

## Women as leaders: a systematic review of glass ceiling and organisational development

Dakshita Kapoor<sup>1</sup>, Tanya Sardana<sup>2</sup>, Dr. Daisy Sharma<sup>3\*</sup>

### ABSTRACT

Glass ceiling refers to an invisible barrier that blocks women from progressing up the corporate hierarchy. Previous studies have frequently shown how women are invariably failing to achieve high ranks due to the corporate cultures and inadequate support structures that impede their career advancement. However, the trend seems to have changed over time. Organisations that emphasise on the developmental aspects of female employees, recognise their proficiencies and provide an inclusive environment, eventually prove to be more successful. Since development is not a one-day process, this paper undertakes a systematic review of literature to examine the challenges affecting women in acquiring leadership roles and understanding its impact on organisational development. It is based on secondary data drawn from research papers over the past three decades. The analysis of this paper focuses on four major factors: Socio-cultural, Organisational, Governmental and Psychological barriers that are associated with the glass ceiling effect.

**Keywords:** *Glass ceiling, organisational development, leadership, Psychological*

When men are oppressed, it's a tragedy, but when women are oppressed, it's tradition. Historically, men and women had their own prescribed roles; men were seen as the providers of the family and women were confined to the familial responsibilities. Surprisingly, it has been found that as compared to men, women devote four to five times as much time on child nourishment, almost twice as much time in house care, but spend only half as much time on market work (Beniell & Sanchez, 2011). In a patriarchal society like ours, men have often occupied the most pivotal and visible roles, such as politicians, executives etc. Women who held these titles were expected to conform to male norms such that their contributions to the society were limited and controlled by men. Not only women were less likely to work, but they also earned less than men for the similar kind of work.

Ancient philosophers like Aristotle and Pythagora viewed women as "imperfect men". Throughout their lives, they were treated differently in terms of responsibilities which

<sup>1</sup>Undergraduate Students, Keshav Mahavidyalaya, University of Delhi, Delhi, India

<sup>2</sup>Undergraduate Students, Keshav Mahavidyalaya, University of Delhi, Delhi, India

<sup>3</sup>Assistant Professor, Department of Psychology, Keshav Mahavidyalaya, University of Delhi, Delhi, India

\*Corresponding Author

Received: January 03, 2021; Revision Received: February 21, 2021; Accepted: March 10, 2021

## **Women as leaders: a systematic review of glass ceiling and organisational development**

hampered their development and led them to lag behind men in many domains. But the role of women has transformed colossally over the years making a great impact on the society in today's era. Women have started stepping out of their houses to vote, attend political rallies and become financially independent. In contemporary society, traditionally defined managerial standards and work cultures seem increasingly irrelevant (Gibson, 1994). Women are standing tall and their contribution towards the betterment of their organisation and the society as a whole is accelerating.

Since women have joined the workforce, a transformation in women's outlook from simply seeking "work" (economically driven) to seeking "professions" (motivationally driven) has been observed. Such an alteration brings about a clear distinction between seeking work out of necessity (work) and performing it as a personal choice (profession). This type of transition progressed through years of challenges, judgments and denunciations of women in the workforce, as they shifted their position from "evolution to revolution" (Goldin, 2006). But with their increasing participation in the employment sector, challenges faced by women also came into existence. It has now been more than three decades, since the metaphor of the "glass ceiling" was coined to describe the often "subtle, but very real barriers" that block women and minorities from progressing up the corporate hierarchy. It not only addresses the issue of gender inequality, but also portrays the relative disadvantage with respect to career prospects for women.

In 1986, glass ceiling, the metaphor was introduced by Hymowitz and Schechellhardt in Wall Street Journal (Jain & Mukherji, 2010) as "not something that could be found in any corporate manual or even discussed at a business meeting; it was originally introduced as an invisible, covert and unspoken phenomenon that existed to keep executive level leadership positions in the hands of Caucasian males". To examine and remedy exposed inequities in the workplace, Glass Ceiling Commission was created as a part of Civil Rights Act of 1991. It majorly described three classes of barriers. The first class constitutes of the Societal Barriers, that underlines the availability and quantity of educated women. Second is the Internal Structural Barriers that include lack of efforts on behalf of businesses to take into account the underrepresented populations. The third class of Governmental Barriers focuses on absence of monitoring and law enforcement along with inadequate reporting.

The impact of this phenomenon is multi fold. It has an everlasting impact not only on the self-esteem, self-concept, self-efficacy or motivation of an individual, but also on the career development and career success of women. Glass ceiling phenomenon can be studied on the basis of various constructs and manifestations such as commitment towards work, wage gap, environment at the workplace as well as other cultural and societal factors. In some organisations, managers tend to believe that women are less dedicated and committed towards their position in the workplace due to the family obligations. It has also been observed that there is a stark difference in the earnings of females and males. Correll and Bernard (2007) have suggested that this gender pay gap is somewhat related to family life and also discrimination. Inflexibility of job roles and gender stereotypes increase the probability of wage gap which further lead to strengthening the glass ceiling.

Numerous studies have demonstrated gender differences in leadership roles. Drawing comparisons between men and women, a degradation in the women's compensation is observed that cannot fully be explained on the basis of differences in qualifications, work history, experience and career interruptions. (Cox & Harquail 1991; Wood et. al. 1993). In fact, women executives feel more isolation and higher degree of stress, than do their male

## **Women as leaders: a systematic review of glass ceiling and organisational development**

counterparts. Such kind of pressure manifests itself in issues such as lack of self-confidence and feelings of inferiority complex within their organisations and society. Bhatnagar & Mathur (2015) gave the following points for the slow advancement of women: a) There was discrepancy in the training made available to men and women. b) The appreciation and acknowledgement received by women managers was less as compared to men. c) No family support was available to women. d) Women were less likely to opt for risky jobs.

Organisational development on the other hand is an on-going process that not only encompasses transition, but also leverages it for renewal over the years. The knowledge and learning experiences provided within organisations helps individuals to adapt successfully to the dynamic corporate settings. Also, the beliefs and values inculcated in the culture of an organisation have a direct influence on the behaviour and performance of employees at work. With the aim of accomplishing gender parity at workplace, corporations today hire more women employees than before. Organisations have indeed started appreciating women competencies by breaking such barriers and providing them an atmosphere to grow and prosper. Gender diversity often brings in varied perspectives to a common problem, thereby fostering more creativity and better decision making. This acts as a catalyst to bring about desired changes in the organisation and in turn enhances productivity and development of an organisation. Therefore, when women are considered an integral part of organisational culture, it accelerates the pace with which an organisation progresses throughout its tenure.

But women in the 21<sup>st</sup> century are still fighting for their rights in every sphere of life and the women employees too are not the exception. Besides the recognised obstacles to career development such as lack of proper education and requisite work experience, these barriers are also rooted in culture, society, organisational, and psychological factors that communally obstruct women from rising up the corporate ladder.

Therefore, the present study aims to examine the barriers and challenges affecting women in acquiring leadership roles and its influence on organisational development through a systematic review of literature. We will hereby try to analyse four major factors: Social-Cultural factors, Organisational or Structural variables, Governmental barriers and Psychological factors influencing glass ceiling in a time period of approximately 33 years. This paper will also help us understand how the increasing importance of women employee engagement plays a key role in building a successful organisation.

### **METHODOLOGY**

A critical analysis of relevant literature was conducted to study the challenges faced by women in organisations. The review is mainly based on the secondary source in form of various research papers, websites and eBooks. On the basis of this secondary data, the developments in the process and influence of glass ceiling were recorded over the years.

### **RESULTS AND DISCUSSION**

Since the concept of glass ceiling has come into existence, there have been numerous factors that influence its prevalence in society. We hereby aim to study the impact of these factors, by dividing them into three-time gaps, i.e. 1986-1996, 1997-2007 and 2008-till date. Down the timeline, we have interpreted the kind of changes that have taken place in the status of women at workplace and how it has influenced the overall development of an organisation.

**1986-1996**

### **Social and Cultural Barriers**

Even before a child can gain an understanding of himself or herself, gender roles define their respective roles in society. Families unknowingly or purposefully enforce these stereotypical behaviours that have played a very crucial role in rationalizing the glass ceiling phenomenon.

During this era, Indian society constantly maintained its tradition of “woman at home” concept. While, they wanted to work, responsibility to take care of their family would pull them back. In fact, the society has compelled women not to think beyond that. Since women have long been considered as household workers, ‘education for women’ got the least or no priority in the society.

This decade highlights the beginning of the glass ceiling effect and the various socio cultural aspects that aggravate its impact. A survey conducted by U.S. Merit System Board (1992) suggested that women who were equivalent to men in terms of educational qualification, work experience or job commitment, continually faced hurdles in acquiring senior federal jobs. The prescriptive stereotype for women dictated that women should hold a passive and sensitive role which is inconsistent with the characteristics of a successful manager.

The society always forced women to subordinate their career to family life which led to failure in planning their career and building networks. Structures and practices pertaining to gender resulted in very different work experiences for men and women, and the senior executive positions were considered a “site of hegemonic masculinity”. Another aspect emphasised that in order to look after young children, women were forced to opt for flexible working hours and career breaks (Schwartz, 1989). Results of a survey conducted by Catalyst (1996) reveal that the proportion of women holding management jobs at 22% corporations was between quarter to half, and less than 5% could make it to top positions. As the rate at which women were incorporated in an organisation decreased, the development of the organisation was also put at stake.

### **Organisational Barriers**

**Wage Gap-** In the early 1980’s, various researches were conducted to understand the sources of gender wage gap. Engagement in housework were considered as an indirect reason for the wage disparity. According to Becker (1985), women tend to spend longer hours on housework that decreased the effort they put into market jobs as compared to men. Hence, this also reduced their work productivity and wages. Data from the Panel Study of Income Dynamics suggested that the wage differential between male and female full-time workers in 1988 was 27.6%.

The gender wage gap maintained a remarkable constancy until the late 1970’s and early 1980’s. Strikingly, the gap narrowed down in the late 1980’s. This can be attributed to the efforts made by women to improve their qualifications and occupations. (Blau et. al. 1998) Wage disparity in the late 1990’s was considered to be caused due to certain measurable factors such as educational qualifications, occupational segregation, experiences at work and gender discrimination. Employers in 1980-1990’s were reluctant to hire women in the workforce as they bear costs for hiring and training and feared not getting full returns on the investment they make. This reluctance penetrates the underlying beliefs and ultimately the policies made by organisations, making positive change more difficult.

## **Women as leaders: a systematic review of glass ceiling and organisational development**

Also, disparity between the earnings of male and female employees has majorly been attributed to gender differences at workplace; that not only impedes the growth and mobility of women, but also their access to better opportunities.

**Mentoring-** While mentoring relationships is essential for men, it holds equal importance for women's career development as well. As per research evidence, female managers face greater organisational, interpersonal and individual barriers in their advancement and thus mentoring is imperative for their growth and success throughout.

Women holding important titles often get cautious about their performance standards. In some cases, women leaders have tried taking help from their mentors but, research revealed that this help was not as successful as in case of male leaders, due to gender issues (Nieva& Gutek,1981). During this era, mentoring to women had certain constraints which included the less availability of mentors and if available, the relationship between a female manager and a male mentor had always remained questionable due to numerous societal interpretations about it.

Research revealed that women who are unable to climb the corporate ladder often cite the "absence of mentors" as one of the main reasons for their failure. Mentors serve as "valuable assets" to women in these male dominated environments.

Another factor highlighted by Ragins& Cotton (1993) argued that it is particularly essential for "female mentees to have access to female mentors, because these mentors can provide critical role modelling and will not elicit the detrimental sexual issues common to female protégé-male mentor relationships". Research also demonstrated that male mentors were perceived by their trainees as having more authority. Henceforth, even though female mentors provided their apprentices with greater "psycho- social mentoring" (Kram, 1983), they failed to enjoy the same degree of organisational supremacy as men. This imbalance of power eventually led to unhealthy working environments.

**Promotions-** In this time period, less than one out of five managers were females and women were mainly employed as kindergarten teachers, elementary school teachers and dieticians. In 1980, no single management organisation constituted a majority of women. This decline in advancement of women to executive positions in 1980's has been attributed to various factors such as the negative attitude of people towards gender diversity, stagnant nature of the gender wage gap and decrease in gender integrating professions.

Blau & Jusenius (1976) reported that women were barred from positions of power as they were considered as less qualified in terms of training, irregular patterns or employment and lack of commitment towards the organisation. Three major factors:

- (1) Number of vacancies
- (2) Number of competitors and
- (3) The decision maker's preferences contribute towards the upward mobility or promotion of employees in any organisation (Stewman& Konda 1983).

Employers still considered women unacceptable to hold administrative positions as they had strong opinions regarding the appropriateness and skills of women to hold authoritative positions. Therefore, gender was considered as a hallmark of competence. Berger et. al. (1986); Ridgeway (1997) claimed that in case of decisions relating to promotions, evaluators based their ability inferences on social characteristics. As a result, low competence was

## **Women as leaders: a systematic review of glass ceiling and organisational development**

considered as the reason for decline in promotional opportunities for women, which further affected the functioning of an organisation.

**Corporate/Work Culture-** Based on its corporate culture, an organisation forms its vision, day-to-day strategies, operational goals and ways to communicate with investors, employees and potential customers. The principles outlined by an organisation's culture often have a profound impact on the employee's performance. According to Deal & Kennedy (1982) work culture affects what "employees can do and how they conceptualise, define and analyse issues". Highlighting the strong association between organisational commitment and corporate culture, they argued that a strong corporate culture allowed employees to gain a better insight into the goals and objectives of an organisation which also defined the mechanism to hold power (Gregory, 1983).

In some cases, male managers even tried to heckle intentionally by restraining women from communicating and being a part of strategic decision making. A study of 461 women in higher positions at Fortune 1000 companies found that in the advancement of women, the first barrier in leadership was men's stereotyping of women, often embedded in the culture of an organisation (Catalyst, 1996).

In a research study conducted by Bank of Montreal, 1991, the under-representation of women at senior levels was explained through the following 'four shared beliefs':

- women were less committed to their careers because they left the work while their children were young.
- more women needed to be better educated to compete in significant numbers with men.
- women didn't have the 'right stuff' to compete with men for more senior jobs.
- time would take care of women's advancement to senior levels.

All these standards set by companies stopped women from taking a step further. This was a time when men were not even comfortable with women working in organisations; thinking of a transformation in their dogmas or giving them the authority was almost near too impossible.

### **Governmental Barriers**

In the 1980's, the advent of women in the employment sector was marked by many barriers created by the inactive and passive governmental initiatives. Therefore, in the early 1990's, certain landmark policies were formulated such as the Civil Rights Act in 1991, Supreme Court confirmation hearings as well as the passage of the Federal Family and Medical Act that served as a source of awareness of the glass ceiling phenomenon. But these initiatives have failed to produce significant results.

Several studies have validated the role of governmental barriers in the increasing prevalence of glass ceiling effect. Leonard (1994) found that a pre-requisite for successful affirmative action programs for women was the availability of improved government monitoring and sanctioning. Despite of some of the efforts that had been undertaken by the regulatory bodies, they were relatively unsuccessful in aiding women to gain access to better employment opportunities.

## **Women as leaders: a systematic review of glass ceiling and organisational development**

Surprisingly, glass ceiling effect was quite widespread in the governmental setups as well. A study conducted by the U.S. Merit Systems Board (1992) confirmed the prevalence of glass ceiling in the federal government and suggesting that women were promoted at a very meagre rate as compared to men.

The 3 major governmental barriers as sponsored by the Glass Ceiling Commission are,

- Lack of vigorous and consistent monitoring and law enforcement
- Weaknesses in the collection of employment-related data
- Inadequate reporting and dissemination of information

Other common governmental barriers as identified by the Department of Labour (1995) also include the lack of implementation and follow up of laws, lack of data collection so as to identify the problem.

### **Psychological Barriers**

It is well known that an individual's characteristics can prove to be detrimental to his/her career advancement. Particularly in the case of women, it had been recognised that certain challenges come in the way that are a product of their own beliefs. Concern for family work, the fear of taking up positions of responsibility and lack of their drive to initiate have proven to be a hindrance in the progress of women employees. While males have always been characterized as independent, domineering and powerful, females are considered to be dependent, sentimental and submissive.

Since the very beginning of women employability, various constructs related to self-have played an influential role in determining the success of women. Self-concept of a female employee nurtured the choices they made as well as their contributions in devising strategies. Terborg (1977) confirmed that the self-concept, blockage in career pathways, and choice of the organisation they opt for, related to the advent of women to managerial positions.

Denmark & Guttentag (1987) reported that the desire to continue studying and achieve their goals was greater in women with a higher self-esteem. It has also been suggested that women with a higher self-esteem are more productive in their jobs as they opt for careers that interest them. On the contrary, various researchers have found an association of a low self-esteem and certain tendencies of anger, depression and defensiveness. (Kemiset. al., 1989, 1991, 1993)

Barriers to career advancement of women were also attributed to the differences created among humans on the basis of limited interaction. Due to these differences, certain unreliable judgements are created. Organisational rules were imposed as 'rules of thumb' for women, with absolutely no freedom to express their opinions. This not only hampered the confidence of women, but also led to anxiety and increased pressure which evidently has a negative impression on their working standards. Since more number of women started leaving the organisations, growth of such companies also became static.

### **1997-2007**

#### **Social and Cultural Barriers**

One of the most certain contributors to limited representation of women in organisations was attributed to expectations of society and evaluations based on gender. Due to this, women

## **Women as leaders: a systematic review of glass ceiling and organisational development**

tend to consider organisational environments as less conducive and suitable. It has been found that women themselves opted out of the corporate world as they perceived organisational climates to be hostile (Stokes et. al.,1995) leading to a failure in upholding the spirit of organisational development. During this era, limited availability of flexible opportunities for women led to their underrepresentation and had a significant effect on their performance outcomes.

According to Thomas-Hunt & Philips (2004), gender inequality is often rooted within the “social hierarchy” and this affects how women and men are perceived in leadership roles. It was affirmed with Kulkarni (2002) who in his study stated that it is the “traditional cultural inhibitions acquired by women from childhood, nurtured by parents and reinforced by socialisation” that is the main obstacle which repressed their desire to hold leadership roles. Along with “glass ceiling”, women at the executive level may also have to encounter metaphors like “glass elevators” and “glass cliffs” (Ryan & Haslam, 2005). According to Equal Opportunity for Women in the Workplace Agency, statistics have shown that only 2 of the top 200 enterprises are directed by women and only 4 have women as Chief Executives (Hiau, 2005).

But at the same time, the early 21st century was also characterized by a slight transformation in the outlook. A study conducted by Jamali (2006) suggested overall positive inferences reported by women managers in relation to their work environment. Also, it has been recorded that women constituted a substantial portion—approximately 46%—of the workforce till 2005 (Department of Labor Women’s Bureau, 2005).

### **Organisational Barriers**

**Wage Gap-** Even though the corporate world is steered majorly by men, women are trying to hold successful positions while fighting for assertiveness and opinion changes followed by the destruction of existing stereotypes and biases.

Women felt the direct impact of glass ceiling effect on their earning capacity. Cotter et. al. (2001) showed that women feel the negative impact of the glass ceiling on their earnings as competencies and abilities of women are less valued. This led to a scenario in which women earned less in comparable jobs. Further, it reduces employee motivation and job satisfaction that adversely affects organisational effectiveness.

It had also been predicted that the salary gap between males and females will widen over the years. Goldberg and Hill (2007) claimed that in women’s initial year of employment, they tend to earn 80% of men’s salary, however, it is foreseen that within a period of 10 years, women’s salary would be only 69% of what men earn.

Hewlett (2002) argued that “an increasingly large part of the wage gap can now be explained by childbearing and child rearing, which interrupt women’s - but not men’s - careers, permanently depressing their earning power”. Also, women felt intimidated or hesitant to negotiate their salaries as they feared that such behaviours would be negatively perceived by the society.

**Mentoring-** One of the key obstacles to women being mentored is finding a suitable mentor. Linehan & Walsh (1999) identified a ‘shortage of suitable women’ in executive positions to act as mentors. Since, there were more number of men in top managerial positions, they

## Women as leaders: a systematic review of glass ceiling and organisational development

faced relatively little trouble in finding a mentor, while women found it tough to near-impossible (Ragins et. al. 1998) to find a mentor.

On the contrary, Clutterbuck (2001) felt that female mentors can in fact prove to disadvantageous to other female mentees:

- Female mentors are less probable of holding senior posts making them incapable of providing in depth knowledge of the organisation.
- The attitudes and behaviours endorsed by female mentors are less likely to be valued.
- Male mentors holding executive positions might be in better position to be role models for behaviours that are more appreciated within the organisation.

Viewpoints towards maintaining cross-gender mentoring relationships remained more challenging than developing the same gender relationships owing to the possibility of women being misunderstood. On the other hand, men also did not wish to mentor female executives, as they believed that “women cannot perform at the same level as male executives and that they are unable to make the time commitment necessary to perform the job” (Davies, 1998).

Enlightening the positive correlation between career advancement and mentoring, Monks (1998) concluded that women could learn the political skills of organisational life more rapidly with a mentor. Research however concluded that women in lower-level executive positions usually suffered from an absence of mentors but those who were lucky enough to find one realized that information provided by mentors was invaluable.

**Promotions**-The early 21<sup>st</sup> century was marked by a modest progress in terms of women representation but at every step woman lagged behind men in terms of opportunities for promotion. It was also found that for every 100 women promoted, 130 men were promoted which evidently showed the lag. Due to various developmental prospects, such as networking and mentoring, opportunities for promotion were more favourable for men than women. Studies have shown that male decision makers were more likely to prefer male candidates for the purpose of selection and promotion. (Beckman &Phillips 2005; Gorman, 2006).

A model that was popularized during this decade was the increasing-disadvantage model (Hymowitz &Schellhardt 1986; Baxter&Wright, 2000). This forms a core component of the glass ceiling phenomenon which suggests that as women climb the corporate ladder, the disadvantages or challenges that they face, tend to increase.

The challenges that women report in promotion and hiring have shown very limited improvement since the last 10 years. Studies have indicated that as compared to 23% of women in 1996, only 30% women in 2003 believed that opportunities for holding senior positions have improved substantially in the past five years. Therefore, providing equal opportunities for each member in the organisation was one of the most vital steps towards developing a productive organisation.

**Corporate/ Work Culture**- A typical corporate culture requires male employees to honour and support other men leaving women in a position where they possess no power or organisational influence. (Davies, 1998). This era however was manifested with a little transition in the status of women. With guidelines that kept everyone in the organisation in

## **Women as leaders: a systematic review of glass ceiling and organisational development**

line and helped maintain self-management, strategic designs and performance appraisals also went through the process of transformation. The key initiatives in achieving gender equality at work were taken up by introducing organisational policies that focus on narrowing the gaps (Sharpiro and Olgiati, 2002).

Nevertheless, women still did not feel fully integrated in these positions. As stated by Lyness & Thompson (2000), women labelled themselves as 'imposters' or 'outsiders', as they had to prove themselves and conform to the decisions made by their male colleagues in tacit acceptance of the culture which pressurised women to leave the corporate world (Cormier, 2006).

Research has demonstrated that there is much that can be achieved by developing and preserving an extensive range of networks. Women were often excluded from networks in the corporate arena, which restricts them in the corporate pipeline. Women were neither allowed to form relationships within their own team nor could they share experiences with their other colleagues. Since workers aspiring to reach senior-level positions must rely on interpersonal skills, findings suggest that many women were inhibited from exercising their ability to do so (Cormier, 2006). Therefore, while men not only got the opportunity to build but also to leverage their social skills, women were exempted from availing such benefits.

### **Governmental Barriers**

Even though the representation of women in the banking industry had increased due to the enactment of the Home Work Convention (2000), evidently it had remained stagnant due to the delayed reviews by government. Therefore, the follow up rate of the government directly impacts the effectiveness of any policy or strategy formulated that leads to an indirect influence on the successful growth of the organisation.

The Federal government fulfilled their responsibility of supervising the enforcement of Title VII of the Civil Rights Act of 1964 and the Equal Pay Act of 1963 by establishing The Equal Employment Opportunity Commission (EEOC). In fiscal year 2002, the EEOC received the highest number of charges for violation of the Equal Pay Act since 1997.

Interestingly, a subsequent drop to a low of 861 was witnessed in 2006. Around 2006, government agencies began releasing various publications on the findings of the glass ceiling commission in order to examine the source of the problem. However, the question that arised was on the actual enforcement of the laws through the EEOC based on the minute number of employers who, themselves, were found to be in violation of EEO provisions.

### **Psychological Barriers**

Individual barriers and inherent flaws still overlooked the capabilities and skills of women. Ann. M. (1999) conducted a survey of 200 women managers that reported two major barriers of discomfort and lack of accountability. It was also essentially rendered that working women in the early 20th century were less ambitious. Research concluded that due to discrimination at workplace, glass ceiling has strengthened and proved to be detrimental to the motivation of women employees (Van Vianenet. al. 2002).

Contrary to the trend followed in the 18th century, this era also showed a slight improvement in the professional identity of women. Feminine traits such as the ability to listen, interact, empathise and relate to others were recognised as an important parameter for business success. It was also recognised that women should be encouraged and ingroup

## **Women as leaders: a systematic review of glass ceiling and organisational development**

stereotypes should be barred as these have severe negative implications. (Davies et. al, 2005).

Following the slight improvement, a sudden downfall was experienced. It had been suggested that stereotyping impedes the advancement of women due to the perception that they are less intelligent than men. Bullock et. al. (2004) carried out a FOS research that highlighted the fear of success that women tend to display which interferes with their desire to achieve career promotions. Budhwar et al. (2005) confirmed that due to the barrier of stereotyping, women were offered less challenging positions and were not involved in organisational decisions.

It was claimed that women tend to have higher expectation levels than men. Therefore, discrepancy in how well women expected to perform and how they actually perform, led to a degraded perception about their own working abilities. Towards the end of this decade, it dawned upon organisations that the value of fairness is important and it should be upheld. DelCampo & Blancero (2008) showed that as the fairness increased, perceived discrimination decreased resulting in an autonomous status experienced by women.

### ***2008-Till date***

#### **Social and Cultural Barriers**

Realization has dawned on many organisations that women have great potential in terms of job progress and can handle various dynamic positions. With an aim to enhance their organisational performance, firms nowadays engage themselves in recruiting and promoting more number of female employees. But even after making advancements in several domains, the number of women assigned in high level management remains very low.

According to a report released by ILO, participation rate of women in labor force diminished from 52.4% to 49.6 % between 1995 and 2015. These lower proportions indicated a decline in employment opportunities and economic security (ILO 2015). Two- thirds of managerial-rank women at Fortune 1000 firms cluster were below the top steps of leadership levels (Constance et. al., 2006). In a study conducted by Gyamfi (2017), 62.4% subjects believed that ‘conscious societal preconceptions’ do not favour women in public organisations. The findings suggested that respondents ostensibly knew, that women are more appreciated when they spend enough time in executing home duties. Also, the society dissuaded women from taking up time-consuming careers as it would compel them to stay for longer durations at their workplace.

Another reason that has been highlighted is that the social anticipations of women differed from the expectations imposed by any organisation. Princess et. al. (2018) reported that society perceives positions of leadership as exclusive paradigms for men. Hong (2018) concluded that women remain scarce in positions of academic leadership due to four perspectives i.e. family orientation, alternative choices, cultural and social values, and workplace attitude. Therefore, it can be concluded that even though a positive change has been embarked, there are many socio-cultural conditions that need to be catered to in order to reduce its impact on glass ceiling phenomenon.

#### **Organisational Barriers**

**Wage Gap-** Compared to the earlier decades, empirical evidence suggests that the salary gap between males and females has reduced and women have marched ahead into fields that were traditionally considered male dominated.

## Women as leaders: a systematic review of glass ceiling and organisational development

Even though there has been a reduction in the gender pay gap, women in the workforce are more highly concentrated in low wage sectors. (The White House, 2014). A study conducted in 2013 suggested that in the initial years after college of men and women with bachelor's degree, a wage gap of 18% was already reported (Corbett & Hill, 2013). The initiation of the gender wage gap can be attributed to the, "many male-dominated jobs have been historically designed for men by men, to draw on masculine strengths and demonstrate characteristics valued in men". A study conducted by Stinebrickner & Sullivan (2018) to examine the overall gender gap confirmed that even in today's era, the hourly wage for females is 2.563 dollars in comparison to males with an hourly wage of 2.629 dollars.

Historically, women's involvement in housework was considered as the main reasons for operational and perceptual challenges in terms of the earning disparity. Surprisingly, this trend continues to be prevalent in certain women dominated organisations as well. Even though HSBC Bank constitutes of 60% female employees, the top earners of the bank are predominantly men.

An analysis of a set of 2000 census data by fitting three-level hierarchical linear models has concluded that as the representation of women in leadership positions increases, the gender wage gap gets narrower. Therefore, women deserve to be exposed to more flexible opportunities and organisational resources in terms of career advancement without having to work twice as long and without having to choose between housework and profession.

**Mentoring-** This era embarks a significant shift in the career growth of women by taking initiatives to develop and expand formal programs that support diversity policies, mentoring, administrative guidance and support systems. Singh et. al. (2009) acknowledged the importance of how planning, strategy and employee internal dynamics can be improved by providing employees with mentoring platforms that enable them to build contacts with key influencers. This results in enhancement of interpersonal skills and initiates organisational change. In the absence of mentoring, women do not consider themselves worthy enough to hold managerial positions.

Carter & Silva (2010) reported that in 2008, while women with mentors received only 2% financial gains, men with mentors advanced with promotions and financial gains of 21%. The findings suggest that "with or without mentorship and promotions, inequities still exist for women's advancement."

To make a considerable change in promoting women, it is quite necessary to provide them with opportunities to experiment and perform tasks outside of their comfort zones. (Korn Ferry Institute, 2013). With the help of a mentor's guidance, women are able to realise their actual potential which helps carve a way for 'women as leaders in the society.' When women gain an insight into the abilities required by top executives, they are exposed to necessary information that facilitates their career advancement.

Absence of mentoring relationships affect the performance appraisals and networking opportunities of women (Korn Ferry, 2013). Thus, in order to provide women with a clear understanding of the intricacies and challenges involved, mentoring is mandatory. Choi (2018) in his study concluded that the presence of a supportive and active mentor was positively associated with the probability of being appointed critical roles and being assigned important work.

## Women as leaders: a systematic review of glass ceiling and organisational development

**Promotions**- As far as promotions are concerned, growth of women continues to be stalling. According to a study conducted by McKinsey (2017), fewer women are hired at the very onset despite women being 57% of recent college graduates. The problem arises when employees in an organisation believe that women are well represented in leadership positions even when they spot only a few. In 2015, 90% of new CEOs were promoted from line roles, and 100% of them were men. Surprisingly, 18% of the entry-level women are less likely to be promoted. Only 8 out of the 324 executive directorship positions on the Bombay Stock exchange were held by women. This has also impacted the morale of women employees as they are less optimistic pertaining to their promotions. Women perceive a much steeper trek to top management positions.

According to Lup (2018), even though there is improvement in the rate at which women employees are being promoted, their job satisfaction declines. This suggests that women have more challenging work experiences and it takes a lot more effort to reach executive positions. It also affects their job performance which is then used as an excuse to restrict them from progressing the corporate ladder (Nandy et. al. 2014).

Fortunately, women have started to negotiate and raise their voice against these inequalities in promotion activities. This has paid off as studies suggest that women who lobby for a promotion are 54% more likely to get promoted. It is now recognised that promotions and varied tasks form an important part in skill development. Thus, for retaining and attracting quality employees, organisations, now consider it essential to invest in employee training, gender diversity and flexibility in order to maintain their organisational standards.

**Corporate/ Work Culture**- The shortage of female executives can be attributed to a function of both strategy and organisational culture (Sandberg, 2013) making proper action plans and gender policies an essential tool. With professionalism, team building and gender inclusion as its fundamental elements, a positive corporate culture will propel its employees to work at a higher level. Research shows that there are number of reasons as to why women have fewer opportunities to develop networks. These include limited availability of women to attend professional organisation meetings due to a lot of family obligations and lack of sponsors to introduce them to leaders. Also, interactions and relationship-building with employees sometimes happens in male-dominated settings such as golf courses and bars, females often do not feel congenial in these types of environments, as they may be put in conceding and uncomfortable positions.

The predispositions of work culture as well as the unconscious biases of people in the form of opinions, preferences and experiences of women can not only create but also intensify challenges for women (Ely et al., 2011). In fact, destructive cultural practices usually make women believe that they themselves have done something to create this situation (Demaiter & Adams, 2009). This gives rise to feelings of unfair treatment and marginalization in women.

However, this time period witnessed a greater amount of change. In opposition to the traditional work culture, companies are now trying to inculcate innovative work- policies to help retain their employee base. Also, Korn Ferry Institute (2013) reports that “individuals are inspired by what they value the most; therefore, when women are able to vocalize values of importance to them and are able to connect them to roles in organisations that model such values, they will be more apt to advance their careers.”

## **Women as leaders: a systematic review of glass ceiling and organisational development**

But unfortunately, even today, organizational regulation tends to favour men over women. Angier and Axelrod (2014) argue that transparent work rules can help in dealing with issues of gender disparity. Nowadays, safety of women at workplace is also one of the major concerns and thus it is mandatory for companies to include policies, form laws and instil values that safeguard the rights of working women. All this being a part of corporate culture will certainly bring about a positive change in the development of organisations.

### **Governmental Barriers**

Since the beginning of the 21<sup>st</sup> century, the glass ceiling commission had sprung into action but the glass ceiling effect still remained evidently visible throughout organisations.

Clevenger & Singh (2013) conducted a study to explore the barriers that lead to glass ceiling effect for women in the hospitality industry. Findings suggest that about 53% of all the participants studied 'strongly agreed' or 'agreed' on their perception about the prevalence of governmental barriers whereas only 22.8% strongly disagreed or disagreed with the same.

The glass ceiling commission purports the following:

- Improve statistical procedures for tracking the representation of women.
- Continue to support the voluntary efforts of organisations to address glass ceiling
- Expand the purview of the Department of Labor's Glass Ceiling Audits to include representation of women outside corporate headquarters.
- Disseminate information, templates and other materials to enable organisations to carry out internal audits of the representation of women.
- Increase financial support for academic programs to increase the representation of women in non-traditional fields.
- Even after series of steps taken by the government to monitor the consequences of glass ceiling effect, the outcomes are not starkingly positive.
- In the present scenario, it has been recognised that the government has a pivotal role in the eradication of glass ceiling phenomenon. The government should implement.
- Proper monitoring system employed by government against gender discrimination.
- Proper laws and policies against gender discrimination.
- Ensure law enforcement that is active and consistent.
- Improved government reporting and publication system.

In 2016, the Act on Promotion of Women's Participation and Advancement in the workplace had been enforced in order to provide women with employment opportunities by giving due attention to the challenges that women encounter at workplace.

The government acts as a catalyst to promote varied perspectives of gender by increasing awareness about gender inequality. Several programs initiated by the government have tried to increase financial inclusion of women and further the understanding of the best interventions for breaking down glass ceiling barriers. Park & Par (2018) examined the existing governmental systems that work towards the improvement of women's leadership by ensuring leadership training and flexible job options. Therefore, contributing to the holistic development of males and females, government plays a key role in the growth-oriented progress of organisations worldwide.

### **Psychological Barriers**

From early stages, women were bound to abide by certain rules of society that became so deeply enrooted in the minds of women that it became very hard to let go of them as they

## Women as leaders: a systematic review of glass ceiling and organisational development

matured. In future this may lead to loss of enthusiasm at work. Various researches have confirmed that this lack of confidence has a negative impact on the outcome of women. Moss et al. (2008) identified that the major reason of the inability of women to overcome the glass ceiling is a decline in their self-confidence and persistence. Also, research has supported the fact that women who possess a high self-efficacy find it less challenging to reach executive positions.

Consistent with the previous years, stereotypes continue to have an expansive influence on glass ceiling. Gordijn & Boven (2009) suggested that the employability beliefs of an individual are reduced due to the negative self-evaluations that destabilize the stigmatized individual's self-worth. Due to these, women align their own self-regard with the external devaluation.

Rigorous factor analysis has identified three basic motives: achievement, independence, and economic necessity. It has been confirmed through various researches that women tend to lag behind men in terms of all these three groups. Lori (2014) conducted a phenomenological study based on interviews from women in senior level administrative positions and reported that in order to achieve their career aspirations, women ought to be more motivated.

Female employees become sceptical of their own capabilities, usually give up while performing risky tasks and even stop trying to make efforts to reach their goals. Cross (2010) conducted 30 interviews, out of which 13 interviewees indicated that their desire to achieve senior positions in the short run was hindered by barriers they created for themselves. Ottu & Inwang (2013) and Kilic (2017) revealed that glass ceiling perception varies significantly by gender i.e. women perceived a higher glass ceiling effect. Following this research, it was also recognized that the ability of women to break barriers at workplace is greater when they possess a higher self-efficacy. Correlation results have shown significant negative correlation between self-esteem and self-efficacy with barriers to their advancement (Hassana & Ehsan, 2015).

In the recent years, there has been no stark improvement in the degree to which the individual traits impact advancement of women. Therefore, it should be recognised that an organisation holds the responsibility to provide a work culture wherein women employees can work with their full potential. They do not have to encounter unnecessary challenges that degrade the characteristics of their individual persona and in turn increase collaboration among employees within the organisation.

### CONCLUSION

Within a span of 33 years, it has been observed that there is a gradual increase in the number of women holding managerial posts across the world. The transition in the mindset of society has led to the recognition of women's contribution towards organisational development. Increased access to education, training, equal pay and supportive work culture have played an influential role in combating gender discrimination at workplace.

*However, the statistical picture of Indian working women shows a completely different scenario.*

- India has been ranked third lowest in having women in leadership roles for the third consecutive year: according to a global survey to Grant Thornton (2017). The findings suggest that only 7% of the top managerial positions were held by women -

## Women as leaders: a systematic review of glass ceiling and organisational development

most common of these include Human Resource directors (25%) and Corporate Controllers (18%).

- While 42% of the new graduates are women, only 24% of them are recognized as entry level professionals. Out of these, 19% are able to reach at the top of the corporate ladder (Financial Express, 2017).

Most of the women still occupy low or mid-level managerial positions in their organisations, leaving a small percentage of women who hold leadership posts. The major barriers recognised include lack of remuneration, self-confidence, promotions, mentoring opportunities and inability to create a balance between personal and professional life. Due to the cumulative effect of the aforementioned barriers, development of women as well as the organisations remains stagnant.

The analysis of this paper, not only highlights the existence and prevalence of glass ceiling effect but also its harmful implications on the growth and success of an organisation as a whole. Though a lot of initiatives have been taken, much more needs to be done in order to bring women leaders at par with their male counterparts. Ensuring gender equality at workplace will help bring about a change in the perceptions of men and women about women managers and overcome the challenges posed by glass ceiling barriers. This would further enhance the productivity and effectiveness of an organisation.

## REFERENCES

- Angier, M. and Axelrod, B. (2014). Realizing the power of talented women. McKinsey Quarterly, 3, 107-115.
- Ann M. M., Cara T. S. and Karl F. Price. (1999): "A glass ceiling survey benchmarking barriers and practices".
- Bank of Montreal. (1991). Report to Employees: The Task Force on the Advancement of Women in the Bank. Bank of Montreal
- Baxter, J. and Wright, E. (2000). The glass ceiling hypothesis: A Comparative Study of the United States, Sweden, and Australia.
- Becker, G. S. (1985) "Human Capital, Effort, and the Sexual Division of Labor," Journal of Labor Economics 3, S33--S58.
- Beckman.C. and Phillips.D.(2005). "Interorganizational Determinants of Promotion: Client Leadership and the Attainment of Women Attorneys." American Sociological Review 70:678-701.
- Berger, J., Susan J. R. and Morris Z., Jr. (1986). "Status Organizing Processes." Annual Review of Sociology. 6,479-508.
- Berniell, M. and Sanchez-Paramo, C. (2011), "Overview of Time Use Data Used for the Analysis of Gender Differences in Time Use Patterns," Background paper for the WDR 2012.
- Bhatnagar, S. and Mathur, D. (2015) "Glass Ceiling- A review of literature and a theoretical perspective (with special reference to women work force). International Journal of Marketing & Financial Management, 3 (2), 59- 68
- Blau, Francine D., and Jusenius (1976). Economists approach to sex segregation in the labour market: an appraisal. Pg 181-199.
- Blau F. D. Simpson P. and Anderson D. (1998), 'Black-White Earnings over the 1970s and 1980s: Gender Differences in Trends', Feminist Economics, 29-71.
- Budhwar, P. S., Saini, D. S., & Bhatnagar, J. (2005). Women in management in the new economic environment: The case of India. Asia Pacific Business Review, 11(2), 179- 193

## Women as leaders: a systematic review of glass ceiling and organisational development

- Bullock, C., Lewis, C. and Bainum, C. (2004). Reflections of glass ceiling. Women's internalized beliefs and motivations, Pacific Union College.
- Carter, N.M. and Silva, C. (2010). Mentoring: Necessary but Insufficient for Advancement. Catalyst Publication Code 103 ISBN # 0- 89584-313-7.
- Catalyst. (1996). Women in corporate leadership: Progress and prospects. Retrieved from <http://www.catalyst.org/knowledge/women-corporate-leadership-progress-prospects>
- Choi, S. (2018). Breaking Through the Glass Ceiling: Social Capital Matters for Women's Career Success? <https://doi.org/10.1080/10967494.2018.1425225>
- Clevenger, L. and Singh, N. (2013), Exploring Barriers That Lead to the Glass Ceiling Effect for Women in the U.S. Hospitality Industry. 376- 399.
- Clutterbuck, D. (2001) "Everyone needs a Mentor" Fostering Talent in Your Organisation, CIPD, London
- Constance E. H., Dawn H. and Paul J. Wolfson. (2006). "The Pipeline to the Top: Women and Men in the Top Executive Ranks of U.S. Corporations." *Academy of Management Perspectives*. 20(4), 42-64.
- Corbett, C. and Hill, C. (2013). Solving the Equation: The Variables for Women's Success in Engineering and Computing. *Career and workplace*.
- Cormier, D. (2006). Why top professional women still feel like outsiders. *Employment Relations Today*, 33(1), 27-32
- Correll, S. J., Benard, S., and Paik, I. (2007). Getting a job: Is there a motherhood penalty? *American Journal of Sociology*, 112(5), 1297-1339.
- Cotter, A., Hermsen, M. and R. Vanneman. (2001). The glass ceiling effect. *Social forces*. 80(2), 655-681.
- Cox, T. H. and Harquail, C. V. (1991). Career paths and career success in the early career stages of male and female MBAs. *Journal of Vocational Behavior*, 39, 54-75
- Cross, C. (2010). Barriers to the executive suite: evidence from Ireland. *Leadership & Organization Development Journal*, 31(2), 104-119.
- Davies N. S. (1998). Women above the glass ceiling: Perceptions on corporate mobility and strategies for success. *Gender and Society*, 12(3), 339-355.
- Davies, P.G., Spencer, S.J. and Steele, C.M. (2005). Clearing the air: identity safety moderates the effects of stereotype threat on women's leadership aspirations, 276-285.
- Deal T. E. and Kennedy A. A (1982) "Corporate cultures: The rites and rituals of organizational life," Reading/T. Deal, A. Kennedy. -Mass: Addison-Wesley, 2, 98-103.
- DelCampo R. G., Blancero, D.M (2008) "Perceptions of psychological contract fairness of Hispanic professionals", *Cross Cultural Management: An International Journal*, Vol. 15 Issue: 3, pp.300-315, <https://doi.org/10.1108/13527600810892576>
- Denmark, F.L. and Guttentag, M. (1987). Dissonance in self-concepts and educational concepts of college and non-college-oriented women. *Journal of Counselling psychology*. 113-115.
- Ely, R. J., Ibarra, H. and Kolb, D. M. (2011). Taking gender into account: Theory and design for women's leadership development programs. *Academy of Management Learning & Education*, 10(3), 474-493.
- Gibson, C. B. (1994). An investigation of gender differences in leadership across four Countries. *Journal of International Business Studies*, 26(2), 255-279.
- Goldberg, D. J. and Catherine A. H. (2007). *Behind the Pay Gap*. Washington, DC: AAUW Educational Foundation.
- Goldin, C. (2006). The quiet revolution that transformed women's employment, education, and family. *American Economic Review*, 96(2), 1-21

## Women as leaders: a systematic review of glass ceiling and organisational development

- Gordijn, E. H. and Boven, G. (2009). Loneliness among people with HIV in relation to locus of control and negative meta-stereotyping. *Basic and Applied Social Psychology*, 31, 109–116.
- Gorman, E.H. (2006). Work Uncertainty and the Promotion of Professional Women: The Case of Law Firm Partnership. *Social Forces*. 85(2), 865-890.
- Gregory, K. L. (1983). Native-view paradigms: Multiple cultures and culture conflicts in organizations. *Administrative Science Quarterly*, 28, 359-376.
- Gyamfi, E.O. and Fosuah, J. (2017). Causes and Effects of ‘Glass Ceiling’ for Women in Public Institutions of the Ashanti Region, Ghana. *The International Journal of Business and Management International Journal of Business and Management* 5(10),257-266.
- Hassana, F. and Ehsan, A. (2015). Barriers to Women Career Advancement (Glass Ceiling) And the Role of personality traits (Self- Esteem, Self- Efficacy) as Means of Breaking Through. *International Academic Journal of Organizational Behavior and Human Resource Management*, 2(8), 9-16.
- Hewlett, S. A. (2002). Executive women and the myth of having it all. *Harvard Business Review*, 80(4), 66-73
- Hiau, Kee J. (2005). “Glass ceiling or sticky floor? Exploring the Australian gender pay gap using quantile regression and counterfactual decomposition methods.” Discussion Paper No. 487, The Australian National University Centre for Economic Policy Research.
- Hong, L. H. (2018). “Does glass ceiling or slippery ladder lead to scarcity of women in academic leadership? An approach methodology. Vol 4. <https://www.financialexpress.com/opinion/india-needs-more-women-in-leadership-roles-here-is-a-look-at-shocking-reality/807195/>
- Hymowitz, C. and Schellhardt, T. D. (1986). The glass ceiling. *The Wall Street Journal*. Special Report on the Corporate Woman.
- International Labor Organization. 2015. Women at work trends 2016. Geneva: International Labor Office. Accessed January 13, 2017. <http://www.lopubs@ilo.org>
- Jamali, D. (2006) "Insights into triple bottom line integration from a learning organization perspective", *Business Process Management Journal*, 12 (6), 809-821. <https://doi.org/10.1108/14637150610710945>
- Jain, N. M. and Mukherji S. (2010). “The perception of ‘glass ceiling’ in Indian organization: An exploratory study.” *South Asian Journal of Management* 17 (1), 23-42.
- Kemis, M. H., Grannemann, B. D. and Barclay, L. C. (1989). Stability and level of self-esteem as predictors of anger arousal and hostility. *Journal of Personality and Social Psychology*, 56, 1013-1023
- Kemis, M. H., Grannemann, B. D. and Mathis, L. C. (1991). Stability of self-esteem as a moderator of the relation between level of self-esteem and depression. *Journal of Personality and Social Psychology*, 61, 80-84.
- Kemis, M. H., Cornell, D. P., Sun, C., Berry, A. & Harlow, T. (1993). There’s more to self-esteem than whether it is high or low: The importance of stability of self-esteem. *Journal of Personality and Social Psychology*, 65, 1190-1204.
- Kilic, T., (2017), Relationship Between Glass Ceiling Syndrome and Self-Efficacy; in Health Sector. *European journal of Multidisciplinary Studies*, 4(3), 84-87. <http://dx.doi.org/10.26417/ejms.v4i3.p84-87>
- Korn Ferry Institute (2013). Talent management best practices series: Women in Leadership. Retrieved from

## Women as leaders: a systematic review of glass ceiling and organisational development

- [http://www.kornferryinstitute.com/sites/all/files/documents/briefings-magazine-download/Best-Practices-Strategic\\_Alignment.pdf](http://www.kornferryinstitute.com/sites/all/files/documents/briefings-magazine-download/Best-Practices-Strategic_Alignment.pdf)
- Kram, K. E. (1983). Phases of the mentor relationship. *Academy of Management Journal*, 26(4), 608–625.
- Kulkarni, S. S. (2002). Women and professional competency a survey report.
- Leonard, J. (1994). “Employment and occupational advance under affirmative action.” *Review of Economics and Statistics*.
- Linehan, M. and Walsh, J.S. (1999) “Mentoring Relationships and the Female Managerial Career”, 348-352
- Lori. J. (2014). *Cracking the glass ceiling: A phenomenological study of women administrators in higher education*. Iowa State University.
- Lup, D. (2018). *Something to Celebrate (or not): The Differing Impact of Promotion to Manager on the Job Satisfaction of Women and Men*.
- Lyness, K. S., and Thompson, D. E. (2000). Climbing the corporate ladder: Do female and male executives follow the same route? *Journal of Applied Psychology*, 85(1), 86-101.
- Mckinsey (2017). *Women in the workplace*. [womenintheworkplace.com](http://womenintheworkplace.com).
- Monks, K. (1998), “Employment equality: rhetoric and reality in Irish organisations”, in Walsh, J.S., Monks, K. and Roche, B.R. (Eds), *Human Resource Strategies in Ireland: Challenges and Contradictions*, Oak Tree Press, Dublin, 167-185.
- Moss, L., Lawrence, L., Topman, L., Porter, R., and Smith, J. (2008). Does the glass ceiling still exist? New equality figures reveal women are once again losing out to men in the workplace. A compilation of interview reports. Mailonline [doi:10.1080/0197353090288026](https://doi.org/10.1080/0197353090288026)
- Nandy, S., Bhaskar, A. and Ghosh, S. (2014). “Corporate glass ceiling: An impact on Indian Women employees.” *International Journal of Management and International Business Studies* 4 (2), 135-140
- Nieva, V. F., and Gutek, B. A. (1981), “Women and Work: A Psychological Perspective”, New York: Praeger.
- Ottu, I. F. A. & Inwang, W. C. (2013). Perceived Self-Efficacy, Domestic Violence and Women’s Ability to Break Industrial Glass Ceiling. *Advancing Women in Leadership*, 33, 177-187. <https://doi.org/10.18738/awl.v33i0.108>
- Park. S. and Par. S. (2018). *Korean Women Leaders in the Government Sector, 179- 196 Panel Study of Income Dynamics: Procedure and Tape Code, 1985-1993 Interviewing Years*. Survey Research Center, Institute for Social Research. The University of Michigan, Ann Arbor, Michigan.
- Princess, Heirsmac and Agwu, Edwin and Ohaegbu, Awele V. and Agumadu, Mercy, *Strategic Implications of Glass Ceiling on the Professional Leadership of Career Women Development in the West African Sub-Region* (February 12, 2018). SSRN: <https://ssrn.com/abstract=3122437> or <http://dx.doi.org/10.2139/ssrn.3122437>
- Ragins, B.R. and Cotton, J.L. (1993) “Gender and Willingness to mentor in Organisations”, *Journal of Management*, Vol 19(1) 97-111
- Ragins, B.R., Townsend, B. and Mattis, M (1998). “Gender gap in the executive suite: CEOs and female executives report on breaking the glass ceiling.” *Academy of Management Executive*, Vol. 12 (1)42.
- Ridgeway, C. L., and Balkwell, J. (1997). Group processes and the diffusion of status beliefs. *Social Psychology Quarterly*, 60, 14-31.

## Women as leaders: a systematic review of glass ceiling and organisational development

- Ryan, M., and Haslam, A. (2005). The glass cliff: Evidence that women are over-represented in precarious leadership positions. *British Journal of Management*, 16(2), 81- 90. <http://dx.doi.org/10.1111/j.1467-8551.2005.00433.x>
- Schwartz, F. N. (1989) "Management women and the new facts of life", *Harvard Business Review*, Vol 89 No 1, pp. 65-76.
- Shapiro, G. and Olgiati, E. (2002). Promoting gender equality in the workplace. Luxembourg: Office for Official Publications of the European Communities
- Singh, R., Ragins, B. R. and Tharenou, P. (2009). Who gets a mentor? A longitudinal assessment of the rising star hypothesis. *Journal of Vocational Behavior*, 74, 11–17.
- Stewman S. and Konda S. (1983). "Careers and Organizational Labour Markets: Demographic Models of Organizational Behaviour". *American Journal of Sociology*. 88,637-685
- Stinebricker.R., Stinebricker. T. and Sullivan. P. (2018). Job Tasks and the Gender Wage Gap among College Graduates.
- Stokes, J., Riger, S. and Sullivan, M. (1995). Measuring perceptions of the working environment for women in corporate settings. *Psychology of Women Quarterly*, 19(4), 533-549.<http://dx.doi.org/10.1111/j.1471-6402.1995.tb00091.x>
- Terborg, J. (1977). "Women in Management: A Research Review." *Journal of Applied Psychology*. 62(6): 647-664.DOI: 10.1037/0021-9010.62.6.647.
- The White House (2014). The Impact of Raising the Minimum Wage on Women and the Importance of Ensuring a Robust Tipped Minimum Wage NEW WHITE HOUSE REPORT.
- Thomas-Hunt, M. C.; Phillips, K. W. (2004). "When What You Know Is Not Enough: Expertise and Gender Dynamics in Task Groups". *Personality and Social Psychology Bulletin* 30 (12): 1585–1598).
- Van Vianen, A. E. and Fischer, A. H. (2002). Illuminating the Glass Ceiling: The Role of Organizational Culture Preferences. *Journal of Occupational and Organizational Psychology*, 75, 315-337. <https://doi.org/10.1348/096317902320369730>
- Wood, R. G., Corcoran, M. E., & Courant, P. N. (1993). Pay differences among the highly paid: The male-female earnings gap in lawyers' salaries. *Journal of Labor Economics*, 11, 417-441
- [www.grantthornton.in/press/press-releases-2017/india-ranks-third-lowest-in-having-women-in-leadership-roles-for-the-third-consecutive-year/](http://www.grantthornton.in/press/press-releases-2017/india-ranks-third-lowest-in-having-women-in-leadership-roles-for-the-third-consecutive-year/)

### **Acknowledgement**

The author appreciates all those who participated in the study and helped to facilitate the research process.

### **Conflict of Interest**

The author declared no conflict of interest.

**How to cite this article:** Kapoor D., Sardana T. & Sharma D. (2021). Women as leaders: a systematic review of glass ceiling and organisational development. *International Journal of Indian Psychology*, 9(1), 572-591. DIP:18.01.058/20210901, DOI:10.25215/0901.058