Impact of societal, limited visibility, commitment and motherhood in women career advancement

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Abstract: *The survival of the women in a corporate organization depends upon the strength of the women to fight against the barrier. Women with low confidence and determination are left out as they lack the power to fight against the barrier. There are certain factors like societal, motherhood, limited visibility, tradition and stereotype which stops women to attain atop-level position in the organization.*

The main objective this research is to scrutinize the factors which influence the career progression of the women in the corporate sector. Researchers examine the perception of the organization towards women career progression and balancing their family and work life. Therefore, to study the perception of gender discrimination faced by women at workplace, research was carried on 300 women employees between ages of 26 to 55 working in different corporate houses. SPSSv24.0 was used for analysis of collected data. The Cronbach's alpha value was above 0.70 for all items. Further through factor analysis, 7 factors emerged which are responsible for stoppage of women in their career growth.

The researcher concluded from the results obtained that management should work and plan for the growth of women employees. HR policies should embrace which facilitate the women in work and life balance. The study also directs the organization to incorporate the policy of gender equality and should encourage hiring women employee and retain them who left a job for the sake of imbalance in their family and work life. The organization should frame the policies to promote work-life balance. The study recommends the steps to have gender equality and promote the growth of the women. The organization should encourage the facilities like days care centers, flexible working hours so that they can advance and retain in the organization. The ceiling of glass can be broken by given empowerment to women.

Keywords: *Glass Ceiling, Gender Discrimination, Gender Gap, Work Life, Barrier.*

1. INTRODUCTION:

In the present scenario, the issues related to sexism and glass ceiling have been an important issue in the society. The reason behind the issue is incomplete resources. The labormarket is working with limited and incomplete resources. An organization can't work with incomplete resources and won't be able to grab the talent from the market because of the biased market. With the time, changes are seen in the mindset of people from rigid to liberal, but still, the mindset for the role of women in society has not changed. Gender equality is just a word in the book of the organization law. Women are seen more over a child bearer and our guard of the home. Women itself have decided their roles. Society itself has made a mindset that men will go out for the work and women will take care of family responsibility and social obligation. The mindset itself is creating a barrier for the women in conquering in career goals.

In the past scenario, women were treated as they are inferior to men and they even don't receive the education as per their desire. An ancient philosopher says that women were seen as imperfect men so the same education was not imparted to change the world. The analphabetism among women has restricted them at home and does their social roles. Women are moreover engaged in the informal sector as a formal sector need education and qualification.

The change in the status of women is seen in the19[th] century. Women were allowed to have an education but still, the number was very limited. In the21[st] century still, the pyramid shows that less number of women is highly educated and has reached the heights after facing and fighting against discrimination. Many European countries like France, Spain have set the quotas of a minimum number of women in boardroom which lead them to diversity in gender and boardroom. As per the research by Accenture, gender barrier is playing a very significant role in haul women down in the organization. The glass ceiling restrains qualified women from obtaining top management position at the workplace. The time is changed but the barrier for the women remain same and still exists.

Women have believed and accepted that the roles of the women are confined to the household work only. Society has forced women not to go beyond the boundaries. Women after fighting against the society and social barrier or we can say boundaries they are entering into corporate sector and they also need to face a barrier to reach their desired position. The career path of the women are never flourished, changes are seen in the corporate sector but still, women are not able to climb the ladder as they need to shoulder indefinite impediment for the growth in their career.

Women like Chanda Kochhar, Indra Nooyi have also faced the problem of dual responsibility still they have set a benchmark for the women and society. The benchmark leads women to think beyond the social boundaries and achieve their career goals.

2. LITERATURE REVIEW:

As per the federal glass ceiling commission; women face three classes with a barrier to reach top level management. The first barrier women faces are the societal barrier which stops women entering into the corporate sector. The boundaries are created by the society which acts a breaker for the women in entering the labor market. The next barrier women face after social boundaries are the internal structure of the organization. The structure designed by the organization determines the place and position for the women in the organization. Women are placed at the posts which are left vacant after appointing men on them. Women with the desire qualification, the abilityis not placed due to its gender. It's always higher standard are set for the women whether it is a corporate house, a society or the family. Societies have double standards; it changes as per their need and desire. The last barrier which affects women from acquiring top position is the corporate climate which includes surrounding atmosphere and climate.

According to **Rai and Srivastava (2008),** corporate represents that no glass ceiling exists. Women are paid less as they are more engaged in jobs with less risk and they leave their job midway for the sake of family care and childbearing. At present world have become global they have a number of opportunities to develop their career. It is just myth and self-created anissue. Women can hold the position on the basis of competencies and hard work. Women are more engage and involved in the family responsibility which acts barrier in their career. The second argument is family responsibilities come into the middle of the carrier development. The roots of discrimination between men and women at the workplace have been deeply penetrated in the society whose roots can't be traced out. The Indian women are lacking behind in their career whereas western world has welcome women with the entrepreneurial. Women with the skills, caliber, and talent have also faced gender discrimination but still few of them have reached the top position but the ratio is quite low. **Blau (2000)** concluded that women possess the quality to achieve footing equal to man without scarifying their family role. It can be achieved by the women only when a support of family and organization are standing as a backbone to them.

IiaganBian (2004) concluded that women manager would be noticed only when they prove that they can handle family and job together. It also stated that unsupportive bosses, colleague, and male counterproductive behavior demotivate the women from gripping the position in the organization. A woman in the present situation also faces the same old problem and organizations too have double standards in evaluating the performance. Women are required to work above the level to be equal to man in the organization.

Channaretal. (2011) analyzed the effect of gender discrimination on the employees' satisfaction and motivation, commitment and enthusiasm and stress level. They found that private sector women are more severalize than that of the public sector. Gender discrimination lowers the job satisfaction and commitment which leads to work under stress. It affects the performance and motivational level of the women. Higher educated women remain in lower management level. Lack of commitment and support from the spouse and family, they sacrifice their career for their kids and family. Indian corporate culture still lacks the commitment to have workplace diversity.

Lilly and Duffy (2006) study demonstrated that men and women both face the problem of work-family conflict as both account demand time. Long working culture doesn't support appropriate parenting. A woman working for long late night hours especially faces the problem of disequilibrium in personal life and corporate life. **Skinner and Pocock (2008)** studied the impact of work schedule, working hours and work-life conflict on employees and found that work overload effect family as well as work life. Long working hours disturb their personal life. It takes away personal space.

Sackey and Sanda (2009) revealed that managerial women experience a number of work-related stressors which lead to strain symptoms which affect the health of the women. Authors examined the existing relationships among job characteristics symptoms of stress, and the development of health outcomes (depression, anxiety, and physical symptoms) among women in lower and middle management positions in some organizations in Ghana and concluded that work-related stressors are predictors of women managers' ill-health in the work environment, organizations should be aware of the stressors in order to be able to guard against the deterioration of job performances of their women managers. It highlights the negative impact on women's mental health due to stressors, as a result, their work and productivity get affected. Thus, organization should enhance the managerial capacity and productivity of female managers at the workplace

3. RESEARCH OBJECTIVES:

This research sketches the scope and outlines the various variables responsible for gender discrimination and the ways which can remove the discrimination from the corporate house. So the study was framed to answer the following objectives:

1. Does gender discrimination really exist at the workplace in Indian corporate?
2. What are the family factor affecting the women's advancement in the workplace?
3. What are the feasible suggestion that an expert can practice and address to remove gender discrimination?

HYPOTHESIS
H1: Family factors would be positively associated with the gender discrimination and harassment at workplace.

4. RESEARCH METHODOLOGY:
Sample Characteristic: 300 women employees were selected based on convenience sampling working in different private sectors (Education, Telecom, Hospital, Hotel, Manufacturing, and Banking) within the age group 26 to 55. A descriptive analysis is done with the help of SPSS v24.0.

Table 1: Demographic Characteristics

Age	Percentage	Sectors	Percentage
26-35	52.7	Banking	16.7
36-45	36.0	Education	17.7
46-55	11.3	Hospital	16.3
Total Experience		Manufacturing	16.3
<5	33.0	Hotel	16.0
5-10	29.0	Telecom	17.0
>10	38.0	**Marital Status**	
Response-related to gender discrimination and harassment at workplace		Unmarried	56.0
Disagree	2.0	Married	44.0
Neutral	3.3	**Educational Qualification**	
Agree	84.0	Graduate	28.7
Strongly Agree	10.7	Post Graduate	71.3

Measures: A self-administered questionnaire is being developed which include 23 questions to measure the factors responsible for gender discrimination and harassment at workplace. The factors studied include; limited visibility, motherhood, commitment, guide and inspirer, societal, emotional sensitivity, traditional perception and stereotype which lead to gender discrimination and harassment at workplace.

Procedure: The study was exploratory in nature and led us to collect the information from the primary source. The stratified random sampling method was used for selecting the subjects of study. The Data was collected from Ahmedabad and Vadodara. The collected Data was examined through statistical software SPSS v24.0. The completeness and correctness of the questionnaire were examined and the overall Reliability of the data is being checked. Then after exploratory factor analysis was conducted, which results in various factors which lead to gender discrimination and harassment at workplace. Further, multiple regressions have been applied to check the factor accountable for gender discrimination.

4. ANALYSIS AND FINDINGS:
To identify key variables of a family factor having a positive impact on gender discrimination and harassment at workplace, multivariate regression analysis was done, but firstly the overall reliability of the data was measured.

The Cronbach's alpha covering the overall responses has exceeded the reliability estimates (>=0.70) recommended by Nunnally (1967), which is considered a good sign of reliability of the questionnaire. In our case, the score is 0.759 which is acceptable and close to good as we have low scale data, so the assumption of the reliability is met (see Table 2).

Table 2: Reliability Statistic

Cronbach's Alpha	N of Items
.759	23

As per the objective family factors were identified which leads to gender discrimination and harassment at the workplace with the help of Exploratory Factor Analysis (see Table 3).

Table 3: Factor Analysis

Communalities		
	Initial	**Extraction**
FF_1	1.000	.642
FF_2	1.000	.423
FF_3	1.000	.626
FF_4	1.000	.701
FF_5	1.000	.927
FF_6	1.000	.929
FF_7	1.000	.641
FF_8	1.000	.542
FF_9	1.000	.480
FF_10	1.000	.572
FF_11	1.000	.535
FF_12	1.000	.573
FF_13	1.000	.424
FF_14	1.000	.598
FF_15	1.000	.436
FF_16	1.000	.346
FF_17	1.000	.521
FF_18	1.000	.530
FF_19	1.000	.511
FF_20	1.000	.499
FF_21	1.000	.492
FF_22	1.000	.524
FF_23	1.000	.508
Extraction Method: Principal Component Analysis.		

	Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %
1	2.455	10.676	10.676
2	2.194	9.538	20.214
3	2.063	8.972	29.185
4	1.840	8.002	37.187
5	1.824	7.931	45.118
6	1.367	5.943	51.062
7	1.238	5.381	56.443

Total variance explained at seven stages for factors that lead to gender discrimination and harassment at workplace. Seven factors were extracted because their Eigenvalues are greater than 1 which explained 56.443 percent of the variance.

	Components						
	Societal	Guide and Inspirer	commitment	Traditional Perception and Stereotype	Emotional Sensitivity	Motherhood	Limited Visibility
FF_13	-0.435						
FF_21	0.423						
FF_14	0.626						
FF_9	0.648						
FF_19	0.68						
FF_5		0.958					
FF_6		0.959					
FF_20			-0.633				
FF_16			0.342				
FF_2			0.608				
FF_3			0.663				
FF_23				-0.547			

FF_15			0.494				
FF_4			0.52				
FF_8			0.665				
FF_18				0.595			
FF_10				0.607			
FF_12				0.715			
FF_22					-0.486		
FF_1					0.784		
FF_11						-0.417	
FF_17						0.459	
FF_7						0.753	

The factor analysis result revealed that 23 questions can be clubbed into seven factors. Thus these 7 factors are further used to measure the impact of family factors on gender discrimination and harassment at workplace. The multi-collinearity of the data was checked before going for multiple-regression analysis. The highest value of the VIF is 1.030 which is below 5.000, revealed that the data is not subjected to multicollinearity and multiple regression can be used.

Rotated Component Matrix

Table 4: Descriptive Statistics

Descriptive Statistics	Mean	Std. Deviation
Setting career goal	2.2867	.82061
Societal	3.7120	.39932
Guide and Inspirer	.4917	1.36393
Commitment	3.8225	.44977
Traditional Perception & Stereotype	3.4850	.44349
Emotional Sensitivity	2.4589	.66511
Motherhood	2.9233	.77208
Limited Visibility	3.6633	.55969

Table 5: Multiple Regression Analysis

		Setting career goals	Societal	Guide and Inspirer	Commitment	Traditional perception and stereotype	Emotional Sensitivity	Motherhood	Limited visibility
Pearson Correlation	1	1	.313*	0.016	0.075	0.062	0.046	.172*	.311*
	2		1	0.021	.275*	-0.009	-.249*	-.190*	.318*
	3			1	-0.064	.164*	-0.06	-0.092	0.04
	4				1	.108*	-.274*	-.116*	.118*
	5					1	-0.057	-0.036	0.032
	6						1	.213*	-.18 9*
	7							1	-.14 4*
	8								1

*Significant at 5% level of Significance

Model Summary					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.313[a]	.098	.095	.78078	.098	32.284	1	298	.000
2	.384[b]	.148	.142	.76019	.050	17.360	1	297	.000
3	.422[c]	.178	.170	.74768	.031	11.026	1	296	.001
4	.435[d]	.190	.179	.74373	.011	4.147	1	295	.043

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a. Predictors: (Constant), Societal
b. Predictors: (Constant), Societal, Limited Visibility
c. Predictors: (Constant), Societal, Limited Visibility, Commitment
d. Predictors: (Constant), Societal, Limited Visibility, Commitment, Motherhood

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.681	1	19.681	32.284	.000[a]
	Residual	181.666	298	.610		
	Total	201.347	299			
2	Regression	29.713	2	14.857	25.708	.000[b]
	Residual	171.634	297	.578		
	Total	201.347	299			
3	Regression	35.877	3	11.959	21.393	.000[c]
	Residual	165.470	296	.559		
	Total	201.347	299			
4	Regression	38.171	4	9.543	17.252	.000[d]
	Residual	163.176	295	.553		
	Total	201.347	299			

a. Predictors: (Constant), Societal
b. Predictors: (Constant), Societal, Limited Visibility
c. Predictors: (Constant), Societal, Limited Visibility, Commitment
d. Predictors: (Constant), Societal, Limited Visibility, Commitment, Motherhood
e. Dependent Variable: Setting career goal

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	4.672	.422		11.066	.000					
	Societal	-.642	.113	-.313	-5.682	.000	-.313	-.313	-.313	1.00	1.00
2	(Constant)	5.365	.443		12.099	.000					
	Societal	-.489	.116	-.238	-4.208	.000	-.313	-.237	-.225	.899	1.112
	Limited Visibility	-.345	.083	-.235	-4.167	.000	-.311	-.235	-.223	.899	1.112
3	(Constant)	4.496	.509		8.837	.000					
	Societal	-.587	.118	-.286	-4.978	.000	-.313	-.278	-.262	.842	1.188
	Limited Visibility	-.354	.082	-.242	-4.346	.000	-.311	-.245	-.229	.898	1.114
	Commitment	.332	.100	.182	3.321	.001	.075	.190	.175	.923	1.083
4	(Constant)	3.933	.577		6.820	.000					
	Societal	-.555	.118	-.270	-4.688	.000	-.313	-.263	-.246	.827	1.209
	Limited Visibility	-.340	.081	-.232	-4.175	.000	-.311	-.236	-.219	.891	1.122
	Commitment	.345	.100	.189	3.464	.001	.075	.198	.182	.919	1.088
	Motherhood	.116	.057	.109	2.036	.043	.172	.118	.107	.952	1.050

a. Dependent Variable: Setting career goal

The final Regression model with 4 independent factors (Societal, Limited Visibility, Commitment, and Motherhood) entered because it has explained almost 17.9% of the variance for the positive impact of Family-related factors on women career advancement. Also, the standard errors of the estimate have been reduced to .74373, which means that at 95% level, the margin of errors for any predicted value of Women's Career advancement can be calculated as $\pm$ 1.4577108 (1.96 X .74373). The four regression coefficients, plus the constraints are significant at 0.05 levels. The impact of multicollinearity in the factor is substantial.

The ANOVA analysis provides the statistical test for overall model fit in terms of F Ratio. The total sum of squares (201.347) is the squared error that would accrue if the mean of Family-related factors has been used to predict the Women's Career Advancement (Dependent Variable). Using the values of Societal, Limited Visibility, Commitment and Motherhood this errors can be reduced by 18.96% (38.171/201.347). This reduction is deemed statistically significant with the F ratio of 17.252 and significance at the level of 0.001. With the above analysis, it can be concluded that four factors i.e., Societal, Limited Visibility, Commitment, and Motherhood explains the positive impact of a family factor on women career advancement.

Certain people consider that barrier doesn't exist, it's just a reason for not achieving their career goals but then question arise why only a few women are at the top position. Family plays a very important role in the life of a person. Family factor acts as strength in case of men, but in case of women, it acts as there verse. Family acts as a barrier. The factor emerged are societal, limited visibility, commitment, motherhood. Women are surrounded by the culture, community, society which holds the feet of women in achieving their career heights. The past literature also reveals that the society wants women to be perfect daughter, wife, mother, daughter in laws but no place is there for women in an organization where her perfection can be rewarded and recognized. The pressure and responsibility towards the family took them towards motherhood which off them from their career. Woman as CEO is very rare, they face discrimination (Oakley, 2000). Women sacrifice their career for the motherhood and they are considered to be less committed. Only a few women can balance on a rope, on one end there is family responsibility and on another end its organizational responsibility and duties. After sacrificing their life women are invisible, their work is never seen, consider nor being appreciated. They are less visible in work like giving responsibility, duties, authority and decision making. The reason behind low percentage of women in the organization is recruitment barrier, commitment, and orientation in a career on women part. The discrimination lead career orientated women away from their advancement in career.

6. CONCLUSION:

Societal, Limited Visibility, Commitment, and Motherhood explain the positive impact of Family factors on women career advancement. Culture and society have set the priority for the women. Society itself plans the life of women, Example: at the age of 20 to 25 a daughter to get married, at the age of 26 to 30 societies expect to be a mother of a child etc. Society bound women in asocial culture which stops them in achieving their career goals. Women should give first priority too family function than their corporate meeting. Women need to play a dual responsibility and due to lack of family support, women need to sacrifice the career for child care, nurturing and family responsibility. Organizations consider women as less committed and don't want to provide them a position which gives decision power. The organization doesn't want to invest in the career of the women. The discrimination lead career orientated women away from the dreams and desire. Family factor acts as strength in case of men, but in case of women, it acts as the reverse. Since the basic requirements of the family act as a barrier for women. In society, women are assumed as motherhood.

The concept of seeing women as motherhood must be given a new outlook. Women are more overseen as a homemaker and when are seen in an organization, they are being treated as people from another planet. The organization doesn't rely on the efficiency and work done by women. Women are still facing the barrier which acts as a threat from within and outside the organization. The organization should more focus on changing the societal and take the outlook towards positive ends. The organization should more over-focus on gripping the talent from the society rather than focusing on man resources and women resources separately. The government should take initiative which favors women upliftment. When women are seen as the creator of a new life then why can't be the creator of the organization? With the help of entrepreneurship, women can achieve their career and desire to prove themselves. Society, government, and organization should work collectively to reduce the gender stereotyping for the women in society. Women are surrounded by the culture, community, society which holds the feet of women in achieving their career heights.

The masculine attitudes of the men in organization prevent women from working and progressing in the organization. It leads to the gender imbalance in the organization. It highlights that there is a glass ceiling in the organization. During the time of building the organization, the management should focus on building human resources rather than profit because the human resources with the qualification and caliber lead to higher profits and growth. The organization should provide a climate where norms and practices favor women participation in management.
The organization should encourage women by providing them a position as per their knowledge, quality, and efficiency. The imbalance in the sheet of human resources is often seen due to mental blockage and prejudices.

Wakeful sessions should be designed by the organization through which employees understand the importance of gender equality. The organization should bring out with some scheme which helps women in rejoining their job after maternity leave or a break due to family responsibility.

The organization should frame the policies to promote work-life balance. Women are more surrounded by the problem and it leads to higher degree of stress. The study recommends the steps to have gender equality and promote the growth of the women. The organization should encourage the facilities like days care centers, flexible working hours so that they can advance and retain in the organization. The organization should provide a climate where norms and practices favor women participation in management. Women are more surrounded by the problem and it leads to higher degree of stress. The organization should encourage women by providing them a position as per their knowledge, quality, and efficiency. The imbalance in the sheet of human resources is often seen due to mental blockage and prejudices.

Wakeful sessions should be designed by the organization through which employees understand the importance of gender equality. The organization should bring out with some scheme which helps women in rejoining their job after maternity leave or a break due to family responsibility. The world is changing to a new place (era) and in the same way, the organization should change their rigidity towards the gender. HR policies and practices which don't favor women should be removed or can be modified.

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