO V OLOMOUCI
Přírodovědecká fakulta
Akademický rok: **2008/2009**

ZADÁNÍ DIPLOMOVÉ PRÁCE
(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Bc. Simona ČERVENKOVÁ**

Osobní číslo: **R07802**

Studijní program: **N1301 Geografie**

Studijní obor: **Mezinárodní rozvojová studia**

Název tématu: **Skleněný strop v korporátním světě**

Zadávající katedra: **Katedra rozvojových studií**

Zásady pro vypracování:

Cílem diplomové práce je zmapovat současnou situaci gender problematiky na pracovištích se zvláštním zaměřením na koncept "skleněného stropu" a jiné příčiny omezené přítomnosti žen na nejvyšších pozicích managementu. Práce obsahuje i případovou studii ze tří indických měst - Nové Dillí, Bangalore, Kalkata.

The aim of the thesis is to make an overview of present gender situation in workplace worldwide. Special concern is on "glass ceiling" concept and other causes of limited access of women to top positions in management. Thesis includes case study from three Indian cities - New Delhi, Bangalore and Calcutta.

Rozsah grafických prací: dle potřeby
Rozsah pracovní zprávy: 20 - 25 tisíc slov
Forma zpracování diplomové práce: tištěná/elektronická
Seznam odborné literatury:

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Datum zadání diplomové práce: **1. dubna 2009**
Termín odevzdání diplomové práce: **15. května 2010**

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děkan   vedoucí katedry

V Olomouci dne 28. dubna 2010

Abstract

The aim of this diploma thesis is to present broad issue of gender phenomena and to provide different definitions. Special focus is given to various forms of gender inequalities which may create barriers for women advancement in career. Whole chapter is dedicated to glass ceiling concept, which is probably the most complex phenomena because it is caused by multiple factors.

This thesis also contains a glass ceiling case study from Indian metropolis, which provide useful overview of diverse issues, which need to be handled, when dealing with glass ceiling in corporate world.

Key words: Gender, glass ceiling, inequality, India, business, corporate world

Abstrakt

Tato práce se snaží zachytit různé aspekty gender problematiky. Důraz je kladen zejména na jednotlivé druhy nerovností, které mohou ztěžovat kariérní růst žen. Jedna z kapitol je věnována fenoménu "skleněného stropu", který je považován za nejkomplexnější formu diskriminace na pracovišti, protože je způsobován mnoha faktory.

Závěrečná kapitola vychází z terénního výzkumu v Indii a nastiňuje situaci žen ve třech velkých městech. Výsledky poskytují přehled mnoha faktorů, které omezují možnosti žen na postup do nejvyšších míst managementu.

Klíčová slova: gender, skleněný strop, nerovnost, Indie, podnikání, firmy

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List of abbreviations

BRIC	-	Brazil, Russia, India and China
CEDAW	-	Convention on the Elimination of All forms of Discrimination Against Women
CEO	-	Chief Executive Officer
CSR	-	Centre for Social Research
EPWN	-	European Professional Women's Network
HR	-	Human Resources
IAS	-	Indian Administrative Service
IFS	-	Indian Foreign Service
ILO	-	International Labour Organization
IT	-	Information Technology
MEA	-	Ministry of External Affairs

1. Introduction

Glass ceiling is relatively new term which is slowly getting into knowledge of women in many professions worldwide. This phenomenon tries to describe discrimination of various minorities in career advancement. This thesis presents the mainstream concept of discrimination on the basis of gender.

Gender itself is often misunderstood term. First chapter tries to explain differences between gender and sex, which are commonly confused terms in Czech context. And yet it is very interesting issue because it can help us answer many interesting questions, e.g.: Should we nurture girls and boys in a same way? Should the custody be entrusted rather to mothers than fathers? Why is the sexual violence rather a problem of men and does it have any biological causes? Should societies treat women and men employees equally? How it is possible that men still make more money than women and what society should do about it? What should be the role of men and women in the army?[1] Those are just selected few questions which can be answered once we get to understand gender rules and how they apply.

Main part of first chapter is focused on gender inequalities, which create the background for the glass ceiling. The subchapter "Women in Business" stands alone even though it can be part of the gender inequalities subchapter. It comprises important connection between the gender chapter and the glass ceiling chapter and so it deserves independent unit.

This brings us to second chapter, which is entirely dedicated to glass ceiling concept, its forms and causes. Significant part of this chapter also consists of statistical data which help us imagine the dimension of the phenomenon.

Last chapter is about situation of gender issues and glass ceiling concept in Indian context. Major part of this chapter is derived from manuscript of final project report. This project was called "Women managers: Challenges and Opportunities" and its aim was to find out why there are almost no women in top positions. Findings of this study are compared with the only similar survey of Gupta et al.

Hopefully this thesis will clarify gender issue and will help to spread awareness about glass ceiling phenomenon. If the Indian study will help to change the situation of Indian women then it will be incredible success.

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[1] Lippa, 2009: 14

1.1. Methodology

As it was already mentioned, gender and glass ceiling are quite new phenomena in context of Central Europe and it is hard to find suitable sources. Sometimes it was not possible to find sources which would offer details for comparison. Most of them were describing the same patterns using the same primary data (this was very common) or their ideas were not fitting into framework of the thesis. This is the reason, why, in order to keep the consistency of theories or historical background, larger parts of one source are elaborated in several places. Most of the thesis is compiled of available literature and different articles and surveys available on the internet. Many issues in this thesis are overlapping and so similar formulation may be used on several places.

Last chapter consist of manuscript of final report "Women Managers: Challenges and Opportunities". This report summarizes the findings of survey in three Indian cities – Bangalore, Kolkata and New Delhi, conducted in winter 2008/2009. Author of this thesis was a part of the research team and so it would be interesting to compare global situation with that in India. Study was conducted under the supervision of research workers from Centre for Social Research (CSR), head of the research department was Dr. Nivedita Ray, who participated with author of this thesis on the final report completition[2]. This is an Indian non-governmental organization, based in New Delhi and Varanasi with other smaller local branches. CSR is mainly focused on advocacy and lobbing and on supportive activities. They also prepare gender sensitization courses for police officers and other employees.

Women Managers was a project requested by Ministry of Women and Child Development and the main aim was to find out whether the concept of glass ceiling is present in India in same form as in western societies and if yes, what legislative would be suitable to mitigate the impacts of this phenomenon on women in corporate world.

Study was aimed at four sectors, where is the greatest disparity between number of women in entry level and senior level, these are – Hospitality and Tourism, Media, Banking and Finance, Healthcare. Each sector was divided into three levels – entry, middle and senior and for each of them special questionnaire was prepared (see annex). Sample size was 360 women (10 managers*4 sectors*3 levels*3 cities) and 24 HR managers and CEOs – those were practically the only men in sample size.

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[2] More about CSR can be found on their websites www.csrindia.org

To prepare the sample size was basically the most difficult work. There are no existent databases of women employees so all contacts had to be acquired through informal networks. All interviews were conducted face to face. In New Delhi, interviewers were the members of CSR research team and in other cities it was hired agency. Final report is very comprehensive and includes level-wise, sector-wise and city-wise analysis. Despite the enormous effort this manuscript, in its current form, will never be published (due to change of political organization). Manuscript is available on request at author of the thesis.

2. Gender

This chapter will describe main definitions of gender and sex and the meaning of the concept. Section "Gender inequalities" will focus on main gender inequalities which may be in any way connected to issue of glass ceiling.

Gender is much discussed issue nowadays. Many organizations adopted gender policies. All major international organizations are dealing with gender inequality and gender mainstreaming became very fashionable since the United Nations World conference on Women in Beijing 1995. The term itself has different meanings. It can be perceived from diverse angles – e.g., social, cultural, evolutional. It would not be possible to get all various definitions at one place, here are several of them.

*"**Gender** is used to describe those characteristics of women and men, which are socially constructed, while **sex** refers to those which are biologically determined. People are born female or male but learn to be girls and boys who grow into women and men. This learned behaviour makes up gender identity and determines gender roles."*[3]

*"**Gender** is the culturally and socially constructed roles, responsibilities, privileges, relations and expectations of women and men, boys and girls. Because these are socially constructed, they can change over the time and differ from one place to another. **Sex** is the biological make-up of male and female people. It is what we are born with, and does not change over the time, nor differs from place to place."*[4]

*"**Gender** refers to the personal inner-sex identity of an individual, irrespective of his or her outer sex, which is determined by his/her/hir sexual organs."*[5]

*"**Gender** refers to the varied and complex arrangements between men and women, encompassing the organization of reproduction the sexual divisions of labour and cultural definitions of femininity and masculinity."*[6]

There can be many more definitions found in different sources but they mostly have very similar meaning using different vocabulary. The basic message they all have in common is that they differentiate sex as inborn characteristics whereas gender is all other layers added during nurture. This fact might seem to be simple; still it is much more complicated issue. Many of those nurture layers developed into strong stereotypes during the time and determine our lives.

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[3] World Health Organization, 2009: 6
[4] Ministry of Women & Child Development, 2007: 3
[5] Wikipedia, 2010
[6] Bradley, 2008: 1

This division of perspectives in gender comparison according to Cleveland et al. can serve as another example of gender issue complexity.

Biological – Implicitly assumes existing differences between women and men. Says, that differences are due to genetic, hormonal and physical factors, are immutable and necessary for survival. Research goal is to reinforce detecting differences between men and women. But the drawback is that differences may be exaggerated.

Socialization – Acknowledges observed differences between men and women, assumes that men and women behave differently as a result of learning. Observed differences are not immutable and are subject to change. Differences emerge as part of social and cognitive development process. Research is focusing on describing ways children and adults learn gender identity and social rules that contribute to observed differences. Drawback is that small, systematic biological variations among men and women might be ignored.

Structural/Cultural – Assumes few inherent differences between men and women. Observed differences are the result of social structures and systems that reinforce such differences to reinforce current power hierarchy. Differences are changeable and exist to keep the powerful in control and the powerless without power. Research focus is on identifying similarity or sameness between men and women in similar or identical contexts. Drawback is potential to ignore small but real individual variation among men and women.[7]

To figure out the meaning of gender, the key is to move from focus on difference to a focus on relations. Gender must be understood as a complex social structure. It is not an expression of biology, nor a fixed dichotomy in human life or character. It is the pattern in our social arrangements, and in the everyday activities or practices which those arrangements govern.[8]

The basic thing to understand is that gender is different from sex. It refers to social characteristics where women and men exist in dynamic structural relation to each other. Although biologically designated, sex has a significant part to play in the way human experience is defined. This explication is subject to layers of psychological experience mediated by personality, socialization, sexuality and gender divisions which are themselves socially constructed. Gender is a process through which our social life is organized at the level of the individual, family and society. So it is also essential for structures of

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[7] Cleveland et al., 2000: 21
[8] Connell, 2009: 10

organizations. It prescribes and defines the parameters of individual human experience in that woman's lives are different from men's.[9]

Gender is a social structure of particular kind. It involves a specific relationship with bodies. This is recognized in the commonsense definition of gender as an expression of natural difference, the bodily distinction of male from female. This means that the gender stereotypes, or rather those layers which society put on every growing child, are mainly connected with their sex. Humans are one of the species that reproduce sexually rather than vegetatively (though cloning may change that soon). Some aspects of our anatomy are specialized for this purpose, and many biological processes in our bodies are affected by it. What is wrong with this definition is not the attention to bodies, nor the concern with sexual reproduction, but the squeezing of biological complexity and adaptability into a stark dichotomy, and the idea that cultural patterns simply 'express' bodily difference.[10]

Gender concerns the way human society deals with human bodies and their continuity, and the many consequences of that dealing in our personal lives and our collective fate. Gender patterns may differ strikingly from one cultural context to another – gender roles may be different in different tribes and societies – but are still gender (still they bring in bias). Gender arrangements are reproduced socially (not biologically) by the power of structures to shape individual action, so they often appear unchanging. Yet gender arrangements are in fact always changing, as human practice creates new situations and structures develop crisis tendencies.[11]

Anatomy is another important factor, because as well as embodiment it is characterized by the ways women and men use their bodies to express everyday femininity and masculinity and express sexual sensation.[12]

Whether we identify as a man or a woman determines how we look, how we talk, what we eat and drink, what we wear, our leisure activities, what jobs we do, how our time is deployed, how other people relate to us.[13]

The term sex should be used in relation to biological sex, whereas gender should be used when we work with all sociological defined, learnt and constructed characteristics like

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[9] Nicolson: 1996: 9
[10] Connell, 2009: 10–11
[11] Connell, 2009: 11
[12] Nicolson, 1996: 9
[13] Bradley, 2008: 6

hair tying, dressing, nonverbal signs and interests. There is no clear line between biological and cultural factors.[14]

As we can see, the issue of gender is very broad and diverse and it can be perceived from different perspectives. The term itself was already explained, now it is important to look at it its roots.

2.1 Evolution of gender approaches

The concept of gender as it is utilized now in social science thinking is relatively new. But the word has much longer history. The grammatical use of this term seems to have led to two other former usages: one is as a synonym for sex (an issue in gender analysis today); and in another, 'to gender' meant to beget or procreate ('engender' might be used today). All three of these linked usages can be seen as relatively technical: there are no disputes about their meaning and they are standard part of a grammarian's vocabulary.[15]

The concept of gender itself has interesting background and there are different opinions on its development. It is crucial to mention at least two of them. The basic ones could be the evolution and biology approach. It would be appropriate to compare views of two authors. One of them, Anthony Layng, is a follower of evolutional approach whereas Carol Tavris refuses this attitude. They both have written similar articles on this issue so it can be easily compared.

Follower of evolutional approach, Anthony Layng, says that evolution is the creator of different gender roles. His theory has originated by the main thesis that "anatomy is destiny". As a practical example should serve a research of American anthropologists who found out that gender roles in tribal societies around the world are arbitrary even though they can be different in each single tribe. But in most tribes women have lower status than men.[16]

When it comes to gender, the belief is that the distinctive behaviour of females and males is influenced significantly by their differing physiology because ethnographic challenges are less convincing. One major difficulty is the fact that there are no societies where women and men act alike. Even where conscious attempts have been made to eliminate behavioural differences between the sexes, distinctions remain. A study of American

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[14] Lippa, 2009: 24
[15] Bradley, 2008: 14
[16] Layng, 1995: 18

communes in the 1970s found that none have come anywhere near succeeding in abolishing sex-role distinctions, although a number have made this their highest ideological priority.[17]

On the contrary, opponent of evolution theory Carol Tavris thinks that it is not the evolution, what explains the traditional gender roles. According to her there is no underlying sexual nature and trying to find one is as impossible as trying to find a true self unaffected by world in which it develops. Our sexuality is body, culture, age, learning, habits, fantasies, worries, passions and the relationships in which all these elements combine. The key to gender roles can be found in traditional sexual behaviour.[18]

Here again both authors differ in their view. Anthony Layng follows rather the Darwin's findings which describe a basic dichotomy in the sexual natures of males and females of all species. Males actively pursue females; they are promiscuous; and those who are strongest, most fit in evolutionary terms, succeed in their sexual conquest. Females are comparatively passive; they may choose their preferred suitor, but then remain monogamous and faithful. This patterns and attitudes appear to be the same in both traditional and modern societies. For example:

- Women generally prefer older men as mates, while most males prefer younger females.
- In courtship and mating behaviour, most men are more sexually aggressive and most women are rather coy.
- Males are more inclined to delay marriage.
- Men are more likely to seek a variety of mates.
- Women tend to be more tolerant of adulterous mates.
- Females are more likely to be domestic and nurturing.[19]

On the other hand Carol Tavris, asks why, if females were so naturally chaste, coy and monogamous, social taboos from ostracism to death had to be placed on females who indulged in forbidden sexual relationships and why nonmarital affairs need to be forbidden anyway if females prefer only one man? This discrepancy can be explained by sole presence of male scientists who made the research only form their point of view. Since more women started to enter the science, we can see slightly different perspective. We now know that the females of many species are not as coy as was described earlier. On the contrary, the females

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[17] Layng, 1995: 18
[18] Tavris, 1995: 25
[19] Layng, 1995: 18–19

are sexually ardent and can even be called polyandrous. Their sexual behaviour does not depend simply on the goal of being fertilized by the male, because in many cases females actively solicit males when they are not ovulating and even when they are already pregnant.[20]

The hypothesis is that females mate with numerous males because paternity becomes uncertain. The result is that male partners will be more invested in and tolerant of the female's infants. Also because female can have limited number of offspring she wants to make sure that the genetic equipment will be of highest quality. For example many species of female fish are promiscuous. A female shiner perch that is not ovulating will nevertheless mate with many males collecting sperm and storing them internally until she is ready to ovulate.[21]

This was a short comparison of proponent and opponent of evolution approach. To sum up both theories, Anthony Layng says that the gender distinction is caused by evolution itself. In this process differences between sexes were created and our different physiology is determining our roles in society. Carol Tavris does not support this theory. Instead she says that there are no such differences and that gender roles were created artificially by male researchers.

There is another attitude which tries to explain gender background, it is the biology approach. It was not possible to find definite opponents in this approach. Even though two authors will be mentioned again, their views are not so strictly opposite that they could be compared. Still it is necessary to show these views to illustrate diversity in this approach so larger parts of their articles will be elaborated for this purpose.

One of those who say that biology determines gender roles is James C. Dobson. He says that basic differences between the sexes are neurological in origin rather than being purely cultural as ordinarily presumed. Men and women differ anatomically, sexually, emotionally, psychologically and biochemically and in each cell of the body. Female emotions are also influenced by three exclusively feminine functions: menstrual cycle, lactation and pregnancy. Furthermore, the hypothalamus, which is located at the base of the brain and has been called the "seat of the emotions", is apparently wired very differently for males than females. For example, a severe emotional shock or trauma can be interpreted by the hypothalamus, which then sends a message to the pituitary by way of neurons and hormones. The pituitary often responds by changing the body chemistry of the woman,

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[20] Tavris, 1995: 26–28
[21] Tavris, 1995: 28–29

perhaps interrupting the normal menstrual cycle for six months or longer. Female physiology is a very sensitive instrument, more vulnerable and complex than that of men counterpart.[22]

How these differences work in practical observable behaviour? Medical science has not begun to identify all the ramifications of sexual uniqueness. Some of the differences are extremely subtle. For example when researchers observed students in high schools and college campuses to study behaviour of the sexes, they observed that males and females even transported their books in different ways. The young men tended to carry them at their sides with their arms looped over the top. Women and girls usually cradled their books at their breasts, in much the same way they would a baby. Scientists still can not estimate how many other sex related influences lie below the level of consciousness.[23]

Apparently some differences are culturally produced. The reproductive capacity of women results in a greater appreciation for stability, security and enduring human relationships. In other words, females are more future-oriented because of their concern for children. Also women's emotional investment in her home usually exceeds that of her husband. She typically cares more than he about the minor details of the house, family functioning etc. Males and females also differ in the manner by which they develop self esteem. Men draw the necessary evidence of their worthiness primarily from their jobs – from being respected in business, profession, or craft. Women, however, depend primarily on the romantic relationship with their husbands for ego support. Perhaps the most dramatic differences between males and females are evident in their contrasting sexual preferences. He is more visually oriented, caring less about the romantic component. She is attracted not to a photograph of an unknown model or by a handsome stranger, but to a particular man with whom she has entered into an emotional relationship.[24]

Even in this approach we can find opponents. One of them is Ruth Hubbard. She thinks that women's biology is a social construct and a political concept, not a scientific one. Her thought is that one is not born a woman, one becomes a woman. This does not mean that the environment shapes us, but that the concept, woman (or man), is socially constructed as little girls or boys try to fit as they grow up. This creates false dichotomy. How active we are, what clothes we wear, what games we play, what we eat and how much, what kinds of school

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[22] Dobson, 1995: 33–37
[23] Dobson, 1995: 37
[24] Dobson, 1995: 37–38

we go to, what work we do, all affect our biology as well as our social being in ways we can not sort out. So one is not born a woman (or man), one becomes one.[25]

Women's biology is also a political concept because it has been described by physicians and scientists who have been mostly economically privileged, university-educated men with strong personal and political interests in describing women in ways that make it appear "natural" for us to fulfil roles that are important for their well-being.[26]

She refuses the early concept of scientists who deprived girls from education saying that they rather should devote their energy to establish proper functioning of their ovaries and womb and that if they divert this energy to their brains by studying, their reproductive organs will shrivel, they will become sterile and the race will die out.[27]

Finally she concludes that even physical strength is not a real problem. She says that if women would have enough time and opportunity to train same way as men do they would achieve same results as already athletic events show. Her opinion is that the existence of average sex differences is irrelevant to the way we organize society. To achieve an egalitarian division of labour requires political will and action, not change in our biology.[28]

To conclude this second comparison, James Dobson finds the gender differences in biological settings of each man and woman. Biology is what determines our chemistry and emotions and so it is responsible for different perceptions of gender. Ruth Hubbard, on the other hand, refuses biology concept and says that gender differences are instead created artificially in a society and it is a will of male politicians and scientists. If there would be equal attitude for both genders, both of them would be equally successful.

Of course this was not full list of different approaches towards gender division. This was just to illustrate basic views on this issue because the whole topic of gender is more complicated. To conclude this section few summing points should be mentioned. Raewyn Connell summarizes gender reality this way:

- Human life does not simply divide into two realms, nor does human character divide into two types. Our images of gender are often dichotomous, but the reality is not.

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[25] Hubbard, 1995: 41
[26] Hubbard, 1995: 41
[27] Hubbard, 1995: 41
[28] Hubbard, 1995: 45–47

- A definition in terms of difference means that where we cannot see difference, we cannot see gender.

- A definition based on dichotomy excludes the differences among women, and among men, form the concept of gender. But there are such differences that are highly relevant to the pattern of relations between women and men – for instance, the difference between violent and non-violent masculinities.

- Any definition in terms of personal characteristics excludes processes which lie beyond the individual person. Large-scale social processes are based on the shared capacities of men and women more than on their differences. The creation of goods and services in a modern economy is based on shared capacities and cooperative labour – yet the products are often strongly gendered, and the wealth generated is distributed in highly gendered ways, so this must be included in the analysis of gender.[29]

2.2   Examples of gender inequalities

In popular psychology, bodily differences and social effects are linked through the idea of character dichotomy. Women are supposed to have one set of traits, men another. Women are expected to be nurturant, suggestible, talkative, emotional, intuitive and sexually loyal; men are supposed to be aggressive, tough-minded, taciturn, rational, analytic and promiscuous. This was a typical mindset since the nineteenth century when it was believed that women have weaker intellects and less capacity for judgment than men. This argument was used to justify their exclusion from universities and from vote.[30]

Even though the situation has changed now and women have entered universities as well as polling-booths, there are still some areas where women lag far behind the progress of men. Looking for reasons of gender disparities may be a never ending quest. For whatever reason we have the gender disparities it is here and it influences our lives everyday. It is determining factor for our choice of hobbies and jobs and for a size of our income. We can find scientific support for this statement as well.

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[29] Connell, 2009: 10
[30] Connell, 2009: 60

2.2.1 Women in Politics

Definitely the most apparent and publicly noticeable inequality is the lack of women in politics. Even though their numbers are rising, they are constantly underrepresented in public sphere. For example Raewyn Connell writes that there has never been woman head of government in modern Russia, China, France, Brazil, Japan, Egypt, Nigeria, South Africa or Mexico, and only one each in the history of Germany, Britain, India and Indonesia. Every secretary-general of the United Nations and every head of the World Bank has been a man. In 2007 statistics showed that 82.5% of members of the world's parliaments were men. Among cabinet ministers the predominance of men is even higher. In 2005, just two countries had women making up half of the national cabinet (Sweden and Spain). More typical figures for women representation were 14 percent (Unites States, Ecuador), 10 percent (Algeria), 8 percent (Italy, Argentina), 6 percent (China) and 0 percent (Saudi Arabia, Russia).[31] The great regional disparities are shown in figure 1.
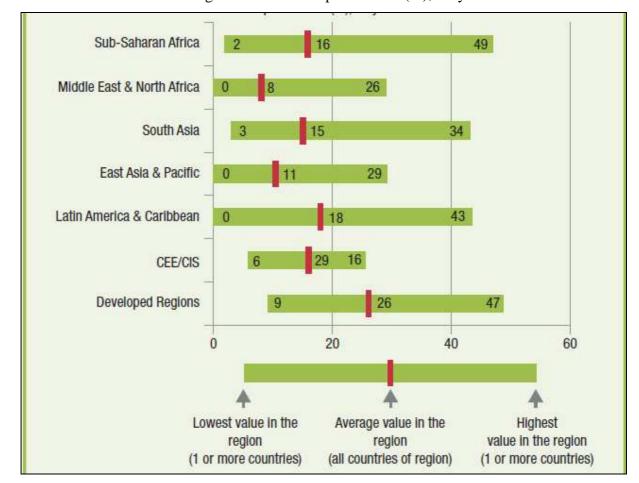
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[31] Connell, 2009: 2

Figure 1: Women in parliaments (%), May 2008

Official statistics of European Commission show that women account for 31.0% of the members of the European Parliament. In the world rankings of selected national parliaments it is in position 6 behind Iceland (34.9%) and Germany (31.2%), and in the EU in position 7 behind the Netherlands (36.7%) and the Federal Republic of Germany.[32] Following table shows number of women in national governments of EU 15 states.

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[32] Frauen Computer Zentrum Berlin, 2000: 8

Table 1: Women in government in EU 15 member states

	Total	Men	Women	in %
S	19	8	11	57.9
DK	20	11	9	45.0
FI	18	11	7	38.9
UK	85	55	30	35.3
D	40	26	14	35.0
F	32	21	11	34.4
AT	16	11	5	31.3
NL	29	20	9	31.0
L	14	10	4	28.6
E	17	14	3	17.6
B	18	15	3	16.7
IRL	32	27	5	15.6
I	78	67	11	14.1
EL	83	73	10	12.0
P	60	53	7	11.7
Total	561	422	139	24.8

Source: Frauen Computer Zentrum Berlin, 2000: 14

Nevertheless, it is commonly believed that women have the right to take a part in politics and decision making. It is also vital to have women in decision making bodies, because they speak for a big part of society. Even though the experience of women varies across countries, regions and political systems, and according to class, race, age or ethnicity, it is known fact that political accountability to women is increasing when women's engagement in politics results in a positive feedback loop, whereby the process of articulating interests and seeking representation of those interests in public decision-making leads to more gender-balanced resource allocation and policy implementation.[33]

Following info box shows some interesting findings of Unifem on democratic governance.

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[33] Unifem, 2009: 18

Info box 1: Figures on global democratic governance

- As of 2008, 18.4 percent of national parliamentarians are female (as opposed to 11.6 percent in 1995), and 17 heads of state or government worldwide are women.
- Rwanda has the highest number of women parliamentarians worldwide since the election in September 2008 (56 percent of seats).
- A 30 percent minimum for women in representative assemblies was set as a target at the Beijing conference in 1995, while the parity zone is considered between 40–60 percent.
- Since 1995, this 30 percent benchmark set as the 'critical mass' has been attained in 22 countries, including in six African countries.
- 95 countries worldwide apply some form of quotas. Out of the 22 countries that boast 30 percent or more women in national assemblies, 18 of them applied quotas in some form.
- It will take developed countries at least 20 years and all other countries closer to 40 years to reach the parity zone of 40-60 percent.
- Women's presence in public office represents one indicator for Goal 3 of the United Nations Millennium Development Goals (MDGs) — "to promote gender equality and empower women".
- Higher numbers of women in parliament and other public office positions generally contribute to stronger attention to women's issues.
- Women in public office encourage greater political engagement by ordinary women.
- More women in politics does not correlate with a decrease of corruption, as often assumed. Rather, democratic and transparent politics is correlated with low corruption, and the two create an enabling environment for more women to participate in politics.
- As a regional average, women hold between 7.7 to 28.1 percent of ministerial posts, while individual countries range from 0 to 58 percent.

Source: Unifem, 2009

But what makes a successful leader? According to number of surveys there are certain traits which are highly valued in leaders. So the lack of women leaders does not have to be

only a matter of social settings. Whether these traits are rather inborn or could be learnt would be a matter for different thesis because it is broad issue and it contains many different perspectives and it is still not clear whether leadership traits are connected to gender.

In a survey of Pew Research Centre Social and Demographic Trends mere 6% of respondents in this survey of 2,250 adults say that, overall, women make better political leaders than men. About one-in-five (21%) say men make the better leaders, while the vast majority – 69% – says men and women make equally good leaders. Why there are so few women leaders on the top then? The public cites gender discrimination, resistance to change, and a self-serving old boys club as reasons for the relative scarcity of women at the top. In somewhat smaller numbers, respondents also say that women's family responsibilities and their shortage of experience hold them back from the upper ranks of politics and business.[34]

Next figure shows list of traits publicly perceived as important for leaders in connection with sex, "equally true" and "do not know" answers are not included.

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[34] Pew Research Center, 2008: 1

Figure 2: Leadership traits

Leadership Traits: Women Rule!
% saying this trait is more true of …

Trait	men	women
Creative	11	62
Outgoing	28	47
Compassionate	5	80
Ambitious	34	34
Decisive	44	33
Hardworking	28	28
Intelligent	14	38
Honest	20	50

Source: Pew Research Center, 2008: 1, adjusted

Another similar research of CALIPER, Princeton-based management consulting firm, which has assessed the potential of more than two million applicants and employees for over 25,000 companies around the world, and Aurora, a London-based organization, which advances women and comprises a 20,000 member businesswomen's network, came up with four major findings regarding the qualities of women leaders. The major findings are following:

1) **Women leaders are more persuasive than their male counterparts.**

The women leaders scored significantly higher than male leaders in ego-drive (persuasive motivation), assertiveness, willingness to risk, empathy, urgency, flexibility and sociability. The strong people skills possessed by women leaders enable them to read situations accurately and take in information from all sides. This willingness to see all sides of a situation enhances their persuasive ability.

2) **Feeling the sting of rejection, learning from adversity and carrying on with an "I'll show you" attitude.**

The women leaders were in the mid-range on ego-strength (resilience), which was lower, though not significantly, than male leaders. But they possess stronger interpersonal skills (empathy, flexibility and sociability) and are more assertive than their male counterparts.

3) **An inclusive, team-building leadership style of problem solving and decision-making.**

While the male leaders demonstrate fine levels of empathy, flexibility, sociability, and urgency (a need to get things done immediately), the women leaders scored significantly higher in these areas. Leaders of both genders shared well above average levels of abstract reasoning and idea orientation. Interestingly, the women leaders were lower than their male counterparts in thoroughness.

4) **Women leaders are more likely to ignore rules and take risks.**

Women leaders scored significantly lower than male leaders in external structure (adhering to established procedures) and cautiousness. They were also significantly higher in their levels of urgency and risk taking. And they have very high scores in abstract reasoning. The women leaders are more likely to push back when they are overly bound by regulations and rules, engage in more risk taking and come up with innovative solutions. They tend to have a greater need to get things done than male leaders and are less likely to hesitate or focus on the small details.[35]

As above data and trends show, it is apparent that women are moving into politics fast and with great will. Whether due to quotas or due to natural charisma it seems that politics is getting more favourable for women. Still there are great regional disparities, which create enormous challenge for future.

2.2.2 The feminisation of the labour force

New phenomenon of globalisation has led to an unprecedented demand for women workers in certain key sectors. For instance, women now make up 60 to 90 percent of the fresh produce and clothing labour force at the labour-intensive stages of the supply chain in developing countries; they are also a major presence in the new tertiary outsourced service sectors, for example, call centres and financial services. Women have emerged as the flexible

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[35] CALIPER, 2005: 3–6

labour force par excellence for the highly competitive labour intensive sectors of the global economy. There are at least three reasons why women are attractive to employers. First, they are often free of the 'fixed costs' of an organised labour force – namely, employer provided benefits and social security contributions. Second, the assumption that men are the breadwinners and women just earn 'extra income' is commonly used to justify lower pay to women as 'secondary earners'. Third, gender discrimination forces women to accept jobs in low-paying work such as subsistence agriculture, or gender specific industries, usually involving caretaking or services.[36]

Women entered the workforce by large in 1940 and there were three main contributing factors: demographic changes, the war and the increase in labour force participation of married women. The demographic trend involved population growth and a redistribution of women between 20 and 64 years of age. In 1870, married women made up 15% of the female labour force, whereas by 1940, the proportion was 35.5%. The reasons, why more married women were entering the workforce in 1940, included mandatory schooling for young children, decreasing fertility rates, and inadequacy of the male income to sustain the family (i.e., the need to have a second income). Today we can see precisely those factors cited in the popular press as explanation for continued participation of women in the workforce.[37]

In some parts of the world women are valued as industrial workers, for instance in microprocessor plants, because of their supposedly 'nimble fingers'. Though the detailed division between men's and women's work varies in different parts of the world, it is common for men to predominate in heavy industry, mining, transport, indeed in most jobs that involve any machinery except a sewing machine. World-wide, men are a large majority of the workforce in management, accountancy, law and technical professions such as engineering and computing. On the other hand in our society women do most of the cleaning, cooking and sewing, most of the work of looking after children, and almost all of the work of caring for babies.[38]

Employment by sector and by sex is shown in figure 4. It is apparent that in most regions female employment is concentrated in either services or agriculture, with fewer women employed in industry (ranging from 7 to 23% in all regions, compared to 12 to 34%

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[36] Unifem, 2009: 56–58
[37] Cleveland et al., 2000: 8
[38] Connell, 2009: 3

for men). The only region where men and women have similar patterns of employment by sector is East Asia and Pacific.[39]

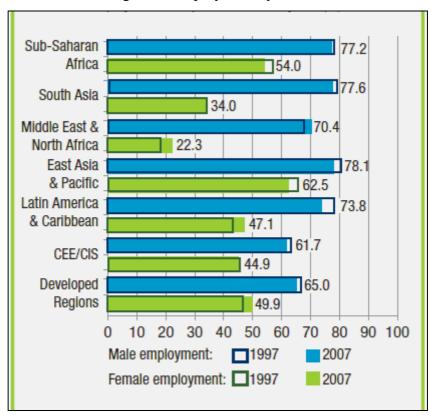Following figure 3 shows employment ratio by sex in different regions of the world.

Figure 3: Employment by sex in %

Source: Unifem, 2008: 54
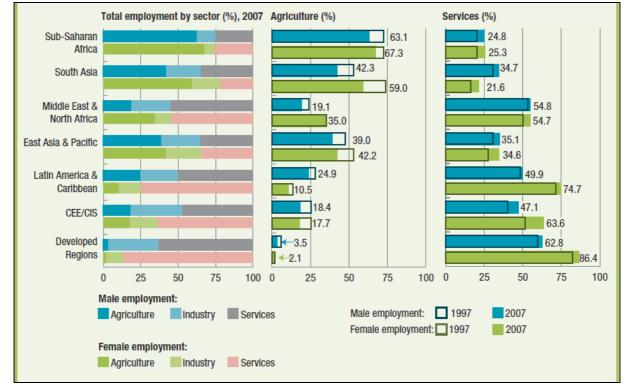
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[39] Unifem, 2009: 57

Figure 4: Employment by sector by sex

Source: Unifem, 2008: 57

Feminization of labour force is positive phenomenon because it brings more independence and self-esteem to working women. It contributes to family income diversification and security. Family has more money for savings and investments. On the other hand this positive phenomenon has its negative sides as well. Mainly because women are often exploited as a cheap labour and they work in dangerous and demeaning jobs. These conditions are subject to international laws and rules but their enforcement in some countries is hardly possible.

Even though feminization of labour force is not pure example of gender inequality, it is a phenomenon which needs to be mentioned because it brings in many other issues which affect women career growth.

2.2.3. Wages comparison

To be equally rewarded and have equal salary for equal work is rightful claim. But even after 30 years from adoption of CEDAW (UN Convention on the Elimination of All Forms of Discrimination against Women) nowhere in the world are women's earned incomes

equal to men's. They reach 81 percent of men's earned income in Sweden, but more typical figures are 64 percent of men's income in France, 63 percent in United States, 55 percent in Ukraine, 46 percent in Indonesia, 39 percent in Mexico.[40] According to Unifem, the global average gender wage gap is 17%.[41]

The earning gap exists across national cultures. Although men invariably earn more than women overall, the size of the female to male ratio (F/M ratio) varies considerably across countries. Australia has one of the highest F/M ratios, about 90% for non-agricultural jobs; the Scandinavian countries of Norway, Denmark and Sweden also have high F/M ratios. Japan has had one of the lowest F/M ratios, about 50% for non-agricultural jobs. Countries such as the United Kingdom, Germany, and Switzerland as well as the United States, have intermediate F/M ratios. Interestingly, although U.S. women have higher work qualifications with respect to educational and professional attainment than do women in most other countries, the United States does not have one of the highest earnings ratios. The gap between male and female earnings is a long-standing attribute of the global economy, and it is not likely that this gap will disappear anytime soon.[42]

The occupations showing the lowest differentials are first-level education teaching and general office work, both occupations that are likely to be dominated by females. Even among persons with the highest skills level (university degree), the gender wage difference is still evident.[43]

To show one example from USA, in 1979 the average weekly earnings for men and women were $285 and $177 respectively. That is, at that time, women earned a bit less than 62 cents for every dollar earned by men. In the first quarter of 1998, average weekly earnings for men and for women were $596 and $455 respectively. That is, women earned bit over 76 cents for every dollar earned by men. The trend over the time is not quite as simple as depicted here. There have been years when the gap was relatively larger or relatively smaller. However, there is still a large gap and there is no sign that it is likely to close in the near future.[44]

Following figure shows that, apart from wage gap, women also create smaller proportion of salaried workers than men. In most developing regions, about one half to two

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[40] Connell, 2009: 3
[41] Unifem, 2009: 54
[42] Powell et al., 2003: 31
[43] ILO, 2010: 5
[44] Cleveland et al., 2000: 161

thirds of women hold vulnerable employment. Although the percentage of women in vulnerable employment has dropped since 1997 in most regions, a disparity between men and women exists, especially in the Middle East, North Africa and Sub-Saharan Africa.[45]
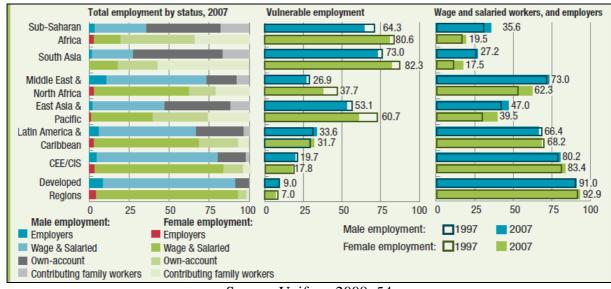
Figure 5: Status in employment as share of total employment (%)

Source: Unifem, 2008: 54

Wage gap is very persistent phenomenon because it comprises economic as well as social settings. Some theories consider the sole presence of women in labour market as undesirable because it cuts down the value of work and its price. This may involve only unskilled labour where employers need to cut the price down as much as possible[46] (otherwise it would be profitable to employ only women to have cheaper labour). Further, number of employers "excuse" the lower salary by the fact that women have longer career breaks, e.g. to rise a family. Even though many countries have already adopted laws which should ensure and protect equal rights and salaries for both sexes, the gap is decreasing very slowly.

2.2.4. Occupational segregation

Another type of inequality is occupational segregation. Segregation is often associated with discrimination on the basis of race or ethnicity and in many contexts race still is the main basis for segregation. In the workplace the main segregation is gender. It is even more potent

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[45] Unifem, 2009: 54
[46] Rueda et al., 2000: 357

force than race, ethnicity, age or other factors.[47] This is based mainly on belief that certain occupations suit more women's nature whereas others are better for men.

Occupations are generally classified as male-intensive, female-intensive, or sex-neutral based on the proportion of women in the occupation. Male-intensive occupations are defined as those in which one third (33.3%) or less of the work force is female. Female-intensive occupations are defined as those in which two thirds (66.7%) or more of the work force is female. The remaining occupations, in which women hold more than one third but less than two thirds of the jobs (33.4% to 66.6%), are defined as sex neutral. For example in United States, only 8.8% of women work in male-intensive occupations, with other women equally divided between female-intensive (44.3%) and sex-neutral (46.9%) occupations. Similarly, only 8.5% of men work in female-intensive occupations, with other men equally divided between male-intensive (44.7%) and sex neutral (46.8%) occupations.[48]

Jobs that are held primarily by women tend to involve lower levels of technical skills and responsibility than jobs held primarily by men and are generally not as highly valued by organizations. One of the best predictors of the status and pay level of a job is the proportion of women holding that job. The more women found in a particular job, the lower is the average pay. One explanation for this trend is that women are concentrated in jobs that are of less value to organizations. These female-dominated jobs are traditionally referred to as "pink-collar" jobs. These include service sector work, clerical work and retail sales.[49]

What are the reasons for this occupational segregation? Economic theory suggests many explanations which can be again appended to the demand and supply sides. On the demand side, discrimination against women or the employers' perception that women are on average less qualified than men may contribute to segregation. On the supply side, there is the standard explanation based on the human capital theory that suggests that since women generally anticipate shorter and less continuous careers and are forced to choose jobs that are compatible with their household tasks – due to "societal discrimination" – it is in their own interest to take occupations which require smaller human capital investment and have lower penalties for breaks in their careers.[50]

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[47] Cleveland et al., 2000: 167
[48] Powell et al., 2003: 25–28
[49] Cleveland et al., 2000: 167
[50] Dolado et al., 2002: 4

If there would not be any segregation and the workplaces were completely integrated with regard to sex, the percentages of the male and female labour force in each occupation would be equal. For example, if 5% of all males were engineers, 5% of all females would be engineers, and the same would hold true for all occupations. As one sex increased in proportion in the labour force relative to the other, the percentages of members of that sex in different occupation would remain equal to the equivalent percentages for the other sex.[51]

The level of sex segregation has dropped in most countries since the 1970s, primarily due to the increased employment of women in male-dominated occupations. However, the level of sex segregation remains very high.[52] In 1900, approximately 90.2% of working women worked in only 25 of 252 occupations. Forty years later 86.7% of working women were employed in these occupations. Women were a majority (90%) in only 11 of 451 occupations in 1940.[53] This could be perceived as positive trend because it can mean that women spread among others occupations as well, but different explanations are feasible as well since we lack proper statistical data from that time.

In the United Kingdom the disparity between the types of jobs taken by men and by women is still very large. 60 percent of women workers are employed in just ten out of 77 recognised occupations, with the heaviest concentrations being in what have been called 'the five Cs': caring, cashiering, catering, cleaning and clerical. The 2001 census showed that women formed 84 percent of the workforce in personal services, 78 percent in administration and secretarial work, and 71 percent in sales and customer services.[54]

According to International Labour Office data, over half of the female or male labour force in countries such as Australia, Austria, Canada, Cyprus, Egypt, Finland, France, German, Ghana, Italy, Japan, Kuwait, Luxembourg, the Netherlands, New Zealand, Norway, Poland, Senegal, Spain, Sweden, Switzerland and the United Kingdom would have to change occupations to eliminate sex segregation completely. Although there have been increases in the labour force participation of women worldwide, the sex segregation of occupations is one of the most enduring features of the global economy.[55]

Occupational segregation remains a serious burden for development of female potential. It is still not very clear what the exact reasons are. Earlier opinion considered

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[51] Powell et al., 2003: 24
[52] Powell et al., 2003: 25
[53] Cleveland et al., 2000: 9
[54] House of Commons, 2005: 6
[55] Powell et al., 2003: 25

mainly the lack of education, knowledge and experience as the main cause of low presence of women in certain occupations. Current findings do not prove that. Women are achieving higher degrees with better score.[56] And because of this a number of professions have seen substantial growth in female representation. Educated women are not likely to occupy "pink-collar" jobs anymore, unlike the women with lower education and training, for them segregation remains present despite the anti-discriminatory legislature.[57]

These were the most apparent and most discussed gender inequalities in developed world, but the list is much longer and it is not limited only to these forms. The emphasis on developed world is important because the forms of discrimination vary significantly. In many developing countries women are discriminated even on very basic level. They are deprived from right to education or property and they have limited access to sources as water and nurture or sanitation and health care. This creates completely different social settings and so the inequalities will show different patterns and trends. Following info box sums up other forms of sex-based discrimination as defined in CEDAW.

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[56] House of Commons, 2005: 7
[57] Cleveland et al., 2000: 170

Info box 2: Sex-based discrimination and basic human rights

The Convention on the Elimination of All Forms of Discrimination against Women defines sex-based discrimination as "any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field" (article 1). Key political, economic, social, cultural and civil rights covered in major international human rights treaties include the following:

- Right to non-discrimination
- Right to employment
- Right to equal remuneration
- Right to social security
- Right to bank loans, mortgages and other forms of financial credit
- Right to adequate standard of living
- Right to adequate housing
- Right to ownership of, access to and control over land
- Right to health
- Right to education
- Right to participate in cultural life
- Right to equal participation in public and political life
- Voting rights
- Right to nationality

In addition, rights of particular importance to women such as reproductive rights, including access to reproductive health care services and family planning, care covered under the Convention. Other rights explicitly covered under the Convention are those relating to issues that affect women disproportionately, such as trafficking and exploitation through prostitution (article 6), and those issues faced by women in rural areas (article 14).

Source: United Nations, 2006: 85

2.3　Women in Business

This topic is closely relative to formerly mentioned "women in politics" and so it can be part of gender inequality chapter. Still it deserves separate section, because it is important for further understanding of glass ceiling concept which in our case will be mostly connected with business world. Even though most of this concept will be explained in following chapter, it is necessary to know some background, historical as well as statistical.

In business similar rules as in politics apply. Of the top 200 businesses listed on the Australian stock exchange in 2007 (including those that publish the mass circulation magazines), just 5 had a women as Chief Executive Officer (CEO). Of the 500 giant international corporations listed in Fortune magazine's 'Global 500' in 2007, just ten had a women CEO. Such figures are usually presented by saying that women now form 2 percent of the top business leadership around the world.[58]

The rate of world economic activity has increased and the number of women-owned businesses is increasing as well (for example in U.S. in 1970, women owned only about 5% of all businesses, in 1996 it was already 36% and the number is still rising)[59], but the overall activity is still just over two thirds of the rate for men. The main exceptions are Scandinavia and parts of West Africa, where women's relative labour force participation rates are unusually high. But in some Arab states women's work participation rates are one quarter the rate for men, and in much of south Asia and Latin America they are about half the rate for men.[60]

Even despite recent improvements most corporate wealth is in the hands of men, most big institutions are run by men and most science and technology is controlled by men. Moreover it is common that businesses owned by women tend to have fewer employees and lower sales and invested capital.[61] Nevertheless the women-owned business firms represent the fastest growing segment of privately held business firms and the revenues as well as number of employed people in women businesses have increased in recent years.[62]

To understand this current trend it is necessary to look back to the past. Highly charged political hurdles often have obscured the facts of women's leadership roles throughout history. The status of women leaders in former decades has either been

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[58] Connell, 2009: 2
[59] Carr, 2000: 209
[60] Connell, 2009: 3
[61] The World Bank, 2010: 5
[62] Powell et al., 2003: 192

exaggerated or downplayed to serve the needs of a rhetorical argument for women's place in society. In reality, women during the twentieth century have worked in virtually all sectors of government, business, the non-profit community, and social movements. Many women have risen to leadership positions, although their numbers were generally far lower than their percentage in the population.[63]

During the decades of World War I and World War II, women were drawn into business and government positions by circumstance as much as by choice. Women proved essential in running businesses, working in the manufacturing and service sectors. However, when World War II ended and men returned to their jobs, women found themselves displaced from business and government positions. With many exceptions women tended to return to their more traditional roles: mothers, homemakers, schoolteachers, nurses and secretaries.[64]

Gradually with an entry of birth control measures and family planning and with overall change in society settings women were again sent once more into the workforce. The 1970s saw widespread public recognition of women's rights and their abilities to make significant contributions to the workplace and to society in general. As in earlier decades, economic necessity continued to change the make-up of the family and the work environment – and hence the professional options of women. More and more women entered the workforce, this time in search not only of a job but of a career that paid well.[65]

Following table compares two major types of women entrepreneurs – traditional and modern – and shows the different motivation and attitudes. It sums up the historical trends and opposes them with present.

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[63] Smith, 2000: 8
[64] Smith, 2000: 8
[65] Smith, 2000: 9

Table 2: Traditional versus Modern Women Entrepreneurs

	Traditional 1945–1970	Modern 1970–Present
Orientation	Home and Family	Career
Work	Income supplement	Incubator effect
Entry	Segregation in service and retail sector	Male-dominated business and new ventures
Financing	Personal sources	External capital
Credit	Discrimination	Anti-discriminative laws
Education	Liberal arts	Technical and business administration, with corporate experience
Type of ownership	Proprietorship, low income	Corporate growth, high income

Source: Carr, 2000: 211, adjusted

Although women made up an increasing percentage of the workforce during the 1980s, they continued to be excluded from most leadership positions. Even in occupations such as school teaching where women dominated the workforce, leadership roles (principal, headmaster, and department chair) were still given almost exclusively to men. Even though women in increasing numbers were receiving university training as doctors and engineers, practitioners and companies in these fields were reluctant to hire even the most qualified women, especially to positions of authority and leadership. Business was particularly slow in opening doors for women.[66]

The main reason for women to start their own business is that they want to pursue their own interests and fulfil their entrepreneurial desires. Other very frequent reason is that women want to balance their family and career or that they did not feel any other option of advancement in their former job.[67]

Whether motivated by economic necessity or by choice, women are competing for the same jobs and opportunities as men. The workforce of the twenty-first century not only accepts but depends on these contributions. Competitive business cannot afford to

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[66] Smith, 2000: 10
[67] Carr, 2000: 212

discriminate against women in the workplace. The costs to businesses that follow only traditional habits of hiring include the following:

1. **Recruitment problems**. Companies who insist on fishing in a small pond inevitably come up short; the shrinking percentage of available white males should discourage companies from this narrow range of hiring. In addition, companies who hire too narrowly acquire a reputation among underrepresented groups for bias in the hiring process. When those companies need to reach out to a broader job candidate pool, they meet resistance and suspicion among the very workers they seek to attract.

2. **Productivity loss**. If the organization's culture is one in which opportunities for advancement for women and others are never realized, the understandable results is low morale, absenteeism and a marked decline in productivity.

3. **Opportunity cost loses**. Failing to capitalize on diverse representation often has serious consequences for companies in terms of marketing to a variety of demographic groups, teamwork, workforce quality, overall employee commitment, and relations with clients and other stakeholders.[68]

Despite rising levels of education and experience there is still a gap between the quantity of female labour and the hierarchical quality of those positions. It has been explained by the fact that women have had a later start in making inroads into corporate and governmental levels of power. Only during the 1990s have the number of women at work approached the number of male workers. However, they were not typically found at parity with male workers in leadership roles. Career development and climbing a corporate ladder takes time, often as much as 20 years according to some studies. The questions for women and for businesses at the end of the twentieth century are apparent: Is it just a question of time for women to rise naturally in organizations? Or is it a women's style of leadership again what can explain the gap? Are there organizational barriers to women becoming leaders – glass ceiling?[69]

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[68] Smith, 2000: 10–11
[69] Smith 2000: 11

To sum up the gender chapter, it is visible that gender influences all aspects and spheres of our lives. Ranging from politics and business to culture and society, everyday we can experience certain bias. It is on individual perceiving whether these biases are desirable or whether we need to fight to remove them. Nevertheless it is still determining our choices and options.

In recent literature shows how sensitive this issue still is. The view is very bipolar and seems to be a gender battle, all available literature was divided into gender-favoured – almost exclusively written by women and gender-against – written by men. This is not to say that there are no exceptions, for sure there are, but are probably limited. Maybe it just mirrors the amount of attention paid to this issue.

Gender is very broad topic and includes many other interesting phenomena. It is not the aim of this thesis to make extensive elaboration of them all; it would not even be possible. It was rather meant to be a selection of topics which are somehow connected to glass ceiling and which make background for it, so it will be easier to understand.

3. Glass ceiling

This chapter will be focused mainly on the glass ceiling concept in corporate world. It is important to distinguish, because glass ceiling has several forms and subtypes. This barrier in women advancement is present in almost all occupations, e.g. science, politics, education (even though there are mostly female teachers, the headmaster would be a man[70]), media etc. Each subtype has certain specifics, slightly different history and background and it is not possible to perceive it as one homogenous group.

Choice of corporate glass ceiling phenomenon was deliberate because author of the text was a part of research team which was assigned to find out the situation of glass ceiling in corporate world in India. Some information from the final report manuscript will be used already in this chapter. Nevertheless, brief description and outcomes of this study follow in Chapter 3. It will be interesting to compare the theory with practical results of the survey.

Generally, this chapter will define the term of glass ceiling as such, its incidence, its causes and factors and contributors to successful break through. Finally some extended statistics on women in management are included.

As it was discussed earlier, despite the tremendous increase of women in the workforce generally, and in management and entrepreneurial endeavours specifically, women remain conspicuously absent among the highest ranking, top paying, and most powerful corporate positions. Motivated by the 1960s, many women aspire to and are achieving status in traditionally male work domains. Contemporary labour statistics indicate that women occupy approximately 30 to 40% of lower and midlevel management positions in organizations, compared to less than 20% in the early 1970s. However, only 2 to 5% of top executive positions (e.g. corporate officers) are held by women. This finding has been termed the *glass ceiling.*[71]

This phenomenon caused the lack of women in middle and senior level management positions due to the organizational, attitudinal and societal barriers that effectively keep women and minorities from advancing up the career ladder. Unlike sexual harassment, job segregation and pay inequalities – which are obvious examples of sex discrimination – the

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[70] Smith, 2000: 10
[71] Cleveland et al., 2000: 312

glass ceiling is a more subtle form of workplace discrimination. Women are no longer prohibited or usually even publicly discouraged from entering certain occupations; however, in most cases, they are kept out of the pipeline for middle and top level management positions. In fact, the glass ceiling exists at much lower levels of management than previously thought. Additionally, the glass ceiling also exists in academia, governments, politics and science.[72]

It is a barrier so subtle that it is transparent, yet so strong that it prevents women and minorities from moving up the management hierarchy. It appears to exist at the general management level in many businesses.[73] Extended definition of the basic term is included in following info box.

Info box 3: Definition of glass ceiling

Glass ceiling: Phenomena, that occurs when invisible, artificial barriers prevent individuals from advancing within their own organizations despite their qualifications. Although the term originally was used to describe the point above which women managers were not allowed to rise, the term is used today in a broader sense to describe both obvious and subtle barriers, which prevent advancement opportunities for men and women from a wide variety of underrepresented groups. Qualified individuals hit the glass ceiling when they find they can not seem to rise any further in the organization. The ceiling is painfully apparent to them – yet often invisible to executives at top of the organization. Even when company executives recognize that there may be unwritten or unspoken barriers for women and others, these leaders look to external or personal reasons to explain the dearth of women at the top.

Source: Smith, 2000: 11–12

Women are entering into global labour force in record numbers. In the year 2000, two out of three new entrants to the labour force were women. In the year 2000, almost a third of all new entrants into the labour force were minorities who doubled their current share of the labour market. More and more, the competitive edge will go to businesses that are able to attract and, perhaps more importantly, retain good employees.[74]

Higher educational levels, falling fertility rates and sectoral changes have contributed to women's increasing participation in the labour force .Women constitute over 40 percent of

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[72] Business and Professional Women's Foundation, 1995: 86
[73] Cleveland et al., 2000: 312
[74] Business and Professional Women's Foundation, 1995: 86

the global labour force, approximately 60 percent in developed countries and 30 percent in developing countries.[75] At present more and more women are becoming graduates, post graduates, earning professional degrees and entering corporate life. With the rising education levels and social acceptance of gender equality women are moving into management jobs. However cultural and social attitudes still prevail upon women choices of jobs. They are more concentrated in traditional feminine professions like nursing and teaching. Nevertheless women are making inroads into the management sector. In fact their participation has increased with the expansion of the management sector opening up more employment opportunities to women.[76]

The glass ceiling exists at different level in different companies or industries. The promotional plateau for women in large companies is often found just short of the "general manager" position. Even in smaller or more progressive companies, it is rare to find woman at the general management level. Statistics also reveal that minorities and women are less likely to obtain positions in line functions – such as sales and production – which most directly affect the corporation's bottom line and are considered the fast track to the executive suite. Instead women and minorities are more likely to be placed in stuff functions.[77]

The glass ceiling also exists in the world of academia. Women and minorities remain clustered in the ranks of the non-tenured. Furthermore, although women are now receiving the majority of degrees awarded, the situation of professional women in academia is not improving. Recent reports examining the status of women on college campuses are drawing the same conclusion reached in similar reports prepared 20 years ago. Female professors, staff members and administrators in academia face a hostile work environment. This poor working climate is attributable to persistent and widespread gender discrimination. Female faculty and staff members are paid less than male colleagues at similar levels, they are more likely to hold lower-level positions, and they also receive fewer job promotions.[78]

The glass ceiling impedes women's career advancement not only in the private sector, but also in the public sector. In both elected and appointed positions, women are not equally represented. The glass ceiling in government and politics limits the participation of women at

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[75] Ray, 2009: 4
[76] Ray, 2009: 4
[77] Business and Professional Women's Foundation, 1995: 87–88
[78] Business and Professional Women's Foundation, 1995: 88

the highest levels of the policy-making process. The majority of women in government still face barriers that restrict their opportunity to advance beyond the lowest-level jobs.[79]

All theories have their deniers. George Gilder could serve here as one example, he thinks that it is not the glass ceiling phenomenon, which proves women from rising in corporate hierarchy. He thinks that it is rather a matter of inborn characteristics. His conclusions are following:

1) Males are more aggressive than females in all human societies for which the evidence is available.

2) The sex differences are found early in life, at a time when there is no evidence that differential socialization pressures have been brought to bear by adults to shape aggression differently in the two sexes.

3) Similar sex differences are found in man and subhuman primates.

4) Aggression is related to levels of sex hormones, and can be changed by experimental administrations of these hormones.[80]

The sex that is more competitive will tend to win more competitions. Feminist contend that the male edge in aggressiveness is irrelevant in the modern workplace, where soft skills are allegedly becoming more important. The fact is that from finance to economics, from technology to market research, high-level employment is more and more oriented toward mathematical reasoning. This means that men will increasingly hold the top jobs, because they are more likely to excel in math.[81]

For the glass ceiling debate, however, the key point is that men with the most earnings capacity exploit it most effectively, working longer hours and more resourcefully the more education and credentials they possess. By contrast, the more education and credentials a married woman possesses, the less likely she is to work full time all year at a highly demanding and remunerative job. Women may seek education and credentials in order to work less rather than to work more. Female physicians for example see 38 percent fewer patients on average than male physicians; female lawyers see fewer clients than male lawyers; female professors write fewer books and research papers than male professors. It springs from entirely commendable desire on the part of women to gain more time with their families. The

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[79] Business and Professional Women's Foundation, 1995: 88–89
[80] Gilder, 1995: 95
[81] Gilder, 1995: 96

result is that women who would be best prepared to pierce the glass ceiling shy from the effort.[82]

It is apparent that glass ceiling is very complex issue. It involves diverse factors which need to be handled. To understand all the different perspectives it is necessary to uncover the causes of this phenomenon.

3.1. Causes of Glass Ceiling

Human capital theory, one explanation for the glass ceiling, posits that women have not advanced to top level positions because they have not attained the same levels of education and experience or developed the same leadership skills and abilities as men. This theory suggests that as women gain these necessary experiences and characteristics, they will be represented equally at top management levels. However, the recent calculations reveal that at the present rate of advancement, it will take until about the year 2465 for women's presence in executive suites to be equal men's. Moreover, all evidence indicates that there are few, if any, real differences in women's and men's qualifications to lead.[83]

It is more plausible that women face many more barriers than men in their quest to reach top leadership positions in organizations. Sex (and race) stereotyping and systemic barriers have to be discussed. Stereotyping theory suggests that women are discriminated against by power holders because of a perceived lack of fit with top leadership positions. Decision makers who hold discriminative views are likely to place women in position consistent with their assumed value to the organization. Thus, women may be denied opportunities to advance at the same rate as men because systematic biases in review processes may lead to unfair promotion decisions. Recent research using computer simulation provides compelling evidence that stereotypes and biases against women as leaders explain the extreme paucity of women in top levels of management.[84]

Systemic barriers that nurture the glass ceiling involve organizational conditions that mirror the prejudices of broader society. In other words, these barriers can not be attributed directly to people's stereotypes and prejudices but are attributed to the system more broadly. Discrimination occurs because the organization is structured such that women are systematically disadvantaged in comparison to men in their efforts to navigate their careers to

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[82] Gilder, 1995: 97–98
[83] Cleveland et al., 2000: 313
[84] Cleveland et al., 2000: 313

top executive levels. Structural discrimination is typified by gender concentrated occupations that pay less and involve little power. Women are unlikely to advance to top organizational levels because they are not adequately represented in career paths that lead to those positions.[85]

Overall, these systemic barriers, which impede women's career advancement, can be divided into three main groups: **organizational**, **attitudinal** and **societal**. Recruitment practices, developmental practices and credentials-building experiences and accountability for equal employment opportunity responsibilities have all been identified as organizational barriers contributing to the glass ceiling.[86]

Job segregation also plays important part in the glass ceiling. The majority of female executives are concentrated in female dominated industries, such as health care and education. Additionally, women executives in both female and male dominated industries are guided into certain types of management positions – mostly staff and support – that offer few openings for getting to the top.[87]

The network of men largely contributes to the glass ceiling. The vast majority of corporate officers are men. Research has revealed that people at the top usually select for promotions those who resemble themselves. Since mentoring and sponsorship by higher level executives are two of the most important avenues to advancement and since there are so few women at the top, these opportunities are less available to women.[88] This network of men creates another problem – lack of female role models and mentors. Studies have shown that same-sex mentors are beneficial, which puts women at a disadvantage because of limited choice.[89]

Clichés about why women work contribute to the stalling women's career as well. One predominant myth is that women are more prone to leave their jobs because they can't handle the dual responsibilities of a job and family.[90]

Other systemic barriers include tokenism (see info box 4) and bicultural stressors. The heightened visibility and unrealistic expectations characteristic of tokenism create conditions for failure, affecting not only the person in the token position but also other women in the

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[85] Cleveland et al., 2000: 313
[86] Business and Professional Women's Foundation, 1995: 89
[87] Business and Professional Women's Foundation, 1995: 89
[88] Business and Professional Women's Foundation, 1995: 90
[89] Nicolson, 1996: 104
[90] Business and Professional Women's Foundation, 1995: 90

pipeline. When the token woman fails, decision makers are less likely to risk placing other women in that position. Finally, women in management face the dual stressors of being a female (which is associated with discrimination, greater work – family stress and greater likelihood of being sexually harassed) and being a manager. Women may deliberately choose not to pursue top positions because of the compounded stressors from both these demanding domains of life. Whether women are directly discriminated against in their attempts to advance to top organizational levels, or whether the system makes women's advancement more difficult than men's (i.e., women have to put up with being tokens as well as managing stressors from multiple roles more so than do men), the glass ceiling remains a formidable barrier for women leaders.[91]

Info box 4: Tokenism

It is a status, when one is being perceived as a token (i.e., member of small, visible minority). Typically tokens are perceived stereotypically, are expected to perform better than anyone else, and are expected to fulfil stereotypical roles for their token status.

Source: Cleveland et al., 2000: 321

Women in managerial career paths still may have difficulty attaining top executive positions, in part because they are often not given the same developmental opportunities as their male peers. It is important not only to be employed in a career path leading to the executive suite but also to be given challenging job assignments that increase one's visibility to organizational makers. Three categories of developmental opportunities that are important for proving oneself suitable for top management were described by Cleveland et al.:

1) **Job transition** involves changes in a job's content, status, or location and challenges the manager to effectively structure a new unfamiliar situation.

2) **Task-related characteristics** involve risks and challenges in the existing job that give managers opportunities to test and learn from new courses of action, such as turning around a troubled operation.

3) **Obstacles** are difficulties faced in the job such as difficult boss or lack of personal support.[92]

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[91] Cleveland et al., 2000: 314–315
[92] Cleveland et al., 2000: 314

Male and female managers attending management development seminars were surveyed to assess gender difference in these key developmental experiences. Men reported significantly more task-related developmental components in their jobs compared to women. These differences remained after age, tenure, education, and job type were taken into account. Women reported significantly less personal support in their jobs than men. In another sample of managers was found that women and men had the same level of education, worked in the same industries, indicated the same willingness to relocate, and took very few, if any, career breaks (i.e., to raise a family). However, even in this sample of very similar male and female managers, women received significantly less pay than men. If women are not equitably rewarded for their efforts to be good leaders, this must affect their motivation to aspire to top executive levels of management.[93]

Women are crucially aware of the problem. In a survey of women managers 90 percent felt that the glass ceiling is the most significant problem facing women managers. Eighty percent of these women said that women were underrepresented at the executive level. Women also know that pay inequities exist.[94]

- Women managers tend to be clustered in the lower paying, entry levels of management, such as working supervisor and first-line supervisor.
- Women manager's pay lags behind men's at every level. When women move into an occupation in significant numbers, the occupation loses status and decreases in pay, and men tend to move out of it. Conversely, if an occupation loses status and reasons, women are more likely to be hired into it.
- Women are likely to hit the glass ceiling even at middle-level positions.[95]

But there are even other factors preventing women from progress:

- A continued reliance on old-boy networks (relying on word-of-mouth referrals instead of recruiting and hiring from a diverse labour pool).
- Skewed appraisal and compensation systems (in which bonuses, perks, and favourable performance reviews were mostly frequently given to white men).

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[93] Cleveland et al., 2000: 314
[94] Smith, 2000: 16
[95] Smith, 2000: 18

- Lack of corporate responsibility or executive accountability (top executives made no effort to give high-visibility, career-enhancing assignment to women and failed to keep records of their informal hiring and promotion systems).[96]

Stereotypes about women also hinder their ability to move ahead. A wealth of survey research and anecdotal data documents the negative preconceptions across industries of women's leadership skills. Work and family conflicts may also contribute to career path halts for women. Many of those conflicts could have been eased by flexible organizations willing to help women better balance work/family issues and continue to pursue career advancement. Companies that espouse family-friendly policies in the form of corporate child care, flexible work arrangements, resource and referral support, vouchers, dependent care assistance plans, and other programs may not in fact practice what they preach. Without company flexibility and support, it is often difficult for women to have both families and fast-track careers.[97]

Causes of glass ceiling are very diverse and so it is evident that if we want to overcome these burdens in the future it would mean the change of attitude on multiple levels. But even in current settings it is possible to break through.

3.2. Breaking through

Breaking glass ceiling is significant challenge for women especially given that the gatekeepers and power brokers in companies tend to be white males (glass ceiling concerns not only women but generally all minorities). Breaking the glass ceiling requires a major commitment on the part of organizations to take action in promoting and advancing people regardless of their gender or ethnicity – and for men to take an active role as partners in implementing this change. Some of this work has already begun with major corporate efforts in diversity training, recognition of the unique qualities of women's leadership styles, formal mentoring programs for women, and implementation of work/life human resource management strategies.[98]

The research on how women perceive the glass ceiling helps us identify how organizations lose talent as well as what can be gained by understanding the problems. Several studies exploring how women both succeed at and get derailed in their careers have

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[96] Smith, 2000: 18
[97] Smith, 2000: 18
[98] Smith, 2000: 19

been undertaken. These studies help identify factors that explain both gender inequity and contributors to success in breaking through. There are six basic factors:

1) Help from above.

2) A track record of achievements.

3) Desire to succeed.

4) An ability to manage subordinates.

5) A willingness to take career risks.

6) An ability to be tough, decisive, and demanding.[99]

In terms of factors that lead to derailment, the ones most often mentioned included (1) inability to adapt, (2) wanting too much (for oneself or for other women), and (3) performance problems. [100]

Following info box shows findings of a survey about glass ceiling.

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[99] Smith, 2000: 19–20
[100] Smith, 2000: 20

Info box 5: Breaking the glass ceiling

Some women have made it to the top in organizational management (or very close to it). Through interviews and surveys, researchers have examined the characteristics of these women that helped them break the glass ceiling. Survey of 176 female executives (80 of whom identified a male peer, who also completed a survey) was done in order to obtain a profile of women who had surpassed glass ceiling boundaries. Participants in the study came from service industries, manufacturing, government, retail industries, and small businesses. Over 80% of the sample was within three decision levels to the top of their companies and, on average, they controlled budgets of over $2.5 million. Thus, women in this sample truly held top-level positions in their companies, and most women were in service and retail industries. Thus, the glass ceiling breakers were unlikely to come from the largest, most powerful organizations.

Findings were that these exceptional women were more similar to their male peers in the study than they were different. In spite of the comparisons between man and women in this study (they were nominated by the female participants), it is worth noting that these women, like their male peers, possessed college degrees, averaged 13 years of experience in their current type of work, had at least one mentor during their career and worked in line as opposed to staff positions. On the other hand, women held more egalitarian sex-role socialization attitudes than did the men and were less optimistic about their future upward mobility than men. Within the female sample having had a mentor was positively related to salary and perceptions of being promoted in the future. Also, female executives who had children under 18 reported lower career expectations, higher level of stress, and more thoughts of quitting, even though many of their companies made accommodations for family concerns.

To sum up, female executives succeeded with many of the same characteristics as did male executives. Good education, hard work, line responsibilities, and mentors were keys to their success. Additionally, women's positive attitudes about egalitarian sex roles facilitated their upward mobility. Although the presence of children tended to be negatively associated with career aspirations, almost half of these executive women did have children under 18, suggesting that it is not impossible to have a family and be a successful executive.

Source: Cleveland et al., 2000: 315–316

One way, how to break glass ceiling could be proper legislation. Almost every country has adopted legislation prohibiting discrimination or guaranteeing equal rights for men and women. The ILO's Discrimination (Employment and Occupation) Convention and Equal Remuneration Convention are amongst the most highly ratified of all international labour Conventions. Nonetheless, efforts are still necessary to achieve gender equality in the labour market.[101]

Even with the existing legislative great disparities are still apparent. With regard to share of women in management jobs data shows that, in general, countries in North America, South America and Eastern Europe have a higher share of women in management jobs than countries in East Asia, South Asia and the Middle East. Nevertheless, in female-dominated sectors where there are more women managers, a disproportionate number of men rise to the more senior positions and in those professions normally reserved for men, women managers are few and far between. The global figure for businesses with no women in senior management positions has remained unchanged at 38 percent since 2004, while countries like the US, Mexico, Russia, Poland, Italy and New Zealand have witnessed a fall in businesses with women senior managers.[102] Info box 6 shows global statistics of women managers.

[101] Wirth, 2001: 139
[102] Ray, 2009: 5

Info box 6: Women in management

In the United Kingdom, the total number of managers and administrators was 4,306,000 in 1999. Of these, women constituted almost 33 percent. But there was still a glass ceiling apparent at the highest levels. A 1998 survey of over 584 different companies in the United Kingdom found that 3.6 percent of directors were women.

In Canada, 43.6 percent of companies had no female corporate officers and only 26.6 had multiple female officers in corporate positions by 1999. In 1995, the proportion of women as senior executives and board directors in the 70,000 largest German companies was between 1 percent and 3 percent, while their share of senior and middle management was 6 percent and 12 percent respectively.

A recent French government report cited a 1997 study of the 5,000 leading enterprises in France, which found that women comprised 1,680 of the 26,700 managers (6.3 percent). The same study showed that women represented 2 percent of the chief executive officers of these companies, 4.7 percent of executive managers and 7.6 percent of managers overall.

In Brazil, a 1991 survey of major corporations found that women comprised only around 3 percent of top executives: 3.5 percent in the 300 largest national private groups, 0.9 percent in the 40 largest state-owned groups, and 0.5 percent in the 40 largest foreign-owned companies.

The situation is more encouraging in certain countries. A study in Jamaica found an eleven-to-one ratio of women to men at boardroom level, while in Chile, women held 8 percent of director and high-level executive positions in 1996. A survey of private-sector boards in Australia reported an increase in the number of women on these boards from 7.6 percent in 1998 to 8.3 percent in 1999. This compares with a figure of 4 percent in 1996. Surveys focusing on senior management (not just the very top jobs) report higher proportions of women holding management positions. In the Netherlands, women increased their participation in senior management from 10 percent in 1979 to 18 percent in 1990 and in Canada, women's presence in senior management across all sectors was 15.9 percent in 1998 compared with an availability rate of 20.8 percent for qualified women.

In Finland, female managers most often work below board level as personnel, marketing or financial managers and women's share in these positions reached 11 percent in 1994. They fared best in industries employing large numbers of women, such as health and community services and the hotel and catering industry.

In Argentina, women occupied close to 7 percent of senior management jobs according to a 1995 survey.

Source: Wirth, 2001: 38–41

Given the situation that women's progress is very slow owing to factors that are complex and varied, what attempts have been done so far to overcome this glass ceiling. One strategy which some of the countries have opted is the imposition of the Norwegian model. Effective from January 1 2006, Norway's government has imposed quotas under which the top 500 publicly traded firms until 2008 have to fill 40 percent of their boardroom seats with women, or be delisted. France is imposing a 20 percent quota, while Spain has decided to give preferential treatment to companies who appoint more women on their boards.[103]

However when we look at women's representation in the managerial jobs it is very less compared to men. Their rate of progress is also slow and uneven. Women are still concentrated in the most precarious forms of work throughout the world and breaking the 'glass ceiling' still appears elusive for all but select few. Men are in the majority among managers, top executives, and higher levels of professional workers whilst women are still concentrated in the lower categories of managerial positions. [104]

Although a few women have made it to the very top in the world of work, yet largely their presence in senior management level is negligible. Women continue to face more difficulties obtaining top jobs than they do lower down the hierarchy. A handful of women are making headlines here and there as they break through, but statistically they represent a mere few percent of top management jobs. The rule of thumb is still: the higher up an

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[103] Ray, 2009: 6
[104] Ray, 2009: 4

organization's hierarchy, the fewer the women. Women hold a mere 1 to 3 percent of top executive jobs in the largest corporations around the world.[105]

Empowering women to break through glass ceiling requires action on many fronts. The right qualifications and training are central, as are policies and practices in the workplace to eradicate discrimination at all levels. Governments also play a fundamental role in regulating the social, political and economic environments and in making these receptive to gender equality and the guarantee of equal rights.[106]

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[105] Ray, 2009: 4
[106] Wirth, 2001: 139

4. Glass Ceiling in Indian Context

This chapter is focused on situation of women in corporate world in India. Most of the data presented here will be taken from manuscript of final report from a project "Women Managers: Challenges and Opportunities", which was conducted by research team of Centre for Social Research (CSR). This is an Indian non-governmental organization which was assigned by Indian Government (Ministry of Women and Child development) to conduct this study. Aim of this study was to find out, whether the concept of glass ceiling is present in India in same form as we know it in western culture and whether there is the need to adopt some legislation in order to prevent it.

Study was conducted in three cities – New Delhi, Bangalore, Kolkata, and in four sectors – Banking, Media, Healthcare and Hospitality and Tourism. The choice of these three cities was deliberate. India is very vast country with different culture and habits in each federal state, these influence even the corporate culture, and so different outcomes were expected. Four sectors were chosen on the basis of disproportion between the numbers of women in entry level and senior level.

Our aim was to find out what major problems women face at workplace, how do they feel about the company atmosphere, whether their policy is supportive, what are their career aspirations, family background and many other factors that may influence their future advancement.

This study is unique and first of its kind, but it is trying to be a follow up of a study of Gupta et al. which had the same name but different objective and methodology. There are almost none other data regarding glass ceiling in India available. This is the reason, why the manuscript of the final report creates the major part of the chapter.

First part of the chapter contains the comparison of Indian context with the global situation. Are there any differences or are there the same patterns as the western world? These observations were made on the basis of secondary data, derived from different articles and studies. Then, there are results of the survey itself and lastly, there is an illustration of findings from the study of Gupta et al. Their sample size was slightly different so the results have not the same informational value.

Advancement of women in management jobs has not kept pace with increase in working women. Their presence in senior management level is negligible. Women are graduating and entering management positions yet there is a bottleneck at middle management levels. While entry is easier, progression slows and in most situations regardless of their qualifications or achievements, women are prevented from climbing the corporate ladder to the top. In India researches and survey reveal that men outnumber women in terms of attaining top managerial positions. Review of secondary sources shows that data on Indian female managers is almost non-existent. The very lack of statistical data signifies the lack of attention paid to the issue of women in leadership positions in the Indian context.[107]

A few studies that have been conducted on the issue of women representation in management jobs reveal that women are lagging far behind men in managerial jobs According to one of the scarce sources, the study by Gupta, et al, 2 women per 100 economically active men take administrative and managerial positions in India.[108] Recently Confederation of Indian Industry released a study "Understanding the Levels of Empowerment of Women in the Workplace in India" covering 149 large and medium size companies across regions. The report highlights that women comprise 16 percent at junior management level, 4 percent each at middle and senior levels, and only 1 percent in organizational leadership positions (CEOs).[109]

The worldwide statistics shows that in 2000-02 women's overall share of managerial jobs was between 20 percent and 40 percent in 48 out of 63 countries.[110] As far as senior management position is concerned female representation is very less. Women take 20 percent of senior managerial positions in the US and 19 percent in the world on an average[111]. In US and Europe 25 percent of companies do not have women in senior management at all.[112] Female representation is even less as far as board membership is concerned. According to European Board Women Monitor, 2004 conducted by the European Professional Women's Network (EPWN) an average proportion of women board directors in 11 European countries were reported to be 8 percent varying from 2 percent in Italy up to 22 percent in Norway.[113]

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[107] Ray, 2009: 2
[108] Gupta et al., 2006: 291
[109] Ray, 2009: 2
[110] ILO, 2004: 2
[111] Thornton, 2004: 41
[112] Thornton, 2002: 24
[113] EPWN, 2004: 1

This indicator is reported as 13.6 percent for US.[114] The International Business Owners Survey (IBOS) 2004 conducted by Grant Thornton outlines that 42 percent (59% globally) of business in India include women in senior management positions, but women occupy 12 percent (19% globally) of the senior management posts available.[115]

As evident from the data above, India is lagging far behind world's average in female representation in management. Indeed, it is hard to imagine that women constituting 48 percent of population (Census 2001), 48 percent of the marginal and 17 percent of the main workers (Census 2001), they take only 2–3 percent administrative and managerial positions. This discrepancy clearly sheds light on the solid "glass ceiling" that Indian women face when entering professional careers.[116]

As discussed in former chapter, the glass ceiling comes in many forms: women's under-representation at the corporate hierarchy, gendered wage gap, occupational segregation, discriminative corporate policies, lack of attention to the specific needs women have, sexual harassment, exclusion of women from informal networks. Tremendous amount of research has been undertaken in this area with Breaking through the Glass Ceiling by ILO being one of the most comprehensive international studies. Yet, India sample was not included in the latter. Research reveals that the attainment of top executive positions for female in the world in general and India in particular is complex and involves many variables. Understanding those variables is important to formulate strategies to overcome such forms of gender inequality in organizational leadership. The key research problem remains to identify the factors that contribute slow progress of women in the management.[117]

In India the situation of women is changing with more and more women getting educated not only in general education but also technical and professional courses. Along with their increasing level of education in various streams there has been sizeable increase in their workforce participation.[118]

A study showed that the Fortune 500 companies with the highest percentages of women corporate officers yielded, on an average, 35.1 percent higher return on equity than those with the lowest percentages. Even more encouraging is Fortune's conclusion that the list

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[114] Catalyst, 2003: 1
[115] Thornton, 2004: 40–41
[116] Ray, 2009: 3
[117] Ray, 2009: 3
[118] Ray, 2009: 7

of brand-name firms with women chief executives is longer and more impressive than ever. Undoubtedly these are encouraging phenomenon which are witnessed in India but the question is how diverse and widespread is this phenomenon in the Indian Management sector. The success stories of few women making it to the top are 'feel good factor' providing an impression that position and status of women is changing in Indian management sector. But in the true sense how many of these breakthroughs are really happening. Barring a handful like ICICI Bank, HSBC and Biocon, an overwhelming majority of Indian boardrooms are still no-go areas for women.[119]

Women today comprise only 2 percent of the total managerial strength in the Indian Management sector. However India is among the countries witnessing an increased participation of women in senior levels along with countries like Taiwan, the Philippines, Hong Kong and Sweden. India is seeing an increasing number of women occupying management positions in leading companies, both listed and privately held.[120]

Being one of the fastest growing economies in the region clearly does not translate into bigger and more powerful roles for women in India who land far fewer top jobs than women in BRIC (Brazil, Russia, India and China) countries and India's Asian neighbours. Among the BRIC countries, 42 percent of top managerial positions in Russia are held by women, 31 percent in Mainland China and 29 percent in Brazil. The Philippines leads where 47 percent of all top jobs go to women. Apart from Japan, India's position on the list is better than only 2 other countries - Denmark (13 percent) and Belgium (12 percent). The Indian metros do emerge better than the national average with Chennai closest to the global average at 22 percent followed by Delhi at 18 percent and Bangalore at 16 percent.[121]

The reasons for this are many ranging from individual constrains, mindsets, stereotypes and organizational structural impediments. There is an increasing feeling that a majority of Indian companies still have a kind of institutional sexism that tries to prove women are less able than men so do not allow women to move up in their career. Not only this is visible in the Indian corporate sector it is also observed in the civil services in India where women IAS (Indian Administrative Service) and IFS (Indian Foreign Service) officers have been victim of gender bias. There are cases where women IFS officers have been denied assignments compatible with seniority by Ministry of External Affairs (MEA), for the simple

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[119] Ray, 2009: 8
[120] Ray, 2009: 8
[121] Ray, 2009: 9

reason that they had challenged the system. In a democracy, like India merit, fairness and transparency should be the hall mark. But regrettably those who seek to question the government are further punished. There is bitter competition in the senior level civil services. Male officers feel threatened when there are strong independent minded women officers as a competitor. And that's when they start blaming women for being concerned about family or for being emotional, and their achievements are not recognized.[122]

Women in corporate India are aware of the constraints they work under and obviously try to make the best of the bargain. They typically bear a disproportionate amount of responsibility for home and family and thus have more demands on their time outside the office.[123]

4.1.   Situation in India

What is evident from the above discussion is that women in India experience a slower progression compared to their male counterparts. While entry is easier, growth slows and in most situations regardless of their qualifications or achievements, women are prevented from climbing the corporate ladder to the top. Although a few women have made it to the very top in the world of work, the phenomenon of glass ceiling is still very prevalent in India as well as in other countries. The glass ceiling has proved resistant to affirmative action, sensitization of senior managers and human resources staff, measures to promote work-family balance and a broad recognition that investing in the talents and qualities of both women and men at all organizational levels makes good business sense. The existence of the glass ceiling that retards the progress of women is a prime example of discrimination against women at work through vertical segregation by sex.[124]

There are many overt and covert glass-ceiling factors that impede women's career growth in the management sector. These can be categorized under organizational, social and individual level. The organization-centred paradigm advances the view that it is the disadvantageous position of women in the organizational structure few numbers, limited decision making power, which influences women's career growth and progress, shapes and defines the behaviour of women. The underlying principle of this perspective is that men and women are equally capable and committed to assuming positions of leadership. The problem

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[122] Ray, 2009: 9
[123] Ray, 2009: 9
[124] Ray, 2009: 10

lies in the organizational policies and structures and the remedy is a fundamental change to eliminate inappropriate discrimination in institutional policies and practices. Among structural factors may be listed: discriminatory appointment and promotion practices; male resistance to women in management positions; absence of policies and legislation to ensure participation of women; and limited opportunities for leadership training and for demonstrating competence as a result of the power structure in the workplace.[125]

Societal approach links gender-centred and organizational structure perspective. Here the analysis is concerned with the social construction of gender and the assignment of specific roles, responsibilities, and expectations to women and to men. These gender-based roles, irrelevant to the work place, are carried into the workplace via their internal structures and everyday practices. The socio-cultural perceptions, which determine the attitudes and behaviours of individual men and women, form barriers to the equal participation of women in senior management. Gender relations are kept in place because the actors involved, both dominant and subordinate, subscribe to social and organizational reality – the clustering of women in the lower ranks and wage gap.[126]

Individual-centred perspective, in which the paucity of women is attributed to the psycho-social attributes, including personality characteristics, attitudes and behavioural skills of women themselves, is another explanation of glass ceiling existence. The problem is vested in the individual and woman is called upon to adapt herself to the traditional, male concept of management within the academy. Focus is on the need for women to adapt to compensate for their socialization deficits. Among personal factors are lack of self-esteem and self-confidence, limited aspirations in the field of management, lack of motivation and ambition to accept challenges to go up the ladder. Women's orientation to interpersonal relations with peers which could impede their upward mobility; promoted myths regarding women's low potential for leadership, being less assertive, less emotionally stable and lacking ability to handle a crisis; include: male managerial styles, discourse and language that shut women out; informal organizational cultures also referred to as the old boys club; women's reluctance to self-promote their achievements and capabilities making them institutionally invisible; the persistence of cultural values and attitudes that strongly support women's childcare, family and domestic responsibilities as priority over career aspirations.[127]

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[125] Ray, 2009: 10
[126] Ray, 2009: 11
[127] Ray, 2009: 11

The above discussion shows that there are various reasons contributing to the existence of glass ceiling in Management profession which is extremely complex and varied. They are as follows:

- The stereotypes and preconceptions towards women that they are fragile and lacking in the qualities that are considered useful to be effective managers. Traditional masculine traits such having higher value than feminine traits in management world. Top posts are generally characterized by masculine aggressive values and suitability for them is decided mostly according to male criteria.

- The position which an individual hold within the organization shapes the traits and the behaviour they develop or posses. Women often secure positions that have titles with little real power or supervisory authority.

- Women are primarily placed in non-strategic sectors rather than in the so-called line positions that involve financial decision-making or revenue-generating.

- Responsibilities, like sales and production positions that are critical for advancement to the top, are usually given to males.

- Mentoring plays an important role in the advancement of women into management positions. However, access to mentoring is often limited for women, which in turn results in a lack of training and career development activities.

- Women's career paths tend to be more circuitous and interrupted than those of men which are typically linear, and this impedes women's progress to top positions. Women often have to deal with the complexities of the dual role as working women and mother and sometimes have to make compromises, which slow down their careers. Women managers with children are often looked on less favourable than those without children and they are viewed as being less committed.

- Women workers still bear more of the main burden of family responsibilities than men and so have less time for the extracurricular formal and informal networking essential for advancement in enterprises.

- Inability to stay late at work and a disinclination for jobs involving travel and transfers have been identified as another major factors for women in achieving top positions.[128]

Lastly, women managers also have their own inner battles, which need to be fought and overcome. Many women do not aspire for higher management as that would disrupt family life. Therefore women managers need to establish their career goals and acquire determination to overcome the obstacles that exist to keep women from accomplishing their goals. Women need to develop the confidence and attitude needed to succeed in business.

As we can see, the assumptions in India are quite the same as in the western society. The aim of the survey was to either confirm those assumptions or to come up with new theory which could explain the lack of women in top positions.

4.2.   Findings and Recommendations of Women Managers study

In this chapter the major outcomes of analysis of primary data relating to the challenges and opportunities faced by women managers will be highlighted. However, before discussing the findings of the primary data it is essential to have a look at the overall situation and status of women managers in India vis-à-vis the world. Not withstanding the fact that women's education and participation in the workforce in India has increased yet their representation in higher management is very low compared to men. There are various studies which have been done on women's share in the management. A few researches and survey conducted in the Asian and Indian context reveal that in India, men outnumber women in terms of attaining top managerial positions. If we look around, we will not find even a handful of companies headed by women or women at leadership of strategic departments. But that does not mean that the situation is not improving. Women are being taken for jobs of responsibility, though it may be more on the HR, servicing, IT or finance side and much less in hardcore production or marketing jobs.[129]

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[128] Ray, 2009: 12
[129] Ray, 2009: 66

4.2.1. Key findings of the study

In this study 360 women managers and 24 HR managers from all three cities – Delhi, Bangalore, and Kolkata – were interviewed. They were from four sectors Healthcare, Media, Banking and Hospitality. The data collection in field took over four months and it was the major difficulty. Despite the challenges the CSR team faced in terms of time and availability of these managers in getting interview done, the interactions with them was a positive experience. Many women managers articulated about the challenges that they faced and shared their views on various aspects relating to their career. We observed that there were differences in views and opinions, both level-wise and sector-wise, with regard to challenges faced in the organization, societal and individual front. There were multiple viewpoints on issues like training, networking, and transfers, required for promotion and growth. The HR managers from different sectors provided us an insight into their company policies relating to gender inclusiveness. They shared their views regarding employment criteria, promotions, leaves and other facilities.[130]

4.2.1.1. **Responses on Challenges Faced by Women Managers**
4.2.1.1.1.   Organizational Level

- Organizations provide equal opportunities to men and women to grow, in terms of employment, promotion, and training. But several respondents find that those are not enough, for the very fact that the situation of women is not similar to those of men. Some respondents said that they lose out in such opportunities due to various domestic compulsions. Many respondents felt that companies should be sensitive to their situation and needs.

- Most of the companies that have been audited during the interview process of the women managers and HR managers do not have any specific gender policies to promote women to leadership jobs and make the organization more gender inclusive. However most of the respondents said there organizations are gender sensitive.

- Majority of the companies did not have any specific gender committee and cells where women can report their grievances. In most companies it is handled by the higher management. Several respondents said that it was difficult to vent out their grievances

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[130] Ray, 2009: 68

as repeatedly lodging complaints is not taken favourably by the senior management and might block one's chances of promotion.

- Many respondents said that they are confronted with male ego especially in case of subordinates and colleagues. Assertiveness on the part of women is often not appreciated by men.

- Discrimination of women in the workplace is very subtle. Many women managers felt that men are more valued and have better chances for promotion than women as they are more flexible and mobile than women.

- Majority of the respondents said that support systems, both at the work place and at the family help to retain women in employment. And enable women to give their best.

- Facilities such as transport, compensatory leaves, and medical benefits are statutory kind of benefits offered by majority of the companies and that form part of the company's concern regarding its employees. As such, no special support systems are provided to female workers.

- Facilities like flexible working hours and crèches are non existent in many of the companies. This was suggested as one of the main reasons why women in the private sector have to quit jobs. Majority of young married women managers expressed the desire that their companies should have facilities like crèche and flexible working hours so that they can maintain a work – life balance.

- Maternity benefits remain an issue of anxiety mostly among the entry level and mid-level women managers, especially those in the private sector organizations. In public sector organizations women do not have any issues regarding it.

- In private sector companies several respondents complained that their companies provide maternity benefits but they are not sensitive to their needs especially when one joins office after availing maternity leave. A few managers lamented that they are not provided with flexi-timings and are perceived as less committed to their work. Unfavourable conditions compelled women to take a break in their career.

- Some of the women managers stated that having women bosses has helped them to give their best in their work as they are treated with more understanding and empathy. They receive encouragement and advice regarding their work which has helped them to improve.

- Training programmes are conducted by companies for their employees to enhance their skills and women are encouraged to participate in the training. Several respondents were happy about the fact that the training programmes are conducted in duty hours and the participants are exempted from their work, which helps them to avail the training. Sometimes companies provide transport or transport allowances to encourage them to participate in the trainings. However there were a few other companies that made no concessions to the specific difficulties that women might face, specifically not very helpful in allowing them to avail training. Many respondents felt that training should be designed with regard to the time and space of women.

- Women participation compared to men is less in business trainings. The HR managers stated that the low participation ratio of women is because of less number of women employees at all levels.

- Majority of the respondents believed that networking is important for career growth. But most of them said that it did not contribute to their career, due to their family obligations they did not have much time for networking. A few respondents even said that they are not comfortable with it.

- Several respondents said women cannot grow after a point. The reason that was cited most was at higher level there is stiff competition and there are subtle gender biases. Women are offered less challenging assignments. They are mostly out of the informal loop or networks.

- Most of the HR managers opined that women do not prioritize their work. The job on the top can involve putting in long and unpredictable hours besides the possibility of frequent relocation, which is often not possible and feasible for most women.[131]

4.2.1.1.2. *Societal Level Challenges*

- Although many managers had the support of their family yet their obligation to domestic duties did not allow them to give 100% to their job. Several young married respondents said that they preferred not to take transfer and rather compromise in promotion, to keep a balance between home and office.

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[131] Ray, 2009: 68–70

- Balancing home and work seemed hard for these women managers. Many women complained of conflicting role responsibilities and complaining in-laws, who wanted the daughter-in-law to quit their jobs.

- Several respondents said that they took break in career for family reasons.

- Many respondents expressed angst regarding the prevailing mindset that women are perceived to be less committed to work, while men are not. In fact, many of the managers felt that men who are married with children are rather considered more committed to work.[132]

4.2.1.1.3. *Individual level Challenges*

- Several HR managers said that majority of women managers do not have the drive to move ahead. They are more complacent about their position. But they also said that those women, who are assertive and focused, move up in their career.

- Majority of the respondents although expressed their aspiration to attain the top level position, yet many of them failed to suggest how to achieve that. They did not have any clear cut career plans and strategies.

- Some of the respondents mentioned that they need to develop appropriate skills and confidence.[133]

4.2.1.2. **Sector- Specific Findings**

4.2.1.2.1. *Hospitality*

- Women make up 9.1% of the workforce in the Hotel and restaurant industry and men 90.9%. The female percentage share in this industry is a mere 0.9%.

- Women employability in this sector has increased with the growth in tourism sector in India. Majority of women managers stated that they are motivated to take up the career out of own preference and job market.

- About 81.8% of women managers said there is no gender policy although most women said during interviews that they do consider their company as sensitive to gender issues.

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[132] Ray, 2009: 70
[133] Ray, 2009: 70

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- The job areas most of them are confined to are guest relations, food and beverages and housekeeping.

- The facilities provided by the company to support them are transport, medical benefits and compensatory leaves. But those are not exclusively for women.

- Despite the fact that majority of the women said this sector is favourable to women, still most of them believe that women cannot grow after a certain point.[134]

4.2.1.2.2. *Media Sector*

- In the media sector travel and tours are an integral part of the job, and it becomes difficult for a woman considering safety issues. Shift duties in media help women to adjust their schedules.

- About 50% of the respondents in media said they faced glass ceiling in promotion. There are stiff competition and ego clashes. Achieving top position is not easy. Promotion beyond mid-level is difficult. One needs to be very aggressive. Networking is extremely important to be in the loop and many women managers lose out in this aspect for which their growth is impacted.

- One of the respondents said that the media industry aims at profit maximization, and men can be better entrepreneurs than women, because they are not carried away by emotions, but are more assertive and commercial minded.

- Maternity leaves and child care affects those women who are anchoring. It is not possible to do correspondent jobs anymore. These women are either forced to take up desk jobs or they quit.[135]

4.2.1.2.3. *Banking Sector*

- Only two women have risen to the top position in public sector banks since they were nationalized. There are only 5% of women managers in public sector banks. Private sector banks comprise 40% women managers.

- In Banking sector transfer remains a major impediment in the career growth of most of the women managers. Many respondents have compromised promotion just not to take transfer. Majority of the managers felt that transfer should not be linked to promotion.

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[134] Ray, 2009: 71
[135] Ray, 2009: 71–71

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- Only 38.2% respondents said their banks have gender policies. Most of them said their organizations are gender sensitive. Sexual harassment cases reported are rare. Major banks have grievance cell to deal with women problems.

- Trainings are most often conducted and women are encouraged to participate in the training programmes.

- The respondents in the banking sector felt that the sector is good for women because it is a source of respect, recognition, and a safer sector for work. Problems exist with the fixed working hours, but certain improvements in this regard will definitely make it a comfortable and women friendly place to work.

- Banks provide facilities such as medical benefits, compensatory leaves and transport facilities to a few managers. Flexible working hours option is available in private banks but not in public sector banks.[136]

4.2.1.2.4. *Healthcare Sector*

- There are no gender policies and companies are less sensitive to gender. Sexual harassment cases are reported and some companies have gender cells to address women grievances.

- Special efforts are not made for women to grow within the organization. Women candidates are preferred in the physiotherapy sector and client relationship. This may be due to their caring, empathetic nature.

- The positive factor there is scope for flexibility and independence within this sector. Due to these reasons, the sector is favourable and attracting more women.

- Several respondents said glass ceiling exists. 33% said men are given more preference in several job areas like travel assignments, for which women lose out.

- Companies encourage women managers to participate in trainings. Majority of them felt that consideration of time and space of the trainings are just as important as a supportive work culture.[137]

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[136] Ray, 2009: 72–73
[137] Ray, 2009: 73

4.2.1.2.5. *Overall Sectors*

- Promotion is based on performance and merit in the media, hospitality, health and private sectors banks. In case of a public sector bank, seniority and performance were the determining criterion for promotion to higher levels. Performance is judged on the basis of written examination and interview in these banks.

- In all sectors most women (45%) said travelling assignments are generally given to men. This is primarily because of security reasons to ensure female employees' safety. Many feel it limits the women in their professional development and career growth.

- Most of the companies in the four sectors do not have any proper grievance cells to address women complaints reports of sexual harassment. Most of the banks have grievance cells that address women complaints.

- Out of the four sectors media and banking were less flexible with working hours.

- Companies across sectors offer equal opportunity to grow. But majority do not have any specific policies to promote women.

- Women managers often face conflicting issues in managing family and office. Only 14.3 % said they are managing comfortably.[138]

4.2.1.3. Level-wise findings

- The average time of experience of the entry level respondents was 3.5 years while the average length of experience of middle level managers before being elevated from entry level was 6 years and for senior level the average years of experience was 9 years before being elevated from middle level position.

- The respondents in the entry level are found to be more independent in their career choices. Their career choices were entirely based on their own decision and the job market demands. In the middle level the respondents said it was the job market, family support and advise of peers that determined their career choices. In the senior level majority of the respondents said it was family and individual factor that guided their career choices.

- Both entry level and middle level women managers aspired to be top level managers. In the senior level most of the respondents said that initially when they joined job they

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[138] Ray, 2009: 73–74

were more concerned with the immediate job and later on with experience they became more ambitious and aspired for higher position.

- At entry-level the main motivational factor for choosing the current company as employer is career chances, followed by reputation of the company. Salary plays a smaller role. At mid-level the dominating motivating factor for the respondents was reputation of the company followed by career chances and salary. And at senior level the main motivational factor is salary and greater role in decision-making and working atmosphere.

- All respondents in three levels said that their company encouraged and facilitated women to undertake training. Individually speaking, most of the respondents in each level were not aware of training programmes offered by Chambers and Management institutions.

- At all levels women agreed that their company provides equal opportunity to grow in the organization.

- Across all levels some respondents said their companies are not sensitive to the fact that situation of women is different and that they should be given facilities to promote them.

- A few respondents at different levels spoke about the subtle discrimination existing in the workplace. At entry and at middle level respondents commented that male colleagues are more flexible and may therefore be preferred in getting employed or promotion.

- Several of senior level women said that even after reaching senior stage most of the male treat them as women first than their position.

- Majority of women managers at all levels said that women have to work much harder than men to prove themselves.

- Across the levels majority of respondents felt networking is important. The middle level managers mostly said that they cannot afford to do networking as their family responsibilities do not allow them to devote much time to it. Most senior level women said they are not comfortable with it.

- With regard to transfer policies women at mid level and senior level said that it should not be linked to promotion and women who are willing to take transfer should be promoted. It should be more need oriented than a norm.

- Across all levels women found that their company is not women-friendly.

- Family has been a great support to the respondents at all levels. However clashes between their domestic duties and professional commitments have impacted the career of the women managers. It was mostly observed in the cases of respondents in the middle level. At entry level women managers did not experience conflicting situation so much. At the senior level women said that they did experience clashes but they have tried to make adjustments and manage successfully.[139]

4.2.2. Recommendations

- Women intake ratio is less than men in almost all the companies/organizations visited in the four sectors. Companies should orient their recruitment policies to recruit equal number of male and female in the entry level in order to bring in gender diversity and inclusiveness.

- In the survey it was observed that company policies in the four sectors are not adequate to ensure growth and leadership development of women employees. Companies should be more sensitive to women situations and need as women generally have to look after family and work.

- Companies should be transparent about their policies relating to employment, promotion; training. Organizations should go for gender audits.

- Need of male colleagues who are more sympathetic and understanding. Managers should be made more accountable for gender focused results and everyone should go through a gender sensitization process.

- More transparency among the staff and the HR department is needed; more employee-friendly HR, sensitive to women concerns and situation is needed.

- Lack of laws in the private sector, therefore there should be proper laws regarding pregnancies, maternity leaves etc. The laws should be prescribed, so that no one manipulates it.

- Clear cut sexual harassment policy should be laid down by the companies. Proper grievance cells need to be formed for women to report about their grievances.

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[139] Ray, 2009: 74–76

- Promotion should not be linked to transfer as has been the case in public sector banks. Transfer should be need based. Women, who are willing to take transfer, should be given transfers if the companies have a branch in the location where one wants to be transferred.

- Both family and work are fulfilling experiences. Good support system at family and work place would enable women to fulfil both without being pressurized to prioritize one above the other. Companies should adopt best practices such as options to work in flexi-timings, work from home and transport facilities.

- Difficulty with child care arrangements was a major workplace issue. Companies should provide facilities like crèches to enable women to give their best in their profession.

- Companies should encourage its women employees to participate in programs that would hone personality development of women

- Woman should have clear cut aims and ambitions in life. Goals should be well defined in the start so that women do not lose focus in the midst of their career.

- Lack of mentoring is found to be one of the factors responsible for women slow development. Companies should create programs for mentoring entry and middle level managers. Mentoring not only inspires a sense of responsibility across levels but also adds a sense of intergenerational connection and reciprocity.

- Companies should establish leadership training explicitly for newly recruited women managers in the recognition that promotion to middle-level and senior-level often entails appointment to leadership positions.[140]

The larger lessons that can be drawn from this study are:

Women representation at the top level of management is proportionately very low compared to men. There is a solid glass ceiling that is existing and that is resisting there movement in their upward ladder of career growth. This suggests that there needs to be systemic changes if companies are serious about bringing in greater diversity in their management and encouraging competent women to overcome the hurdles that society places in their career path.[141]

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[140] Ray, 2009: 76–77
[141] Ray, 2009: 78

4.2.3. Gupta et al. study

We can compare these findings with results of the only similar study which was done by Gupta et al. Their research targeted all burdens and discriminations women managers have to face when entering the labour force. Their study included 162 email respondents (no field work or interviews) – men and women (so they had the views of both sides). It was focusing on seven key areas – (1) hiring practices, promotion and advancement, (2) equity in pay and reward, (3) organizational perceptions of gender issues, (4) the management and leadership skills of women and how useful they are, (5) how men feel working with women, (6) coping strategies against gender bias in organizations and what prevents women from advancing, (7) and what initiatives companies could take.[142] For the purposes of result comparison, key area (2) and (6) will be mentioned.

In terms of equity in pay and reward, findings are following: Even though, both male and female managers perceive that employees are hired based on their qualifications, merit, and accomplishments, but gender becomes an important consideration during salary raises, promotions or advancement decisions. More women believe that they must work harder than men, are paid less than men for the same qualification, are forced to prove their competence all the time, and to succeed in the corporate world, they must develop management style which is comfortable to men. Even at senior level, her status as women does not become irrelevant; she continues to be perceived as "women" who needs to "prove" her worth while men are assumed competent till proven otherwise. Fewer women (71% vs. 81% men) perceive that competence, not gender is an issue in organizations. They noticed an interesting difference between male and female managers on performance expectations. More men (48%) than women (38%) believe that to be successful, women managers need to consistently exceed performance expectations more often than men. It was expected these percentages to be reversed. The way these percentages came out in our study suggests that men expect more from women while women are underestimating these expectations – which may not be good for their careers.[143]

If we have a look at what prevents women from advancing than the findings are: From female managers' perspective, the major barriers to women's advancement to corporate leadership are: male stereotyping (72%), exclusion of women from informal networks of

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[142] Gupta et al., 2006: 292–293
[143] Gupta et al., 2006: 293–294

communication (71%), and women's commitment to family responsibilities (65%). On the other hand, male managers perceive two major barriers to women's advancement: women not being long enough in the pipeline (72%) thus having less business experience, and family responsibilities slowing women down (70%). Our study also indicates that 59% male managers believe that few women can or want to do what it takes to get to the top. Surprisingly 52% female managers also concur with the feelings of male managers on this issue. Lack of mentoring of women and lack of awareness of organizational politics were also perceived as barriers. More women (50%) than men (34%) thought that inhospitable corporate culture is a barrier to women's advancement. More male managers (24%) than female managers (10%) thought that woman's ineffective leadership style is a barrier to their advancement. Perhaps, the leadership style that men are not comfortable with is labelled as "ineffective".[144]

Their recommendations to overcome the gender bias at workplace are:
- Open dialogue between men and women in organizations to learn about gender differences that exist on important issues affecting the work environment.
- Offer educational and training programs for men and women to learn how to effectively manage the gender diversity in organization.
- Re-engineer HRM practices and implement other suggestions offered by our respondents to make organizations more "women friendly". Such suggestions include:
  - Exposure of women to top management
  - Job rotation for women
  - Career development programs for women
  - Leadership development programs for women
  - Better child care facilities at work
  - Surveying women regularly to assess their job satisfaction
  - Senior level commitment to gender issues
  - Recruitment of women at senior level positions
  - Establishing mentoring program for women

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[144] Gupta et al., 2006: 304

- Although, a few women organizations have emerged in India, there is no *Association of Women Managers.* They recommend establishing such a professional body to organize educational, training, development and research on gender issues in corporations.[145]

Even the findings of Gupta et al. are very convincing. Obviously, the biggest problem is the different perceiving of men and women. It seems, that both are expecting something else than the other ones.

Apparently glass ceiling is present in India, but to draw out some clear result of the CSR study was very difficult. Some problems with the survey are mentioned in discussion but the trickiest fact was that many results were contradictory. The reason can be the conflict in responses from entry level stuff and seniors, who were probably more loyal and wanted to create better picture of the company or that they just were more mature and perceived the same issues differently. Nevertheless, women feel they are discriminated and deprived from their rights. This is very serious revelation and it is up to Indian government to assess the findings of the study and make the final decision.

As it is obvious throughout whole third chapter, India still has long way to go in terms of legislation and women presence in managerial positions but it should be mentioned that India stands pretty well among the group of developing countries. This will be mainly due to the fact that many Multi-national organizations are building their branches here and that India is favourite destination for outsourcing, which brings in many patterns from original countries. The pressure from international community will sooner or later bring their standards and Indian government will have to react. The question remains, whether the change of legislation will be followed by change of social mindset.

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[145] Gupta et al., 2006: 309–310

5. Discussion

Certainly this thesis offers many topics for discussion but I would like to elaborate the findings of last chapter. I had a chance to be a part of the research team of CSR for seven months and I went through the whole process of the project preparation – from questionnaire compilation (see appendix) to data analysis. I was present at number of interviews which were conducted in New Delhi and I had a chance to meet many interesting women CEOs but also fresh graduates at entry level and the overall impression was bit different than that expressed in final report.

First of all it was great struggle to collect the data because women were unwilling to cooperate – it seemed to me that many of them suspected us because we were NGO employees. Even though we had a cover letter from the Ministry of Women and Child Development, or just because of it, many of them refused the interview straight away or if they agreed over the phone, when it came to interview, they cancelled with apologies or just disappeared. Then there was another group of women who warmly welcomed foreigners and I had a feeling that they wanted to show off. This was approved in the case we got the chance to talk with girls from lower levels.

It is not very common to commit such an extended research to the NGO, especially on request of ministry, but this was probably exceptional case, because CSR has 26 years of experience, which is more than majority of private research agencies, and it works for women so it has many useful contacts and networks.

My overall impression was that for some women the glass ceiling played an important role (especially in media sector where the transfers and frequent business trips were common) in terms of promotion but for another big group this was not the case. Many women just made this personal decision and when they settled down, they just quitted the job or did not have the aspiration for promotion anymore. Whatever the reasons may be, this trend was clearly apparent when we gathered the personal information like age and marital status. Vast majority of women in top management were either single or divorced and had mostly one child.

This apparent conclusion was nonetheless not included in the final report because it is not a phenomenon which can be affected from central government.

6. Summary

Even though it was not possible to describe (and it was not even the aim of the thesis) all possible patterns in gender and glass ceiling phenomena, still the main results are apparent. Despite the existing laws and restrictions, gender discrimination continues to appear. It is obvious that legislation can not solve everything. Gender patterns are usually deeply rooted in the society and it takes long time to change the mindset of the people. However, recent statistics show that the trend is positive and slow progress is already happening. The best example is the field of politics where more and more women are occupying high positions and thus take a part in decision-making. This way they can influence new laws and legislation as such and make a positive change.

Glass ceiling concept still needs further research. Sufficient data outside United States are hardly present. This hinders any prediction. Again it is apparent that causes of glass ceiling are very diverse and their removal will require complex solution. Indeed, proper measures can not be undertaken if we do not know what we are facing. Every culture is specific and so what works in one country does not have to be applicable in different settings. That is why each country needs specific approach.

India is one of those countries where they recognized the importance of proper research. This country is very unique. If it was mentioned earlier that each country needs different approach, then India itself needs number of concepts to fight glass ceiling. India is so diverse that it is not possible to generalize from one survey to whole country. There is still space for many more similar surveys as was that conducted by CSR.

Generally speaking whole issue of gender is very interesting because it is so diverse. It influences our lives everyday and it is still changing. It is as dynamic as our society and it offers many opportunities for research.

7. Shrnutí

I když nebylo možné v této práci postihnout všechny možné aspekty genderové problematiky, přesto se podařilo odhalit několik zajímavých trendů. Je evidentní, že legislativa a zákony nejsou samospasitelné, protože diskriminace pokračuje i v zemích, které se zavázaly k dodržování mezinárodních závazků, případně mají vlastní zákony. Samotné zákony generovou diskriminaci zmírnit nemohou, genderové role jsou příliš silně zakořeněny ve společnosti. Uvědomění obyvatel je jediné možné dlouhodobé řešení. Současné statistiky nám však naznačují, že změna v tomto směru již nastala. Nejlepším příkladem jsou asi výsledky politických průzkumů. Ženy stále častěji usedají na významné posty, což jim dává rozsáhlé pravomoci na další změny.

Skleněný strop je termín v našich zeměpisných šířkách stále poněkud nejasný. Pokud chceme zjistit případný rozsah problému, bude potřeba provést ještě mnoho průzkumů, protože až na několik výjimek, nemáme téměř žádné údaje. I zde je však nasnadě, že se jedná o komplexní problematiku, která bude vyžadovat ucelený přístup. Navíc nelze pouze přebrat nějaký model ze zahraničí, protože každá země má svá specifika, která bude nutné brát do úvahy.

Indie je jednou ze zemí, která už průzkumy zaměřené na problematiku skleněného stropu provádí. Ovšem zde je situace ještě o něco komplikovanější, protože Indie je různorodý subkontinent a vlastní legislativu nebo předpis bude nejspíš potřebovat každý jednotlivý stát. Přestože vláda si již existenci problému připouští, země je stále na začátku cesty. Bude potřeba provést ještě velké množství výzkumů, aby se dospělo ke hmatatelným výsledkům.

Obecně lze říci, že problematika genderu nabízí mnoho prostoru ke zkoumání. To je způsobeno tím, že se jedná o dynamický systém, který se neustále mění a ovlivňuje tak i naše životy.

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9. Annexes

Annex A: Entry level questionnaire

Annex B: Middle level questionnaire

Annex C: Senior level questionnaire

Annex D: HR questionnaire

Annex A – Entry Level Questionnaire

Project
Women Managers in India -
Questionnaire on the Entry Level

Name of the Women Manager: _____

Position/designation: _____

Sector :

Age	
Marital Status	
Children	

_____

I. Personal Details

II. Educational level

Education	Graduate (Name of the Institute)	Post Graduate (Name of the Institute)	Doctorate (Name of the Institute)
Technical			
Managerial			
Any Other			
Specialization (if any)			

Skill Enhancement Trainings attended (if any)	Type	Duration	Institution

1. What motivated you to choose management courses?	a- Successful Peers b- Family c- Job Market d- Own Preference e- Any other, pl. specify

2. Who gave you advise/inspired you to follow these courses?	a- Peers b- Elders in the Family c- Institutional Counselling d- Success stories from Newspaper/Magazines, etc. e- Any other, pl. specify
3. What was you career aspiration before you started to study management courses?	a- Successful top-level Manager b- To have your own enterprise c- More successful than peers d- Status e- Any other, pl. specify
4. How did joining the management courses affect your attitude and outlook concerning your career choices?	a- More aggressive b- More ambitious c- Effective time-management d- Individualistic e- More optimistic/extrovert
5. If you think about your current situation, would you like now to choose other courses? If yes, which?	a- HR Management b- Finance Management c- Business Management d- Hotel Management branches e- Any other, pl. specify

III. Getting Employed

6. How many jobs did you apply for before getting this job?	
7. Did you get the job in the chosen field?	a- Yes b- No
8. As a woman, did you feel that you were given equal responsibility in an equally important area as your male colleagues?	a- Equal Responsibility b- Less Responsibility c- Equally important area d- Less important area e- Any other, pl. specify

IV. Job/Workplace

9. What is your current position/ designation? What are the duties and responsibilities associated with this position?	
10. Since when are you in your current position?	
11. How many years of work experience do you have?	
12. For how many years have you worked with this company?	

13. What was your motivation to apply and to start working for this company?	a- Salary b- Career chances c- Reputation of the company d- Working atmosphere e- Relationship with colleagues f- Chance of personal growth g- Any other
14. Are you satisfied with your current position, tasks and responsibilities? Why or why not?	a- Satisfied b- More than satisfied c- Not satisfied d- Temporarily not satisfied e- Any other, pl. specify
15. What is your present salary structure?	a- 10,000 – 15,000 c- 20,000 – 25,000 b- 15,000 – 20,000 d- 25,000 – 30,000

16. Where do you see yourself in five years?	a- Still at the same level b- In the middle-level c- In the senior position in middle-level d- Top-level e- Any other, pl. specify
17. Which are your further plans of growth/Which position do you want to achieve?	a- Middle-level b- Upper-middle level c- Top-level d- Board of Directors e- Any other, pl. specify
18. How do you plan to achieve this goal?	a - by attending special skill development training b - by promotion c - by training in soft skills d - by joining an MNC e – Any other
19. Does your company offer trainings for employees on the entry level? If yes, please specify.	a- Introduction Training b- Skill-development training c- Soft-skill development training d- Training for present job e- Any other, pl. specify
20. What opportunities were given for learning and training, job handling, etc.?	a- Availed training leave b- Better placement within the company c- Opportunity to interact with high-level delegation d- Any other, pl. specify
21. How are women encouraged to participate in the trainings organized by the company?	a- Organised during duty hours b- Exemption from office work c- Door-to-door transportation provided d- Provision for taking care of the family in absence (in case of out-station training) e- After training increments/promotions, etc.
22. Do you know about special trainings for women offered by chambers/management schools?	a- Yes b- No
23. Have you already participated in some training? How does it help in enhancing your career?	a- Received increment b- Better role and responsibilities

	c- Transferred to important job area d- Increased efficiency/performance e- Any other, pl. specify
24. How important is networking in your opinion for professional development?	a- Important b- Very Important c- Not Important at all d- Less important e- Do not know

25. Do you know the concept of '*glass ceiling*'?	a- Yes b- No
26. What does this concept mean to you?	a- Discrimination against women in reaching the top position despite having equal qualification and experience b- Discrimination for being a woman in promotions/training, etc. c- Both the above d- Preference to women e- Do not know exactly
27. Do you think, you ever faced this '*glass ceiling*'? If yes, in which extent?	a- Yes b- No
28. Does your company have a gender policy?	a- Yes c- Do not know b- No
29. How sensitive is your organization to gender issues?	a- Sensitive b- Very sensitive c- Less sensitive d- Not at all sensitive e- Do not know
30. What are the measures undertaken by your company to stipulate and to support women issues/policies in employment and promotion of women employees?	a- Equal preference in employment b- Equal preference in promotion c- Equal preference in training d- Any other, pl. specify
31. Are you aware of any harassment cases at your workplace? If yes, was any action taken to prevent it?	a- Yes b- No Action taken:
32. What are the support system/facilities provided by your company?	a- Flexible working hours b- Accommodation c- Transport facility d- Crèches e- Compensatory leaves f- Medical benefits/health insurances, etc.

33. Are you able to put extra hours in your work whenever needed?	a- Yes b- No c- At times d- Quite often e- Any other

V. Equal Opportunities

34. Does your organization provide equal opportunity to grow in the organization?	a- Yes b- No
50. Are there women in different levels of managerial positions?	a- Yes b- No
35. Do you feel that beyond a point woman cannot grow in the organization or there is no such glass ceiling?	a- Yes b- No c- Not aware
36. Pl. cite reasons for your answer to the above question.	a- HR Policy of the company b- CEO c- Attitude of Senior male colleagues d- Attitude of senior female colleagues e- Any other, pl. specify

VI. Sector Specific

37. Do you think this sector is more favourable to women?	a- Yes b- No
38. How is it favourable?	a- More women employees b- More women in higher position c- Speedy promotion system for women d- Better salary structure/increments e- Any other, pl. specify

VII. Other Factors

39. How is your family (husband/parents) supporting your ambition?	a- Supportive b- Very supportive/Enthusiastic c- Adjust schedules for each other d- Not at all supportive e- Any other, pl. specify
40. How do you manage family and career? Are you comfortable with the balancing act?	a- managing successfully b- Conflicting issues Pl. elaborate:
41. Any suggestion for future generation?	

Annex B – Middle Level Questionnaire

Project
Women Managers in India
Questionnaire on the Middle Level

Name: _____

Position/designation: _____

Sector, in which the interviewed woman is working in: _____

I. Personal Details

Age	
Marital Status	
Children	

II. Educational Level

Education	Graduate (Name of the Institute)	Post Graduate (Name of the Institute)	Doctorate (Name of the Institute)
Technical			
Managerial			
Any Other			
Specialization (if any)			

Skill Enhancement Trainings attended (if any)	Type	Duration	Institution

1. What motivated you to seek a career in management?	a- Successful Peers b- Family c- Job Market d- Own Preference e- Other, pl. specify
2. What was your career aspiration before you started to study?	a- Successful top-level Manager b- To have my own enterprise c- To be more successful than peers d- Status

	e- Other, pl. specify
3. Do you feel you are able to realize it? If yes, what do you think are the chief contributing factors in achieving the same? If no, what are the stumbling blocks?	a- Yes- contributing factors: b- No- main blocks:
4. How helpful do you find skill enhancement/improvement trainings in the mid-career?	a- Very helpful b- Helpful c- A little helpful d- Not helpful at all e- I don't know
5. If you consider your current employment situation, would you have chosen different courses? If so, Why?	a- Yes, pl. specify: b- No c- I don't know

II. Job/Workplace

6. What is your current position/ designation? What are the duties and responsibilities associated with this position?	

7. As a woman, did you feel that you were given equal
 	
   responsibility in an equally important area as male
   colleagues?
	a- Equal Responsibility
	b- Less Responsibility
	c- Equally important area
	d- Less important area
	e- Other, pl. specify

8. Did you get the job in the chosen field?	a- Yes b- No
9. Since when are you in your current position?	_____ years
10. For how many years have you worked with this company?	_____ years
11. What was your motivation to work for this company?	a- Salary b- Career chances c- Reputation of the company d- Working atmosphere e- Relationship with colleagues f- Possibility of personal growth/ development f- Other
12. How many years of work experience do you have prior to being elevated to the middle level?	_____ years
13. What is your present salary structure? Are you entitled to : Salary Structure:	a- Bonus b- Medical benefits c- Maternity leave d- Provident fund e- Transport facility f- Other

III. Company Related

14. What system/criteria does the company that you are
 	
    working with follow for promoting its employees
 	
    from entry level to middle level?
	a- Merit-based (career & trainings)
	b- Performance-oriented
	c- Gender-based
	d- Seniority-based
	e- Other, pl. specify

15. Does your company offer training for employees on the entry level to enable them for promotion?	a- Refresher Training b- Skill-development training c- Soft-skill development training d- Training for mid-level job handling e- Other, pl. specify f- No training
16. How are women encouraged to participate in these trainings organized by the company?	a- Organised during duty hours b- Exemption from office work c- Door-to-door transportation provided d- Provision for taking care of the family in absence (in case of out-station training) e- After training increments/promotions, etc. f- Not encouraged at all
17. Have you attended any such training? If yes, pl. specify.	a- Yes: b- No
18. Are you aware about special trainings for women offered by chambers/Management Schools?	a- Yes b- No Pl. specify:
19. Do you think it is necessary for companies to offer special trainings for women?	a- Very necessary b- Necessary c- Not at all necessary d- Not particularly for women e- Other
20. How should special trainings for women be designed/ constructed?	a- Considering the time and space b- Supportive work culture c- Considering care of family during absence d- Encouragement by increments/ promotion/ non-transfer

21. Does your company have a gender policy?	a- Yes b- No c- I don't know

22. How sensitive is your organization to gender issues?	a- Very sensitive b- Sensitive c- Less sensitive d- Not at all sensitive e- I don't know
23. What is the basis for promotion to senior level?	a-Performance b- Merit c- Seniority d- Readiness for transfers/relocation e- Other, pl. specify
24. Do you feel your male colleagues stand a better chance for promotion to senior level? If so, why?	a- Yes b- No c- I don't know
25. How do you visualize yourself five years from now?	a- Still at the same level b- In a senior position in middle-level c- Top-level d- Among the decision-makers of the company e- Other, pl. specify
26. In your opinion, how important is networking for professional development?	a- Very Important b- Important c- Less important d- Not Important at all e- I don't know
27. Are you able to put extra hours in your work whenever needed?	a- Always b- Quite often c- Sometimes d- Never
28. What are the support system/facilities provided by your company?	a- Flexible working hours b- Accommodation c- Transport facility d- Crèches e- Compensatory leaves f- Medical benefits/health insurances, etc.

29. What are the measures undertaken by your company to stipulate and to support women issues/policies in promotion of women employees?	Equal chances in: a- employment
	                               b- promotion
	                               c- training
	                               d- decision-making
	e- Other, pl. specify

30. How do you feel as a women in middle management?	a- Very comfortable b- Comfortable c- Less comfortable d- Not at all comfortable e- Other, pl. specify
31. Are you aware of any harassment cases/ injustice against female colleagues at your workplace? If yes, was any action taken to prevent it?	a-Yes b- No

IV. Equal Opportunities

32. Are there women in different levels of managerial Positions within your company?	a- Yes b-No
33. Have you heard about the concept of '*glass ceiling*'?	a- Yes b- No

34. What does it mean to you?	a- Discrimination against women in reaching the
	    top position despite having equal qualification
	    and experience
	 b- Discrimination for being a woman in
	    promotions/training, etc.
	 c- Both the above
	 d- Preference to women
	 e- Do not know exactly

35. Do you think, you ever faced this '*glass ceiling*' in your working environment? If yes, how?	Yes, through: a- HR Policy of the company b- CEO c- Attitude of Senior male colleagues d- Attitude of senior female colleagues e- Any other, pl. specify f- No, have never faced it
36. Do you feel that beyond a point woman cannot grow in the organization or there is no such glass ceiling?	a- Yes b- No c- Not aware

V. Sector Specific

37. Do you think this sector is more favourable to women?	a- Yes b- No
38. How is it favourable?	a- More women employees b- More women in higher position c- Speedy promotion system for women d- Better salary structure/increments e- Other, pl. specify

VI. Other Factors

39. In how far is your family (parents/husband) Supportive the demands of your career at the mid	a- Very supportive/Enthusiastic b- Supportive c- moderately supportive d- Not at all supportive

level?	e- Other, pl. specify
40. How do you manage family and career?	a- Managing successfully b- Occasionally experience stress due to the balancing act c- Experience conflicting issues d- Struggling to combine work and home Pl. elaborate:
41. Have you ever found yourself compromising your career choices because of family and children?	a-Yes, Pl. describe in few lines: _____ _____ _____ b-No
42. Any suggestion for future generation?	

Annex C – Senior Level Questionnaire

Project
Women Managers in India
Questionnaire on the Senior Level

Name: _____

Position/designation: _____

Sector, in which the interviewed woman is working in: _____

I. Personal Details

Age	
Marital Status	
Children	

II. Educational Level

Education	Graduate (Name of the Institute)	Post Graduate (Name of the Institute)	Doctorate (Name of the Institute)
Technical			
Managerial			
Any Other			
Specialization (if any)			

Skill Enhancement Trainings attended (if any)	Type	Duration	Institution

1. What motivated you to take up management as a career option?	a- Successful Peers b- Family c- Job Market d- Own Preference e- Other, pl. specify
2. What changes do you observe in the offering	a- The standard has risen

of management courses by institutions?	b- The standard has dropped c- More and more demand-driven d- Mushrooming of institutions to facilitate admission of girl students near by their residence d- More branches/ types of management are taught e- Other, pl. specify:
3. How do you rate your success since you have (already) reached the top management level?	a- I've reached what I've always aspired to b- Hard labour has been rewarded c- Performances has been awarded d- It's more than I ever imagined e- It's been a long way f- Other, pl. elaborate:
4. What do you think are the chief contributing factors in achieving the same?	a- Outstanding performances/merits/trainings attended b- Rising opportunities c- Adjustment and support at the home front d- Women-friendly promotion policy of the company e- Other, pl. specify:
5. Did you face obstacles en route to this top level position? What are they?	a- Often having to prove your capabilities being a woman b- Difficulties in getting promotions c- Clashes between family responsibilities and work d- Attending unsuitable training programmes e- None of the above f- Other, pl. describe:
6. Do you believe skill enhancement/ improvement trainings are helpful in achieving success in management career?	a- Very helpful b- Helpful c- Less helpful d- Not helpful at all e- I don't know
7. What is the role of short term certificate/diploma courses in career promotion?	a- It gives your skills recognition b- Better performance results in better chances c- It's considered during promotion d- It plays no mayor role in promotion e- Other, pl. specify:

II. Job/Workplace

8. Since when are you in your current position?	_____ years
9. For how many years have you been working with this company?	_____ years
10. Did you get the job in the chosen field?	a- Yes b- No

11. What was your motivation in working for this company?	a- Salary b- Greater role in decision-making c- Reputation of the company d- Working atmosphere e- Relationship with colleagues f- Possibility of personal growth/ development g- Other:

12. How many years of work experience do you
    have prior to being elevated to the senior
    level?
	_____ years

13. As a woman, did you feel that you were given
    equal responsibility in an equally important
    area as male colleagues?
	a- Equal Responsibility
	b- Less Responsibility
	c- Equally important area
	d- Less important area
	e- Any other, pl. specify

14. What system/criteria does the company that
    you are working with follow for promoting its
    employees from entry level to middle level
    and from there to senior level?
	a- Merit-based (career & trainings)
	b- Performance-oriented
	c- Gender-based
	d- Seniority-based
	e- Any other, pl. specify

15. Does your company offer training for
    employees on the middle level to enable them
    for promotion?
	a- Yes b- No

16. How are women encouraged to participate in
    these trainings organized by the company?
	a- Organised during duty hours
	b- Exemption from office work
	c- Door-to-door transportation provided
	d- Provision for taking care of the family in absence
	    (in case of out-station training)
	e- After training increments/promotions, etc.

17. Have you attended any such training? If yes, pl. specify.	a- Yes b- No Pl. specify:

18. Are you aware about special trainings for
    women offered by chambers/Management
    Schools?
	a- Yes b- No
	Pl. specify:

19. Do you think it is necessary for companies to offer special trainings for women?	a- Very necessary b- Necessary c- Not particularly for women d- Not at all necessary e- Other
20. How should special trainings for women be designed/ constructed?	a- Considering the time and space b- Supportive work culture c- Considering care of family during absence d- Encouragement by increments/ promotion/ non-transfer

	e- Other, pl. specify
21. In your position, how do you support women managers in the entry and middle levels in their career ambitions?	a- Giving preference to women candidates b- Giving equal chances to male and female candidates b- Designing special training programmes for women employees at middle level c- Providing support system like crèches, transport d- Flexible working hours e- Other, pl. specify:

III. Company Related

22. Are you aware of a gender policy within your company?	a- Yes b- No
23. How sensitive is your organization to gender issues?	a- Very sensitive b- Sensitive c- Less sensitive d- Not at all sensitive e- I don't know
24. What is the basis for promotion to senior level?	a-Performance b- Merit c- Seniority d- Readiness for transfers/relocation e- Other, pl. specify
25. Do you feel your male colleagues stand a better chance for promotion to senior level? If so, why?	a- Yes, pl. specify: b- No c- I don't know
26. What is the ratio of women at the entry level and at the senior level in your company?	a- 5: 1 b- 7: 1 c- 10: 1 d- 15: 1 e- Other, pl. specify:
27. In today's business world, networking, communication and collaborations are crucial for professional development. How do you relate your success to it?	a- It significantly contributed b- It contributed to some extent c- I firmly believe in it, but it did not contribute in my case c- I found it not very significant for promotions d- Other, pl. specify:

28. What are the support system/facilities provided by your company?	a- Flexible working hours b- Accommodation c- Transport facility d- Crèches e- Compensatory leaves f- Medical benefits/health insurances, etc. g- Other, pl specify

29. What are the measures undertaken by your company to stipulate and to support women issues/policies in promotion of women employees?	Equal chances for: a- employment
	                      b- promotion
	                      c- training
	                      d- decision-making
	e- Other, pl. specify

30. Does your company have any policy to handle employee's grievances particularly in
    reference to women employees? What would
    you like to improve in the system?
	a- Yes
	b- No
	Pl. specify:

31. Have you ever tried to make any break through?	a- Yes, pl. elaborate b- No

32. As a woman manager in the senior level, how
    comfortable are you in your job situation
    especially when you have to attend the board
    meetings, business delegations, etc.?
	a- Very comfortable
	b- Comfortable
	c- Less comfortable
	d- Not at all comfortable
	e- Other, pl. specify

33. Are you aware of any harassment/sexual harassment cases at your workplace? If yes, was any action taken to prevent it?	a- Yes Action taken: b- No

IV. Equal Opportunities

34. Does your organization provide equal opportunity to grow in the organization?	a- Yes	b-No
35. Are there women in different levels of managerial positions?	a- Yes	b-No
36. The concept of '*glass ceiling*' is often discussed in relation to women entering the corporate sector? What does it mean to	a- Discrimination against women in reaching the top position despite having equal qualification and experience b- Discrimination for being a woman in	

you?	promotions/training, etc. c- Both the above d- Preference to women e- Do not know exactly
37. Do you think, you ever faced this '*glass ceiling*' in your working environment? If yes, how?	Yes, through: a- HR Policy of the company b- CEO c- Attitude of Senior male colleagues d- Attitude of senior female colleagues e- Other, pl. specify f- No, I have never faced it
38. Do you feel that beyond a point woman cannot grow in the organization or there is no such glass ceiling?	a- Yes b- No c- Not aware

V. Sector Specific

39. Do you think this sector is more favourable to women?	a- Yes b- No
40. How is it favourable?	a- More women employees b- More women in higher position c- Speedy promotion system for women d- Better salary structure/increments e- Other, pl. specify

VI. Other Factors

41. How do your family and friends support the demands of your career at the top level?	a- Being understanding b- Support in domestic chores met out c- Adjust schedules to suit each other's demands d- Flexibility in approach e- They are not supportive f- Other, pl. specify:
42. How do you manage family and career?	a- Managing successfully b- Occasionally experience stress due to the balancing act c- Experience conflicting issues d- Struggling to combine work and home Pl. elaborate:
43. Have you ever found yourself compromising your career choices because of family and children?	a-Yes, Pl. describe in few lines: _____ _____ _____

	b-No
44. Do you have any recommendation for women choosing management as a career option?	

Project
Women Managers in India
Questionnaire on the HR Managers

Name: _____

Sector: _____

Position/designation: _____

Gender Policy Related

What is the selection procedure for recruitment of Managers in your company?	
What is the ratio of Women vis-à-vis men candidates in an interview for managerial posts?	
How many women managers are there in your company at the entry level?	
How many women managers are there in your company at the middle level?	
How many women managers are there in your company at the senior level?	
Does your company offer trainings for employees on the entry level? If yes, please specify.	
37. What opportunities were given for learning and as training, job handling,etc.?	
38. What is normally the ratio of women managers in such trainings?	

39. How are women encouraged to participate in the trainings organized by the company?	
Do you observe any correlation of number of women managerial students in management institutes and women managers in the job market?	
Has the proportion of women managers increased/decreased during the last five years in your company?	
Does your company have a gender policy? If yes, are you aware of that?	
How sensitive is your organization to gender issues?	
What are the measures undertaken by your company to stipulate and to support women issues/policies in employment and promotion of women employees?	
Does your company have any policy to handle employee's grievances particularly in reference to women employees? And how does this system work?	
Does your company offer flexible working hours (to support your family responsibilities)? What are the support system/facilities provided by your company in terms of transport, crèches, compensatory leaves, medical benefits/health insurances, etc.?	
Does your organization provide equal opportunity to grow in the organization?	
Are there women in different levels of managerial positions?	

Are there any special areas of management that you find women more in number than men or vice versa ?	
Are special efforts made to help women grow in the organization?	
Do you think this sector is more favourable to women, if so what do you think are the reasons?	

Format

- Ratio of male and female students in the management institutes vis-à-vis applicants for job placements
- Ratio of women candidates in interview for managerial posts at the entry level
- Ratio of women candidates for promotion to middle level in comparison to their male counterpart
- Ratio of women managers at the top/senior level in comparison to their male counterpart
- Is there any specific gender-friendly policy that the company has been implementing? If yes, then why?
- How has it benefited the women employees? How many women employees are benefited by it?
- Are the company offering any special facilities like:
    - Maternity Benefits
    - Crèches
    - Transport
    - Medical benefits/ Health Insurance
    - Leaves, etc
    - Any other
- What is normally the nature of the job of women managers (Part-time/ Full time/ Contractual/ temporary/any other)
- As a part of gender policy does your company support women managers training/ attending conferences/ seminars/etc. for promoting their career?
- Do you feel that though it has not often been mentioned in black and white in the selection procedures for either employment or promotion, but it is normally a trend that 'men prefer men'? Is that so?
- Why do you think women managers could not able to reach beyond a certain point in their career?
- How the HR policy of a company could further the career aspirations of women managers?