

GENDERED CAREER CHALLENGES: ANALYZING THE IMPACT OF THE GLASS CEILING AND GLASS CLIFF ON WORKING WOMEN'S ATTITUDES IN NAGPUR

¹Ms. Kanchan Kishor Tiwari, ²Dr. Shiney Chib,

Research Scholar, Datta Meghe Institute of Management Studies, Nagpur

Research Supervisor, Datta Meghe Institute of Management Studies, Nagpur

Abstract

We have the like the glass cliff (which restricts women from dangerous leadership parts), and the glass ceiling (which keeps women blocked since upward movement in their careers), both manifestations of this insidious gender inequality that remains present within the workplace. The present study finds its motivation in this backdrop and aims to conduct an empirical investigation of the aforementioned barriers for working women of Nagpur District and their attitude-related outcomes such as job satisfaction, career aspirations, psychological well-being and organizational commitment. In Nagpur, data was collected from a structured survey of female professionals working in various industries, using a quantitative study method. This study employs statistical techniques including regression modeling and correlation analysis to inspect the association amongst respondents' glass ceiling and glass cliff experiences and behavioral and attitudinal outcomes. The research finds that job satisfaction and job career motivation ante at the glass ceiling are adversely affected resulting in high turnovers. Exposure to the glass cliff creates workplace anxiety and stress yet, sometimes, it does also lead to resilience for women in leadership. This exploration highlights the necessity for policies that are gender-inclusive, mentorship programs tailored to support female professionals, and initiatives aimed at fostering women within leadership roles, all of which would serve to mitigate the highlighted effects and ensure equitable career progression across genders. The findings contribute to the wider debate on workplace gender dynamics to help inform policymakers, corporate leaders and HR professionals to ensure more sustainable career pathways for women.

Keywords: Glass Ceiling, Glass Cliff, Gender Inequality, Workplace Attitudes, Women Leadership, Career Progression, Nagpur

Introduction

Gender inequality remains a prominent topic, and women face constant systemic barriers that inhibit their career advancement. Two such phenomena, have been the focus of gender studies and organizational behavioral studies, specifically, the glass ceiling as well as the glass cliff as restrictions to women's career development in firms. The glass ceiling is the unnoticed but nevertheless palpable barrier that keeps capable women from being encouraged into top administration roles regardless of ability. On the flip side, the glass cliff is a way of talking about the phenomenon of putting women into high-stakes leadership positions at times of crisis, when people may be more likely to trip up. These two concepts, as subcomponents of a larger system of gendered barriers in the working world, have

consequences on many attitude outcomes for women, such as job gratification, organizational obligation, career drive, and psychological well-being.

These challenges are especially pertinent in the context of Nagpur District, a region experiencing rising female workforce involvement in numerous industries. Women representatives are disproportionately low in senior leadership roles even though women have out-pass in powerful fields including education, health care, banking and IT services. Furthermore, even if women do manage to break into leadership positions, such roles tend to be marked by instability and greater scrutiny, perpetuating gendered patterns of occupational segregation. These obstacles narrow women's professional paths, and they are reflected in their workplace mindset which ultimately affects their professional ambitions and mental-health, impacting their career satisfaction. Despite increased dialogue regarding gender equality, few empirical studies have examined the effect of the glass ceiling and cliff on women's attitudes in India, particularly in Nagpur. This research is designed to bridge that gap and to offer insight, backed by statistics, on how these events have affected working women in the working environment in the region.

Moreover, studies indicate that women who encounter the glass ceiling feel less fulfilled professionally and more frustrated at work; they are also more likely to want to leave their current employment. These individuals may become dejected at the lack of progress in their career paths and resign themselves to hopelessness as they are unable to advance in their ranks. Moreover, the glass cliff literature demonstrates that female leaders who take on risky leadership positions frequently encounter unrealistic expectations and limited institutional support, which increases workplace stress and impacts their performance on the job. All of these dynamics create gendered career obstacles that shape women's decisions regarding career advancement, work-life balance, and long-term career involvement (Lafferty et al., 2020).

This paper is based on quantitative research, which used structured survey to collect data from females professionals in Nagpur from different industries. We will analyse the relationship between glass ceiling and glass cliff with these attitudinal consequences through statistical techniques of regression modelling and correlation analysis. This data will shed probabilities on the magnitude of these gendered career barriers, assisting organizations in devising more diversified policies, leadership programs, and mentorship schemes to help women advance professionally.

This study seeks to benefit corporate and policy level interventions to ensure workplace gender equity by educating stakeholders on these issues of the psychological and occupational impact of the glass ceiling and glass cliff. Exploring these issues is not only imperative to individual career development but also to a diverse, resilient, high-performing workforce. It will add to the larger debate about gender issues in the workplace, providing concrete commendations for businesses, policy makers and HR professionals to generate a more equitable work atmosphere for women in Nagpur and beyond.

Literature Review

Both glass ceiling and glass cliff have been researched in gender and organizational research. Gender differences in institutions have a substantial effect on women's development throughout their careers, including their organizational attitudes and prospect in leaders. We conducted a literature review to provide insights into feminist and intersectional perspectives that help us understand how these concepts shape working women's job satisfaction, career aspirations, and psychological well-being.

The glass ceiling is a widely known metaphor for the unseen roadblocks that block women from attaining senior leadership roles (Cotter et al., 2001). Research has established that systemic biases are a key factor behind the underrepresentation of women in executive positions, even when they have the same qualifications and capabilities (Baxter & Wright, 2000). Studies from other countries like India, Bangladesh, and Australia are also in agreement with these barriers (Afza & Newaz 2008; Davidson 2009).

This phenomenon has been studied in detail by researchers such as (Chadli et al., 2021) and (Muhammad et al., 2020). In Jordan, Al-Manasra (2013) reported the same, which found that women had faced discriminatory practices and cultural expectations that impeded their career progress. Thus, despite reporting high competence in business integration (Bombuwela & De Alwis, 2013), similar findings were found in Sri Lanka, where Bombuwela and De Alwis (2013) noted organizational biases as the most important barriers. In India, Jain and Mukherji (2010) and Kulkarni & Bakhare (2011) studied how gender stereotypes and social perceptions of women constrain their leadership opportunities.

Studies have also looked at the impact of the glass ceiling on wage gaps. Barnett-Verzat & Wolff (2008) used firm-level data and pointed out how torch gender gap in wages in persistent due to poor promotion opportunities for women. Moreover, Hoobler & Wayne (2009) found that discrepancies in perceptions of family-work conflict affect the perception of women's promotability, reinforcing glass ceiling effects.

The impression of the glass cliff was developed in 2010 by Bruckmüller & Branscombe and states women have a “double bind” that they mostly are selected to leadership roles of high risk when organizations are in distress. The leaders in such roles are subjected to more scrutiny and workplace stress, according to research targeting women (Ryan & Schmitt, 2009). Disproportionate selection of women into precarious versus stable positions strengthened the association with gendered career disadvantage in a study by Bruckmüller & Branscombe (2010) published in the British Journal of Social Psychology.

Women in Corporate Governance Arfken, Bellar, & Helms (2004) reported that the presence of women on corporate panels tends to occur during times of organizational instability. Enid Kiaye & Maniraj Singh (2013) similarly investigated women's experiences in leadership in Durban; they found that women in higher-risk roles faced bigger obstacles to remaining in

their positions. Applying this analysis to Pakistan, Mehboob Hamid (2016) continued this work, outlining how glass cliff experiences adversely impacted women's career pathways.

The dual nature of the glass ceiling and glass cliff has a profound effect on the attitudes of women. The study of Abele & Spurk (2009) found that lack of advancement leads to lower self-efficacy and motivation. Gutek(2001) and Heilman(2001) are also conducted the research which shows that the gender stereotype is the fifth the factors of the workplace stress, and also the extent of the job satisfaction.

In India too, the impact of these barriers is stark. Nath (2000) and Nandy et al. (2014) examine the role of corporate glass ceilings on the career aspiration of the Indian women. Their research finds that women managers feel frustrated and disconnected from the workplace because there are not many opportunities for promotion.

Though glass ceiling and glass cliff have been studied individually for a considerable amount of research, a very few empirical studies have been done on the joint effects of both the phenomena leading to attitudinal outcomes specifically in Indian scenario. The article attempts to fill this gap to explore the impact of these barriers on working women in Nagpur District. The study findings could provide insights for the policymakers and the corporate leaders to formulate gender-sensitive strategies in a workplace.

Objectives of the Study

1. To scrutinize the prevalence of the glass ceiling and glass cliff among working women in Nagpur District.
2. To analyze the impact of the glass ceiling and glass cliff on women's career advancement opportunities.
3. To assess the attitudinal outcomes of working women facing these barriers, including job satisfaction, motivation, and organizational commitment.

Hypothesis

H₀ (Null Hypothesis): There is no significant impact of the glass ceiling and glass cliff on women's career advancement opportunities.

H₁ (Alternative Hypothesis): The glass ceiling and glass cliff have a significant impact on women's career advancement opportunities.

Research Methodology

Glass Ceiling and Glass Cliff have influenced women's promotion opportunities in the Nagpur District workplace, which the study's overarching goal is to explore using quantitative research. To obtain the primary data, a guided survey was conducted with working women from a wide range of fields (business, education, healthcare, government, etc.). Each question solicits responses on a Likert scale, from 0 (not at all) to five (very much), from a standardized questionnaire asking respondents about leadership problems, job satisfaction, organizational commitment, and career hurdles. In pursuit of attaining

representation from varying professional levels, including entry-level, mid-management, and senior positions, the study also conducts stratified random sampling. Statistical analysis involves calculating descriptive statistics, performing correlation analysis, to analyze the strength and significance of relationships between glass ceiling/glass cliff attributes and career outcomes. The conclusions drawn from this quantitative approach can unearth empirical outlooks for the magnitude of gendered career barriers and their effect on women's advances in their professional lives.

Table: Descriptive Statistics of Key Variables

Variable	N	Mean	Standard Deviation	Minimum	Maximum
Perceived Glass Ceiling	300	4.2	0.75	2.1	5.0
Perceived Glass Cliff	300	4.0	0.82	2.3	5.0
Job Satisfaction	300	3.1	0.95	1.5	5.0
Career Advancement Opportunities	300	2.8	1.02	1.0	5.0
Workplace Support for Women	300	3.5	0.89	1.8	5.0
Organizational Policies Effectiveness	300	2.9	1.1	1.0	5.0

Analysis of Descriptive Statistics

Analysis of descriptive statistics on the perceived effect of glass ceiling and glass cliff on women career advancement in Nagpur District. A mean score of 4.2 for perceived glass ceiling and 4.0 for perceived glass cliff meant that a lot of working women in the corporate world face career impediments that include gender bias and leadership challenges. The fact that the standard deviations are moderately low (i.e., 0.75 and 0.82, respectively) indicates that most women in fact perceive some barriers (some women do not).

With a mean score of 2.8, career advancement opportunities scored poorly as well, with women in particular experiencing a glass ceiling/glass cliff effect. This is reflective of a moderate job satisfaction score of 3.1, indicating that the limitations of their career may lead to a corresponding degree of job dissatisfaction for female professionals. Additionally, workplace support for women received a mean score of 3.5.

The most significant result is the average score of 2.9 about how effective organizational policies are, which indicates that gender equity policies may not currently impact career barriers for women effectively. Standard deviations for job satisfaction (0.95) and organizational policy effectiveness (1.1) suggest a high variation in experiences, indicating that while some women are benefitted by workplace policies, others do not feel supported. Overall, it demonstrates the enduring influence of gendered career obstacles on women's career advancement, and the importance of companies adopting more robust efforts to promote diversity and inclusion to help ensure fair workplace culture.

Correlation Analysis Table

Variables	Glass Ceiling	Glass Cliff	Career Advancement Opportunities
Glass Ceiling	1.000	0.682**	-0.725**
Glass Cliff	0.682**	1.000	-0.691**
Career Advancement Opportunities	-0.725**	-0.691**	1.000

Analysis of Hypothesis Testing

Hypothesis testing results suggest that the underlying phenomena which greatly affect the likelihood of contributive progression of women within the professional working structure is that of the glass ceiling and glass cliff phenomena. Through the hallowing analysis, there is a negative strong correlation ($r = -0.725$, $p < 0.01$) for glass ceiling and ($r = -0.691$, $p < 0.01$) for glass cliff, implying that as the glass ceiling and glass cliff, respectively increases, the reason for career advancement decreases in a workplace hierarchy, which is similar to that of the female gender;(26) also seems to be confirmed that the higher the barriers are in workplace hierarchies, the more the chances for women in career development and ultimately would be reduced.

Furthermore, results of the multiple linear regression analysis indicate that the glass ceiling and glass cliff are indeed significant predictors of professional development ($p < 0.05$ for each predictor). Since these two variables explain a large portion of career development differences according to the R^2 of the regression model, it would be reasonable to ask whether the same results hold when all the elements are included in the equation. The ANOVA also establishes that the model as a whole is significant, thus demonstrating that these workplace barriers indeed affect women's career prospects.

The results of hypothesis testing indicate that we will accept H_1 and reject H_0 . With the glass ceiling and glass cliff shows, one way to do this is to stop women professionally. The study reveals that women in the Nagpur District experience workplace discrimination, and urges organizations to modify their structures and practices in a manner that would support women in their career development.

Conclusion

This investigation closely examines the grounded writing to fathom the impact of glass roof and glass precipices on the chance for upward mobility of women in corporate sector in Nagpur District. The results underscore the structural and attitude-based barriers that women continue to face in the workplace, making it harder for them to ascend to leadership roles and ultimately forcing them to leave their jobs.

The descriptive data displays the extent to which workplace inequality is prevalent, and the correlation analysis sectionalizes with the detrimental effect that the glass ceiling and cliff

have on individuals climbing the corporate ladder. The results are verified through hypothesis testing, where these events significantly obstruct women from social mobility. Organizations that had a significant glass ceiling effect at the top of these type of organizations set women up to lead positions of failure instead of success.

Organizations, lawmakers, and business moguls must be aware of these findings and create opportunities to change the circumstances for women by ensuring that all women have equal access to promotion opportunities, both in the evaluation and assessment process and equity in leadership roles and equal pay for equal work. Shattering these barriers is both a social and a business imperative since gender diversity fosters better organizational performance, creativity and long-term sustainability.

In conclusion, results of this study underscore the break of glass ceiling and end of glass cliff to provide a welcoming environment for every woman plummeting to wheel and deal with only this place acute safety bends; something for a specific. Longitudinal research might enable better understanding of how diversity and inclusion trends evolve over time and how much gender-inclusive policy improves results in various settings.

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