

IMPACT OF GLASS CEILING ON WOMEN EMPLOYEES IN HOSPITALS

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ABSTRACT

The study was designed to focus on the effect of glass ceiling on women employees in hospital sector of Karaikudi district in Tamil Nadu. The conceptual framework was outlined was to identify how various factors of glass ceiling affects organizational performance. After reviews, the study was proceeded with following factors; Psychological, Individual, functionality, and Organizational. The correlation analyses illustrated that there was a positive relationship among considered variables. Hence regression analysis was performed to find an expression for the same. The result of regression illustrated the organizational performance of women employees were the functions of individual and functionality factor. Further path analysis demonstrates there exists mediating effect, i.e., individual factor influencing functionality factor and functionality factor, in turn, influencing organizational performance significantly over the direct effect of an individual factor on organizational performance.

Keywords: Glass ceiling, organizational performance.

INTRODUCTION:

The word glass ceiling was first coined by Mailyln Loden in his speech during 1978 (Richard Laermer 2013), but it was popularized later through national press club during 1979 (Wikipedia 2017). Glass ceiling is an intangible barricade that keeps women and minorities from advancing in their profession despite their experience, education, and endeavors. Glass ceiling is not a new prophesy, it existed for ages and existing even in current 21st century of modern era around the world in one form or other. For centuries, women cannot compete with men in the corporate environment due to factors such as; maternal leave, comparatively higher family responsibility, Queen Bee phenomena, emotional quotients and so on (Faniko, et al. 2017). Women were encouraged to join corporate to increase diversity but mostly not encouraged to progress in the profession, especially in the male-dominated area. The exasperating fact is that women in top management were not in favor of women in Middle-level management and doesn't want to have another women competitor (Nath 2000). Indian women by their culture and tradition do not have freedom in the domain of their personal and professional life. Unfortunately, things changed, and currently, women started to realize their potential and became more aware of their personal and professional needs. This was the reason behind their demand for equality status in all sphere. The momentum of actions made by current generation women constituted them a dominant assess to professions like; medicines, teaching, artifact, politics also given the power to own property without collateral (Meyerson and Fletcher 2014). The most remarkable transformation was that women are not just competing men in managerial cadre and entrepreneur activities, they started to show them to India's Business World through their achievements. It is also to be noted that in some classes women are compelling (Ng and Sears 2017). Although the Indian women have made significant progress in attaining equality status legally. How far it is practiced is a principal question that arises, this study is focused on answering the question mentioned above concerning women working in hospital Industry at Karaikudi district of Tamil Nadu, India.

LITERATURE REVIEW:

GW. Staff, conducted his study with an objective to "Crack the glass ceiling effect in the healthcare sector". The study is conceptual, it was reported that major contributing factor for glass ceiling was; "The lack of flexible working provisions to care for family, Absence of paid maternal leave policies for women, A tenacious wage gap, Inability to access informal networks for promotion, Comparatively lower levels of career ambition and confidence, Absence of promoters of their skills and abilities to aid them climb the organizational ladder, Gender stereotypes and communication differences" (Staff 2016).

Mashaallah Valikhani Dehaghani et. al. made a study to identify the "Factors causing glass ceiling in a public organization" in Isfahan. The study was descriptive. The population was found to be 637. Hence the sample size was estimated to be 219. Despite the calculated minimum sample size, the researcher could collect data only from 199 respondents using questionnaire and interview schedule. The researchers identified personal, organizational, and social factors to be major influencing factors. The hypothesis was framed to identify the influence of before mentioned factors as independent variables and women being appointed to a managerial position as independent variables. The result illustrated that personal, organizational, and social factors significantly influence the decision about women being employed in the managerial position. It was found that women's sensitivity and inability to carry work away from their family were major constituents concerning personal factors, Lack of equal opportunity for male and female are the major factor concerning organizational perspective (Dehaghani, Cholmaghani and Goli 2013).

P.M. Bombuwela, attempted to find out the "Effect of glass ceiling on women employees working at executive level in private organization" within Sri-Lanka. The data was gathered through questionnaire from 150 respondents who were working at the executive level. The researcher classified glass ceiling factors as cultural factors, organizational factors, family factors and Individual factors. Environmental factors, and age were considered as mediating variables and women career development was considered as dependent variables. Among the considered factor it was found that cultural factors, organizational factors, and individual factor significantly influences the women career development, while family factor does not significantly influence the women career development (Bombuwela 2013).

Lisa Quast, conducted a conceptual study on "Is There Really A Glass Ceiling For Women?". The author reports that there was no significant amount of glass ceiling in the workplace. However, the sum of invisible obstacles such as Prejudice, Resistance to women's leadership, Leadership style issues and Family demands push them behind the career ladder despite equivalent qualification, experience, and talent (Quast 2011).

STATEMENT OF PROBLEM:

Unlike any other sectors, the active population in hospital and hospitality sectors were women. Despite the majority of the population, the women on an insight face various problems along the career due to the presence of minority male employees and glass ceiling effects. Although a study on glass ceiling effect is not new, the study concerning the cultural environment such as Tamil Nadu is essential and study towards the same is long time disremembered. Although, Tamil Nadu a state in India is highly urbanized and people therein are adapting generously to the modernized world, shedding gender-based discriminations. Once during past, it was a state to have high culture oriented living individuals. Although through the government made it effect to urbanize and modernize, how far it eradicated the glass ceiling effect in work environment is a principal question, hence this study was framed to know the impact of glass ceiling on organizational performance.

Objectives:

1. To understand the concept of ‘Glass Ceiling’ prevailing in the current scenario among hospital employees at Karaikudi.
2. To identify the factors associated with glass ceiling.
3. To estimate effect of glass ceiling on organizational performance.
4. To offer possible suggestions to hospitals at Karaikudi regarding glass ceiling effects.

Scope of the Study:

Using the reviews, four factors were identified namely; Psychological, Individual functionality and Organizational Performance. The study area was limited to Karaikudi district, Tamil Nadu, India. The study was made to understand the impact of considered factors, i.e., Psychological, Individual and Functionality on Organization Performance.

RESEARCH METHODOLOGY:

For this study, descriptive research design was adopted. Data was collected from various private and public hospitals employees located in Karaikudi district. Simple random sampling techniques were adopted for the study. The sample size was determined to be 210. Hence data was collected from 248 samples using questionnaire and scheduled interview. From the 248 data collected reliable 210 data was scrutinized for study.

DATA ANALYSIS AND INTERPRETATION:

Percentage analysis, reliability test, correlation, regression and path analysis is performed for the purpose of study. Percentage analysis was performed to understand the demographic profile of the respondents. Reliability test was performed to identify the reliability of the framed questionnaire. During correlation analysis, it was found that there exists relationship between considered variables, hence regression and path analysis was carried out to find the hidden interlink between glass ceiling and organizational performance.

Percentage analysis was made to understand the demographic profile of the respondents. Below table-1 indicates the frequency and its equivalent percentage of the response of the respondents with respect to Age, Education, Marital status, Monthly Income, Designation, Experience in current job and Total years of Experience were estimated.

Table 1: Percentage Analysis of Demographic Profile

S. No.	Particulars	Options	Frequency	Percentage
1	Age	20 to 35	126	60.0
		36 to 50	84	40.0
		Total	210	100.0
2	Education	Upto +2	6	2.9
		Diploma	53	25.2
		UG	42	20.0
		PG	29	13.8
		Others	79	37.6
		Total	210	100.0

S. No.	Particulars	Options	Frequency	Percentage
3	Marital status	Married	155	73.8
		Unmarried	52	24.8
		Separated	2	1.0
		Total	210	100.0
4	Monthly Income	<Rs.10000/-	153	72.9
		Rs.10000/- to Rs.15000/-	42	20.0
		Rs.15001/- to Rs.20000/-	11	5.2
		>Rs.20000	4	1.9
		Total	210	100.0
5	Designation	Paramedical Staff	69	32.9
		Nurses	54	25.7
		Administrators	16	7.6
		Others	71	33.8
		Total	210	100.0
6	Experience (Current Job)	<5	75	35.7
		5-10	123	58.6
		11-15	4	1.9
		>15	8	3.8
		Total	210	100.0
7	Total work experience	<5	69	32.9
		5-10	127	60.5
		11-15	6	2.9
		>15	8	3.8
		Total	210	100.0

Source: Primary Data

From the data collected and depicted (**Table-1**), it was found that majority, i.e., 60% of the respondent are between the age group of 20-35. Most of the women employees, i.e., 37.6% have completed certified course concerning hospital sector, and nearly 25% of the respondent are diploma graduates. Among the employees, nearly 73.8% of the respondents and married, 24.8% were unmarried and rested 1% were separated. It was found that, majority of the female employees are obtaining salary less than 10000 Rs. It was noticed that most of the employees are, i.e., 32.9% are working as paramedical staff, 25.7% working as nurses and rest 7.6% of the employees are working as Administrator. The study reported that majority of the respondents, i.e., 58.6% have 5-10 years' experience in the current job and 60.5% of the respondents have the 5-10 years of total work experience.

The reliability test was carried out using Cronbach's Alpha. The test was made to determine whether the framed questions under each factor is reliable. After pre-testing, a pilot study was made with a sample size of 60. Apart pretesting, using Cronbach's Alpha technique unrelated questions were identified and eliminated from the study.

Table 2: Reliability test on Factors considered for the Study

S. No.	Factor	N	Tot. No. Of Items	Cronbach's Alpha
1	Psychological	60	8	0.795
2	Individual	60	6	0.927
3	functionality	60	5	0.927
4	Organisational Performance	60	6	0.702

Source: Primary Data

The Cronbach’s Alpha value for factors; (Psychological, Organizational, Individual, and Functionality) considered for the study are calculated to be 0.795, 0.702, 0.927 and 0.927 respectively (*Table-2*). Since the calculated value for every factor was higher than 0.7, the factors and its associated variables or construct and its associated items were reliable.

The correlation analysis was made to identify whether there is a hidden relationship between considered factors.

Correlation analysis concerning factors considered in the study:

H0- There is no significant relationship between considered psychological, individual, functionality and organizational performance.

Table 3: Correlation analysis concerning factors considered in the study

Correlations					
		Psychological factor	Organizational factor	Individual factor	Functionality factor
Psychological factor	Pearson Cor.	1	.272**	.266**	.444**
	Sig.		.000	.000	.000
	N	210	210	210	210
Organizational Performance factor	Pearson Cor.	.272**	1	.629**	.519**
	Sig.	.000		.000	.000
	N	210	210	210	210
Individual factor	Pearson Cor.	.266**	.629**	1	.464**
	Sig.	.000	.000		.000
	N	210	210	210	210
Functionality factor	Pearson Cor.	.444**	.519**	.464**	1
	Sig.	.000	.000	.000	
	N	210	210	210	210

Source: Primary data

The estimated significance value was .000, which was less than .05. Hence null hypothesis rejected (*Table-3*). There is a significant positive relationship between various factors i.e. Psychological, Individual and Functionality on Organization Performance considered for the study.

Since there exists, a significant relationship between considered variables. Considering organizational performance as a dependent factor and Psychological, Individual and Functionality was considered as the independent variable. This regression analysis was made to analyze the effect of considered variables on organizational performance.

Regression analysis considering dependent variable and independent variables:

H0- There is no significant relationship between considered dependent variables (Organizational Performance) and independent variables (Psychological, Individual and Functionality)

Table 4: Regression analysis considering Organizational factor as dependent variable and Psychological, Individual and functionality factors as independent variables

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.679 ^a	.462	.454	5.43417		
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5215.556	3	1738.519	58.873	.000 ^b
	Residual	6083.225	206	29.530		
	Total	11298.781	209			

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.577	1.503		-1.050	.295
	Psychological factor	.012	.044	.015	.269	.788
	Individual factor	.565	.066	.494	8.534	.000
	Functionality factor	.410	.090	.283	4.543	.000

Source: Primary data

From the regression analysis (Table-4) R is the correlation; its value was 0.679, and R square is a degree of determination, its value was 0.462. The degree of determination shows the extent to which psychological factor, individual factor and functionality factor influencing the organizational factor.

ANOVA table shows that the significant value was less than 0.01, which means a dependent variable that is an Organizational factor could be significantly predicted by independent variables namely psychological, individual and functionality variables at 95 % of confidence level.

The common regression equation is $y = a + bx$

The regression equation gives the effect psychological variables, individual variables and functionality variables on organizational variables,

$$OF = -1.577 + 0.565 (IF) + 0.410 (FF)$$

OF – Organizational Performance variables

IF – Individual Variables

FF – Functionality Variables

From the regression analysis, the result exposed the linkage of individual variable and functionality variable concerning organizational performance. Hence, path analysis was performed know the weather there is a direct effect or indirect effect on organizational performance with respect to considered variables.

Where

OF – Organizational Performance Variables

IF – Individual Variables

FF – Functionality Variables

PF – Psychological Variable

The result portrays (Figure-1), the indirect effect was significantly higher than the direct effect. It can be interpreted that weighted sum of the path from IF to FF to OF was calculated to be .83, i.e., (.31 + .52). While, the weight of IF to OF was calculated to be .68 and indirect effect from IF to PF to OF was estimated to be .36, i.e., (.34 + .02). Hence, from the path analysis, it was IF influences FF, and this further affects the OF.

DISCUSSION:

The study confirms the existence of glass ceiling effect, and it influences on organizational performance. It was found during analysis that, despite 5-10 years of experience, the women employees are not occupying top position, it was estimated that only 7.6% of the respondents occupy administrator position. In spite of glass ceiling effect to some extent, the reason for women employees not occupying the top position on an insight during the scheduled interview, was found that the cause was predominantly due to lack of educational qualification. Hence, when women employees raise themselves to possess right qualification for the career, there would be a better possibility to reduce the effect of the glass ceiling. Moreover, it was individual inability that reflects functionality which in turn their organizational performance.

CONCLUSION:

The study validates the presence of glass ceiling in the hospital sector. However, unlikely the career progression was constrained by the glass ceiling effect and by their educational qualification. Also, it was found that the glass ceiling effects have an inner pattern. It was individual traits that influence their functionality traits this further influences the organizational performance of an individual. Hence, it suggested that hospital sector should continuously motivate and train their employees, this would provide them self-motivation and skill-set to accomplish their task which increases the organizational performance by improvising their individual and functional traits.

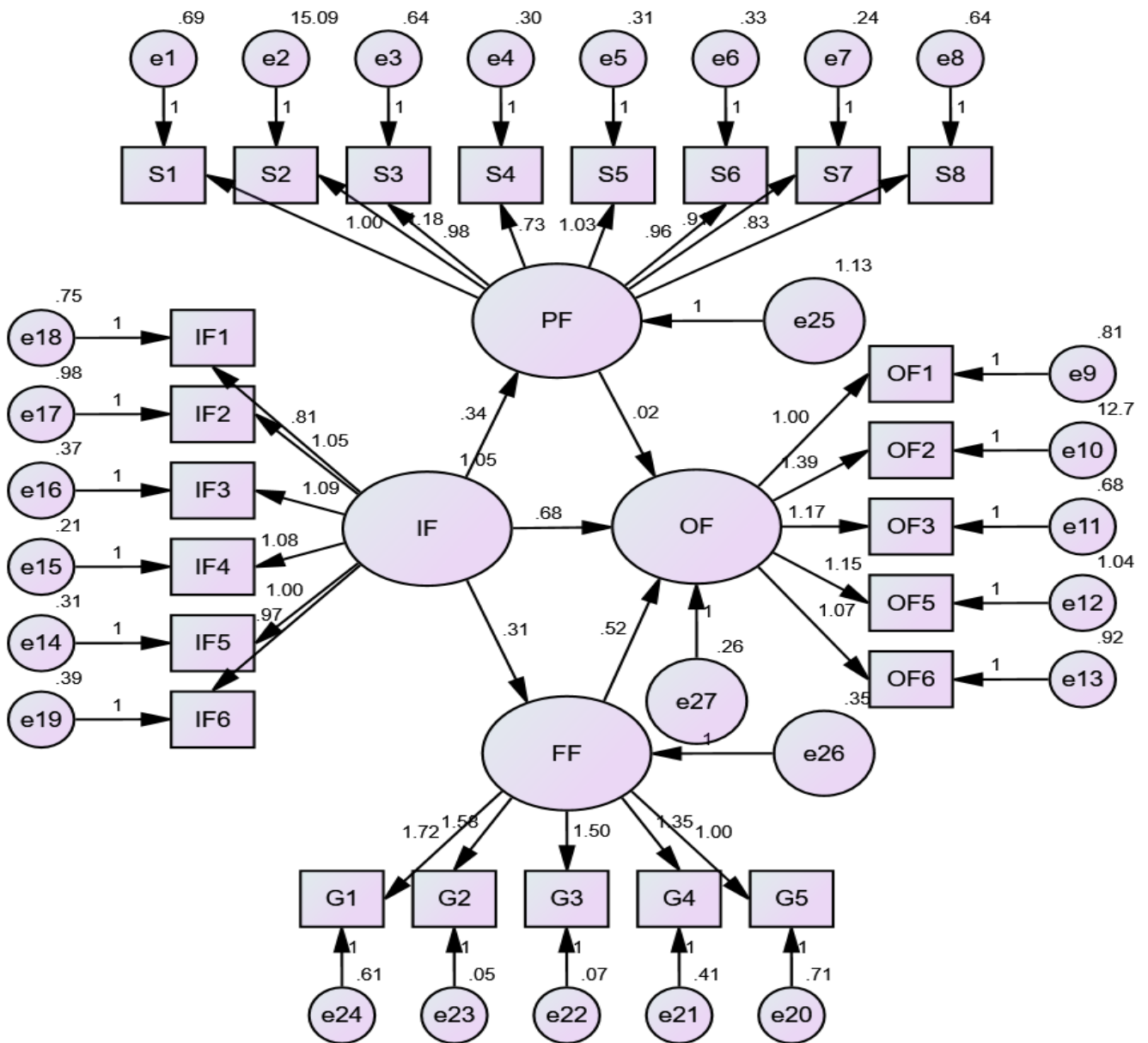


Figure-1: Path Analysis

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