IMPACT OF JOB SHIFT AND CHANGE, LEADERSHIP ON WOMEN CAREER ADVANCEMENT

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ABSTRACT

The gender discrimination is one of the most controversial and emotive aspects of society. Women face a number of obstacles in their career phase. Gender itself is the obstacles for them in career due to the responsibility associated with the gender. A woman faces the barrier when they dream to set their feet in the corporate houses. This research studied the barrier like job shift and change, and leadership under the individual factor. Further, the study states the problem faced by women and measures through which the unseen glass wall can be broken. The measure will help women to break the wall which stops them from achieving their goals. The study was conducted on 300 women employees between age group of 26 to 55 working in various corporate sectors. SPSS v24.0 was used for Data analysis. The Cronbach's alpha value has come out as 0.694 for overall items, a scale is reliable if its Cronbach's alpha value is equal or above the value of 0.70 (Ozdogan & Tuzun, 2007). The multiple regression analysis results showed that two factors emerged which were responsible for the barrier to women career advancement. Therefore, to overcome it bring the change in perception and culture of society. Women should be encouraged to grow in their career by sharing their responsibility.

Keywords: Gender, Discrimination, Career, Advancement, Women, Barrier, Leadership.

Introduction

India is mixtures of many traditions, custom, cultures which shape and value the human being. People differentiate themselves on the basis of color, wealth, power, caste, religion, gender, area, occupation, education but the similarity among all is an injustice to women. Culture and practice are working against the development of women. Societies have made a certain assumption or we can say have created boundaries which have created a difference between men and women. This discrimination is not simply present in society but its roots are more intense in other areas too. Women are facing inequality in work, employment, earning, education, health, status and decision making power. According to Indian belief, women handle the responsibility of the house and men will do all outside work. With the increase in standard of living, expenses in the education of the child, family need to find the ways and means through which overall income of the family can be raised. In order to maintain a balance and provide a better standard of living women are entering into men oriented world. Women who were considered for fulfilling family responsibility and

social obligation are working in the male-dominated world. Women need to fulfill family responsibility for cooking food, take care of children and parents, and along with that, they need to perform job responsibility. Hence, they work in thehigh-pressure environment and complete their work by scarifying their personal space of time and then after they need to handle the harassment at workplace.

Stedham and Yamamura, (2004) declared that Indian society is a male-dominated society where major decisions are taken by the male member of the house; women are not being asked about their views and suggestions. Women are not only discriminated by the society but also by corporate houses. A woman faces gender inequalities.

Glass Ceiling refers to an invisible barrier that prevents someone from achieving further success. The Glass ceiling is a way of describing whatever keeps women away from achieving power and success equal to that of men. Most of the people are unaware of about the discrimination taking place in the organization. Women face a number of challenges in their career path. A glass wall is created by the organizations which define the limit to which women within an organization can climb.

Women Employment in India

The status of women in India is incomparable to that of developed countries. Socially and economically women are treated less than men. Women at every stage of life receive lesser than they deserve. Lynn Morley Martin, chief the US Labour Department's conducted a project "The Glass Ceiling Initiative" investigate the low numbers of women and minorities in executive positions and defined the term as that artificial barrier and organizational barrier that prevent qualified women from reaching the top in a management position. There are large numbers of women working in the corporate sector but only a few women are at the managerial position and it named as glass ceiling which is transparent yet very strong. The workplace is surrounded by restriction and barrier which stops women from climbing the ladder. This invisible barrier acts as a breaker for the women who want to advance in their career.

The number of women at top position is very less. Women like Kalpana Morparia (CEO of South Asia and Indian operation at JP Morgan chase & company), Arundhati Bhattacharya (Chairman of SBI) have reached the top after breaking the glass wall. In spite of these positive changes, women still have to face intangible barriers in climbing up the corporate ladder. Women like Shushalakshmi Panse (Chairman and MD of Allahabad Bank), Renu Sud Karnad (MD of HDFC) has reached higher positions but due counter-productive behavior they are not able to exist and sustain at the same post. Along with "glass ceiling", women, in the leadership position faces "glass elevators" and "glass cliffs" which stops women from climbing the corporate sector. Eagly and Carly (2007) suggested that women need to face various obstacles in order to advance in their career. Despite all these obstacles, women are trying to put a strong foothold in corporate in India but the

percentage of women in a senior management position in India is roughly 3% - 6% which is still very low. Some believe that women choose to be home and perform family responsibility and show less dedication towards the career advancement.

Literature review

Glass ceiling can be termed as thoughts of women for organization climate, culture, and practice which block their way through an invisible barrier. A researcher like Chenevert and Tremblay, Sanghamitra Buddhaprriya revealed that Indian female women are extent species and are found only in some places. According to the study of LIBO 2 women per 100 men take an administrative and managerial position in India.

Zainal (2009) found various factors that hurdle the women advancement like family life conflict, male manager's perception towards them. He further adds that gender-biased environment is found all over the world, even in developed countries women face the challenges to their survival in a job. Women have to take care of their kids besides the job. Major problems that a woman faces are the dual responsibility.

Wentling (2003) declared that dual responsibility of women causes conflict in the mindset of women. Indian society still a male-dominated world, women need to perform family responsibility and social obligation along with job responsibility. Women are aware of the problem still they are not able to overcome them.

Ahmad and Aminah (2007) stated that two-thirds of women leave their career for the sake of child care. Women don't get support from family and spouse. Lack of support from supervisor prevents women to cope with conflict. Men don't share the responsibilityfor the housework; it's the women who handle the double burden. Women are walking on the sword. The major burden fell on the shoulder of women. If any men help in homely responsibility people make a joke of them, it's just because the society has divided the work and still this stereotype is going in society. It is very difficult for working women to maintain a balance between professional and family life.

Gunavathy and Suganya (2007) found that two-thirds of respondent declared that women face the problem of imbalance in work and life. Women feel guilty because they are not able to perform their family responsibility and at the same time their poor performance raises the question of their caliber.

Vianem and Fischer (2002) stated that women who are a ball of fire for the success also face the bad situation and have a battle between home and career act as a blank wall. Senior management doesn't pay attention to work of women, their ideas are not being appreciative and credit goes to other male members. They make them feel like they are not capable to handle senior position. **Lilly and Duffy (2006)** bring out 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.

Research Objectives

This paper outlines the broad contours of various variables responsible for gender discrimination and the ways by which one can minimize this discrimination. So, the study has been framed to answer and achieve the following objectives:

- To explore the facts of glass ceiling faced by Indian corporate women.

- To identify the major Individual barrier that affects women's progression or advancement.

- To propose feasible suggestions as for how human resource professionals and organization can address this issue.

Based on second objective following hypothesis is developed:

H1:There would be the positive impact of individual factors on women career advancement.

Research Methodology

Sample Characteristic: A sample of 300 women working in different private sectors like Education, Banking, Hotel, Manufacturing, Telecom, and Hospital from the age group of 26 to 55 is taken. The Data collected was subjected to descriptive analysis through SPSS v24.0 software. Follow table 1

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
0-5	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**	
Agee	84.0	Graduate	28.7
Strongly Agree	10.7	Post Graduate	71.3

Measures: A self-administered questionnaire is being developed which include 5 questions to measure the two factors responsible for gender discrimination and barrier in career advancement. The 2 factors are studied which includes job shift and change and leadership which leads to gender discrimination and barrier in career advancement.

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. Further, the overall Reliability of the data is being checked. Then after exploratory factor analysis has been applied to the various factors which lead to gender discrimination and harassment at workplace. Multiple regressions analysis has been applied to check the factor accountable for gender discrimination.

Results And Discussions

To identify key variables of an individual factor having a positive impact on gender discrimination and barrier in career advancement, multivariate regression analysis has been done with the help of SPSS v24.0 software. The overall reliability of the data was shown in table 2.

Table 2 : Reliability of Individual Factor

Cronbach's Alpha	N of Items
.694	5

Cronbach's alpha is used to check the reliability statistics. A commonly accepted rule of thumb for describing internal consistency using Cronbach's alpha is as follows:

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent (High-Stakes testing)
$0.7 \leq \alpha < 0.9$	Good (Low-Stakes testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

To test the reliability, the prepared questionnaire was demonstrated to 300 respondents consisting of woman's working in the corporate sector. Above details represents reliability of scales measured in Cronbach's alphas. 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 0.694 which is acceptable and close to good, so the assumption of the reliability is met. Follow Table 3 and Table 4

Table 3 : Rotated Component Matrix

	Component	
	Leadership	Job shift and change
IF_1	.612	
IF_2	.587	
IF_3		-.659
IF_4	.782	
IF_5		.790
Extraction Method: Principal Component Analysis.Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Table 4: Multiple regressions Analysis of impact of individual factors

Descriptive Statistics			
	Mean	Std. Deviation	N
Women career advancement	2.2867	.82061	300
Leadership	10.4033	1.96303	300
Job Shift and Change	7.2000	1.23494	300

As per the second assumption of multiple regressions the data must be non-multi collinear. The 'g' the highest value of the

VIF is 1.128 which is below 5.000, revealed that the data has no problem regarding the multicollinearity, and the multiple regressions can be used.

The final Regression model with 1 independent factor Leadership (Factor_1) entered because it has explained almost 24.3% of the variance for the positive impact of individual factors on women career advancement. The standard errors of the estimate have been reduced to .71396, which means that at 95% level, the margin of errors for any predicted value of Women's career advancement can be calculated as ± 1.3993616 (1.96 X .71396). Follow table 5

Table 5: Correlation

Correlations				
		Women career advancement	Leadership	Job Shift And Change
Pearson Correlation	Women career advancement	1.000	-.496**	-.143
	Leadership		1.000	.215
	Job Shift and Change			1.000

**Significant at 5% level of significance

The Significant value of both Tests is greater than 0.05, thus we can reveal that the data is normal and follow a normal distribution. Follow table 6 (a,b)

Table 6

a. Model Summary							
R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
				R Square Change	F Change	df1	df2
.496[a]	.246	.243	.71396	.246	97.003	1	298

a. Predictors: (Constant), Leadership

b. ANOVA					
Model		Sum of Squares	df	Mean Square	F
1	Regression	49.446	1	49.446	97.003
	Residual	151.901	298	.510	
	Total	201.347	299		

a. Predictors: (Constant), Leadershipb.

b. Dependent Variable: women career advancement

**Significant at 5% level of significance

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 individual factors has been used to predict the Women's career advancement (dependent variable).The values of Leadership (Factor_1) this error can be reduced by 24.56% (49.446/201.347). This reduction is deemed statistically significant with the F ratio of 97.003 and significance at the level of 0.000[a].

With the above analysis it can be concluded that only one factor i.e., Leadership (Factor_1) explains the positive impact of individual factors on women career advancement

Leadership qualities emerge only when women advance in their career. The gender doesn't bring the leadership quality. The assumption like women are dependent and soft, they need direction for each work stops women from getting the leadership roles. The leader should be selected on the basis of attributes like communication skills, knowledge, the power to influence worker and attachment towards the workers rather than gender.

Every individual poses various qualities like courageous, amiable, compassionate, and impartial. In the same way, leadership quality acts as a booster in a person's identity. The leader should be confident, creative, honest, committed, and

multitasking. The leader should act as a guide. The leader identifies the strength and utilizes the same for the growth of the organization as well as for the personal growth. A leadership quality in men is rewarded whereas women with same qualities are being ignored. The assumption or stereotype has been created that women can't be a good leader as they are emotional and can't take a harsh decision. Being women, Indira Gandhi was a great leader. From the above mention qualities, all women possess the nurturing skills, multi-tasking skills and commitment. They perform family responsibility along with the organizational work. To maintain a balance a strong commitment is needed from the women. Women are seen as a dependent but in real life entire world is dependent on women. Wilder Otter concluded that only a few women are chief executive, they are far away. Women need more energized and motivated to climb the corporate ladder and be a leader. Being a woman, the leader they would work betterment and growth of women. Stereotypes are hindering the women in advancement in leadership. Women are more like to be pigeonholed into less challenging position as they are tracked into a separate and less promising career path. In order to acquire upper management position, they need to have high visibility and high responsibility but women are pipelined inn staff function like human resource, communication, public relation. Career ladders for the women in staff function are shorter and which provide few growth opportunities. A woman doesn't accept the leadership position as they face the pay gap between men and women at the same position. Women are still earning less than male counterparts on the same job. Women are still working in the corporate culture which is designed by the male. Women are working under pressure to adopt the style of working which stops them in taking leadership position. Women like Chitra Ramkrishna (MD and CEO, NSE) and Aarthi Subramanian (Executive Director, TCS) who have achieved the career heights. Women leaders can act as a role model and provide the mentoring to women who are not able to grip the position of leader in the organization.

Conclusion

There is large evidence that gender discrimination and barrier in women career advancement exists. In order to overcome these obstacle women only need to take the first step for their betterment. The long-term goal is to remove gender discrimination by providing equal job opportunity, equal pay and equal advancement. It will direct the entire organization and society towards the equality. Women should focus more on increasing the strategic alliances between the women. It will provide the networking and will build the alliances with other women.

With the increase of women in management, female to a female mentoring system and extend support networks. It will gradually bring a change and make inroads for the boardroom. The organization should pipeline the facilities which will create a balance in family and organizational life. Companies should value the human capital and create the policies. The First step is to change the attitude of the society by creating awareness of the right of equality and practice in lives also, in which government and law would actively take part. Since the

leadership qualities emerge only when women advance in their career. Culture stops the women to think beyond family responsibility. Women are climbing the management ladder. Men and women are equal but the effectiveness depends upon fit and style of leadership. Women more follow mentoring and coaching style which more favorable in female-dominated profession whereas men use to control and command style which is well versed in a male-dominated profession. Men and women both are equally effective but the culture affects the working of the organization.

The assumption like women are dependent and soft, they need direction for each work stops women from getting the leadership roles. Women should absorb the masculine attribute to fight against the male-dominatedworld. Change in the belief and attitude will change the path of women. Perception, belief, social obligation, family nurturing and child care acts as a breaker in the career advancement. The society and organization should liberal their policy and should remove the informal culture and norms which are against women. The leader should be selected on the basis of attributes like communication skills, knowledge, the power to influence worker and attachment towards the workers rather than gender. Women are not encouraged to be a leader even though they possess the quality. Once a woman takes a step for the leadership role, many women would follow which would lead to reducing the impact of glass ceiling on women career advancement.

Women should create their own style of leadership neither masculine nor feminine.

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