

GLASS CEILING WAS JUST CRACKED AND NOT BROKEN IN INDIAN ORGANISATIONS**K.V.Sridhar***Asst. Professor, Department of Management Studies, Sir C.R.R. College of Engineering, Andhra Pradesh.***Aduri .Kanthi Priya***MBA, (Final) HR, Sir C.R.R. College of Engineering, Andhra Pradesh***Abstract**

In the business world, there are organizations that are struggling to retain their bright women employees, however, the presence of barriers such as glass ceiling phenomenon makes it difficult despite several clarions of equal opportunities and corporate communities to advancement of women's career. Women in senior positions remain low. The reasons may be traditional social roles or organizational hurdles to get more women in senior positions. Corporate needs a different approach to overcome barriers holding them back. This paper main objective is to know the barriers to advancement of women's career and identifying the present status of women in various fields.

Key words: *Glass Ceiling, Women Career, Work Life Balance, Equal Power.*

Introduction

India is relatively young as far as corporate women leadership is concerned but has played an excellent catch up, by making quickly forward to be aligned to its 'global counter parts'. India's history with regard to women has been mixed-in the past women have been worshiped as goddess burnt for down killed at or before birth in appealing cases of female infanticide but things are changing so rapidly, we almost feel we are living in two Indians from cultural, social and economic angle. Women have put up with much adversity in past and sadly still face huge challenge today. From adversity to diversity now however the past is making away and the future is dazzling to catch up women are moving center stage as political, social and economic beings. While remaining conscious and way of our history, looking forward and embracing our empowerment is critical our country produced. Some great women CEO's and great historical leaders like Smt. Indira Gandhi, Sarojini Naidu and present state CM's, but they are still not standard issue in India as they are in the west, but things are now getting better the pressure on this space comes not only from the Indian setup, but the global headquarters as well and the good news that the level of globalization is taking place in the ranks of management.

The phrase 'glass ceiling' refers to an invisible barriers that prevents same one from achieving from success. It is most often heard in the context of women who cannot advance to the highest levels of power in the work place. The glass ceiling is a way of describing whatever keeps women for achieving power and success equal to that of men. Even as more women the workforce during the 1960's and 1970's feminist noted that traditionally male jobs were slowly open to women. other practical glass ceiling matters include unequal pay rates and the ideas that women lose out on involvement in an organization if they take maternity leave, again there is a contrast with men, who may or may not take time off for the birth of child, and do not need to physically recovery from the birth of their children. It is unknown that who first used the term glass ceiling. A widely readout wall street journal story in 1986 popularized the term. The strong looked at barriers confronting women at high levels of corporate power. Glass ceiling was used even earlier by Gay Bryant in the 1984 book. The working women report, which examined the status of women in the work place In 1991, the federal glass ceiling commission was established to gather information and study opportunities for and barriers to advancement for women and minorities. The phrase cracks in glass ceiling was actually highlighted by some media,

when women have made gains or achieved some success in the work place they sometimes refer to cracks in the glass

Objectives

The study was conducted with the following objectives in view,

1. To explore the cracking signs of glass ceiling in Indian organizations.
2. To identify major social and personal barriers that affect women's progression.
3. To propose feasible suggestions as how organizations can address this issues.

Methodology

In the present study mostly secondary data have been used. This data have been collected from various reports presented to the Centre of Women business recourses, in addition to this data have also been collected from various journals, articles and newspaper archives. This research is also based on the referred sources – published, unpublished and electronic.

Cracks of Glass Ceiling in Various Indian Sectors

In banking sector

India appears to have made more progress with bank CEO's than even the United States. Consider that of the 10 biggest banks in the U S , by assets, not one women as boss.

Women are making significant advances in at least one important industry in India, a country where females are long suffered second Class status and for worse treatment in the banking and financial sector.

Among prominent public sector banks

- | | | |
|----------------------|---|---------------------------------------|
| State bank of India | - | Arundhati Bhattacharya |
| Bank of India | - | VijayalakshmiIyer, chairperson and MD |
| United bank of India | - | ArchanaBhargava |

Today, an Indian publication, state owned banks headed by women control 45% of all of India's public sector banks deposits and 50% of all loans.

In Private Sector

- | | | |
|------------|---|------------------------------------|
| ICICI Bank | - | ChandaKochhar ,Chairperson and MD |
| HSBC Bank | - | NainaLalKidwani , vice chairperson |
| AXIS Bank | - | Shikha Sharma |
| HDFC Bank | - | RenuSudKarnad |

In addition , Indian women lead to local subsidiaries of foreign base banking giants like JP Morgan ,chase & co, Morgan Stanley , bank of America corp. , royal bank of Scotland. SailajaKiran ,MD, MargaDarsi chit Funds Ltd

Furthermore, the MD and CEO of India's national stock exchange Chitra Rama Krishna, also a woman, finally the RBI, the national central bank-has had three women deputy governors in its recent history. ShaymalaGopinath K.S Udeshi and UshaThorat.

Books and Media

- | | | |
|--------------------------------|---|---|
| Aswiniyardi | - | Programing head of TV channel colours |
| ChikiSarkar | - | Publisher, Penguin books, India |
| Ektakapoor
balajitele films | - | Tv and movie production, JMD and creative director of |
| Lynn de souza | - | CEO of Unitary media group |

Radhika	-	Raadan T.V
Manjula Naidu	-	Srikanthtele films
Zaina Mehta	-	Cheif creative officer of broadcasting at UTV
ShobhanaBhartia	-	Chairperson of Hindustan Times group
Meen Ganesh	-	MD Pearson education.

Food and Beverages

Abantisankarnarayanan	-	MD,Diageo,India
IndraNooyi,	-	Cahirperson and CEO of Pepsico
SangeethaPendurkar,	-	MD KELlogindia Public limited.
Vimalabali	-	MD,Britania Industries Limited
AvaniSaglaniDavda	-	CEO of Tata Star Bucks limited.
SchaunaChahanSaluja-		CEO of Parle Agro.

Information Technology

ArunaJayanthi	-	CEO Indra Cap Gemini
Kirthigareddy	-	South Asia MD,Facebook
NeelamDhadwan	-	MD –Hewlett –Packard India
RoshiniNadar	-	ED,CEO Of HCL corporation

Health And Medicines

KiranMazumdarshaw	-	MD Biocon
Preetha Reddy	-	MD,ApoloHosiptals
Sangita Reddy	-	ED OfApoloHosiptals
SwathiPiramal	-	Vice Chairperson, Primal Group

Politics

Indira Gandhi was undoubtedly, one of the greatest political leaders of India,she was the first and only woman to be elected as the prime minister. She is also regarded as the most controversial political leader of the country for her unprecedented decision of imposing a state of emergency.

Prathibha Patil	-	First Women President of India
MeIra Kumar	-	The First women Speaker of parliament
Smt.Sonia Gandhi	-	UPA Chair person
SuchethaKripalni	-	First women CM of any state in India
Jaya lalitha	-	CM,Tamilnadu
MayaVathi	-	CM,Uttarpradesh
Vasundra Raj Sindhe	-	CM Rajasthan
MamathaBenarjee	-	CM ,West Bengal
SheelaDikshit	-	ExCM, Delhi
Rabri Devi	-	Ex CM ,Bihar
SushmaSwaraj	-	Present opposition leader in Loksabha ,BJP
BrindaKarath	-	CPM leader

In Indian Movies

In movies also only cracks not breaks of glass ceiling. Sons of familiar stars got popularity in your language but only few daughters got popularity.

Karishma and KareenaKapoors from Kapoor family,SruthiHasan successful star in Tamil and Telugu industry.

Directors Farah Khan – Tees Mar Khan, KiranRao – DhobhiGhat, DeepaMehata – Fire, AparnaSen – Paroma, Mira Nayar – Salam Bombay, LeenaYadav and AnushRizvi,Smt.VijayaNirmala of Telugu industry directed and acted in more than 50 films. Suhasini ManiRatnam and BhanuMathi Rama Krishna are other popular women directors. K.Jaya and Nandini Reddy are upcoming directors in Telugu industry ,Sri lekha- only women music director in Telugu industry.

Other Fields

Armed forces- PunithaArora is the first Indian women to have the title of Lieutenant general of Indian army

Priya Paul	-	President, Park Hotels
Mira Kulakarni	-	MD,Mountain Valley Springs India limited
RoopaKudva	-	Md and CEO-CRISL
MallikaSrinivasan	-	Chairperson-TAFE

Mainaka Gandhi, MedhaPathekar, Nita Ambhani, SudhaNaryana Murthy, Parmeswar Godrej and Arundati Roy are familiar women social workers in India, BharatRatna Mother Theresa is prominent in this field.In all the above sectors except in banking sector there are glass ceiling was not bother by Indian Working women. Only few becoming entrepreneurs or CEOs was not the solution to the problem of glass ceiling. Nursing, banking, HRM, Sales, Tourism and Hospitality are the areas where the women were expected to excel, where they could nature, mould, cajole an extension, in a sense of their mothering capability.

Main Hurdles for Breaking Glass Ceiling in India

1. They felt their jobs midway due to personal problems like marriage and raising families.
2. In order to get into top management it requires commitment, dedication and determination which was lacking.
3. They are better seen as home makers than rulers.
4. Lack of support from male subordinates at work place.
5. Lack of support from their female colleagues due to politics, jealous and other reasons.
6. Non acceptance of women in traditional jobs reserved for men
7. Lower class workers have been receiving 30% to 50% Lower wages than male workers for the same work.
8. Lower class workers have been facing the Problem of sexual harassments, absuments and more discrimination by their superiors and colleagues.
9. In teaching field especially in co-education colleges there is no women principal and only few colleagues and students departmental HODs even they are most effective administrators.
10. In educational institutions they have more conflicts with female colleagues and students than malecolleagues and students.
11. Lack of implementation of laws and government actors on discrimination.
12. Male dominated management, which made all the decisions for the company.
13. Men attitude towards women.
14. Female attitude towards fellow female executives
15. Lack of social acceptance of women in higher positions, even by other female employees.
16. Performance of men over women having same educational qualification and caliber.
17. Lack of informal networks.

18. They are less paid because they work for lesser time and joined in low risk jobs.
19. Indian corporate do not entertain women employees in late night office parties.

Policies of Indian Companies

Videocon	-	‘We are from orthodox family’
Tata Motors	-	‘No Women Rule’.
Dabur	-	‘Women are not much exposed to the businesses,
Godre	-	‘The wives had always major hurdle to break the silver ceiling as compared to daughters who had relatively smooth entry’

Many companies hire female for their work and not for the corporate work. Some companies hire only female because of their inter personal skills.

Suggestions to Break Glass Ceiling

1. Right expectation, at work and healthy home is the key to a healthy work- life balance.
2. Family support is critical to their career
3. Change of male executive’s attitude towards female superiors and subordinates.
4. Introducing flexi-timings to manage work-life balance.
5. Encouragement of home assignments and home offices to manage work-life balance.
6. Ladies should avoid to misperception i.e. glass ceiling still exists.
7. Other Indian companies should follow the policy of ICICI which has always displayed more of pro-woman bias than an anti-woman bias.
8. Introducing acts like recent companies act which mandates that listed companies have at least one women director at board.
9. Need more quotas and reservation at higher level in politics, which are now confined only to local body election.

Conclusion

At present in India many women are entering in to career, few remained after marriage and rising family, and very few are remained at senior level management. They are dominating in one two fields which is not a sign of breaking glass ceiling. The real breaking of glass ceiling means their participation in all fields and at all levels without any discrimination. This ceiling would be breakable only with an increased awareness and empowerment of the leaders of tomorrow. Let’s hope that Indian Women will break the ceiling and see the blue sky without any barriers at least in next decade.

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