



LOOKING THROUGH THE GLASS CEILING: A RETROSPECTIVE ANALYSIS OF INDIAN WOMEN'S REPRESENTATION IN THE BANKING SECTOR.

For

Research Paper Submitted by

Author: Dr. A. GAYATHRI.

Co-Author: Dr. E. NAFEZA.

- **Dr. A. GAYATHRI, Assistant Professor & Head, Department of Business Administration (SHIFT -II), Anna Adarsh College for Women, Anna Nagar, Chennai – 600040.**
- **Dr. E. NAFEZA, Assistant Professor, Department of Business Administration (SHIFT -II), Shri Krishnaswamy College for women, Anna Nagar, Chennai – 600040.**

ABSTRACT.

The rapidly changing business environment in India and Abroad brings many challenges and some top of the mind business issues for Banking Sector. Today work force is undergoing a radical change as a result of powerful global forces. This research paper though analytical in nature, aims to the proportion of women in the paid work force best indicates the economic and social development of a country. In this study, an attempt is made to identify the presence of women employees in the Indian banking sector during the period 2019-2021 (COVID Period). The roles and responsibilities of Human Resource Departments are transforming as the modern business faces pressures of Industrialization. The percentage of women employees in private sector bank is almost stable. Hence, general glass ceiling cannot be identified as the sole reason for lower presence of women in the banking sector. Global Staffing and management of a work force diverse in culture and language skills, and dispersed in different nations are the key goals of global human resources. Thus, this

research paper is a humble attempt to explore the retrospective analysis of Indian women's representation in the banking sector.

Keywords: Business Environment, Glass Ceiling, Banking Industry, Industrialization, Retrospective Analysis, Women Employees.

INTRODUCTION.

Banking Industry symbolizes free flow of funds and human resources across national boundaries presenting and ever-changing competitive business environment. Rapid expansion of bank branches has increased the job opportunities in banks. The Indian banking sector is a source of recognition, respect, and is a safer sector to work for women. Large number of qualified women is occupying good positions in all cadres today. But the scenario totally changed after 2018. COVID-19 has generated significant instability and high volatility in global capital markets. While the full impact is yet to be determined, it's expected that the adverse impact is likely to continue from the virus' knock-on effects.

The banking and the financial services industry in India have witnessed the existence of more women on top positions than any other industry. It is also a sector which has believed to break the glass ceiling and has seen women reaching the top executive positions. However, few women, in the top positions make us believe that women are well represented throughout the managerial hierarchy. Moreover, between the top and the bottom of the career ladder, how fast is the movement of women employees is the matter of concern. Therefore, the key area of this study is to observe the pace of movement of women bank employees in India from the entry level position to the higher levels and to examine whether the banking sector is actually a sector which encourages gender diversity in India. The research is made to identify with the presence of women employees in the Indian banking sector and to investigate whether they were able to touch the glass ceiling over these pandemic years.

REVIEW OF LITERATURE.

The purpose of this research paper is to describe variety of opinions and views of the issues related to glass ceiling in Banking Industry during COVID. For this purpose, the researcher has tried to review the relevant literature on this subject.

Glass ceiling is one of the most forceful metaphors used for describing gender discrimination between at the workplace and to describe the barriers faced by women while advancing through their career ladder. The concept glass ceiling often refers to a collection of all invisible barriers which minorities and women face as they try to seek promotion to the next level of organization or when they search for employment to some industries. Here are reviews related to glass ceiling;

Depending on the definition of globalization **Mac Anthony** says: The retrospective of human pattern of various activities towards regional and continental arrived between the moves. He believes banking in all spheres of modern life in different dimensions and updated. Hence glass ceiling is a multi-dimensional process. (**Mac, Grove, 1999, P7- P9.**)

Many theorists have explained the new social and economic process of the concept of glass ceiling. Banking theory advocate believe with iron wall crumble at the territory of the former Soviet Union and other eastern bloc nations capable of articulating the state element for future international developments. Therefore, it should have a new pattern and model-based theory of the Banking developments (Industrialization) is analyzed. (**Tharib, 2012, P86.**)

A long-standing track record of global whole; the discussion about Industrialization meant the start of tithe decade and its transparent microeconomic 20th century vogue. Industrialization in the conceptual and functional changes with the passing of time of Glass Ceiling, so that the purely economic dimension behind and into areas such as politics, power, technology, communication, information, sociological and psychological issues are also included. (**Pajadi, 2003, P114**)

Based on the feedback of the human resource manager of 12 different countries, international competition, the most important factor is effective human resource management in this survey, the industrialization of the business structures and economic globalization becoming the 4th and 5th positions respectively. (**Ranei, & Sanoli. Et. Al. 2014, P6-P8.**)

Glass ceiling concept includes the barriers faced by women in any working environment and the measures taken by her to break the glass ceiling. (**Alessio & Julie, 2015, Pg N0 58-59**)

The glass ceiling effects display that women experience significant challenges while advancing through their careers than men (**Jackson et al., Rowan Lee 2018**).He identified six factors that affect glass ceiling of academic women in India: unfairness in pay, absence of equal policies, unsupportive culture, lack of educational and training opportunities for women, unfairness of performance appraisal procedures, and unequal promotion opportunities.

OBJECTIVES OF THE STUDY.

- To study and analyze how glass ceiling influences the working practices among the women employees working in banking Industry during pandemic.
- To examine how knowledge and competence are used by these women professionals to deal effectively with the challenges work force.
- To discover how the organizations, identify the work environmental constraints in order to make labor force sustainable to upcoming banking challenges.
- To ensure how the organizational objectives can be achieved with the help of competent and willing work force and help the women employees to overcome the invisible barrier.

BARRIERS CAUSING GLASS CEILING.

SOCIAL AND CULTURAL BARRIER: -

Culture is all socially generation to generation passed on behavior, arts, languages, architectures, symbols, signs, ideas, beliefs, traditions, norms, rituals, etc. which is learnt and influenced by the attitudes, customs and practices of people sharing in a particular social group of the same nationality, religion, ethnicity etc. Some cultures do not allow women to go out of homes, they are restricted to household works and some culture does not support women taking challenging jobs. This way women participation in economy is curtailed.

ORGANIZATIONAL BARRIERS: -

This is a barrier caused due to biased recruitment practices, unsupportive corporate climate and culture for women, lack of opportunities of training and education for women to advance into management positions, biased performance appraisal methods etc.

GOVERNMENTAL BARRIERS: -

No strong provisions made by government regarding reporting systems that address the glass ceiling in organizations, delay in justice by courts, poor maintenance and follow-up of plans and policies which are enforced regarding glass ceiling, lack of prevention programs and consistent monitoring required to stop glass ceiling.

STEREOTYPES BARRIER: -

This barrier is caused due to differences created between human groups and their potential limit interaction. Such as on basis of race, gender, religion or language. Due to this problem women limit their potentials due to other society member's conscious or unconscious prejudices. Stereotype refers to the attitude that people holds about an individual or group. According to William and best study from 1992 males are characterized as powerful, domineering, adventurous and independent on the other hand female are characterized as submissive, sentimental and superstitious across 30 different countries.

INDIVIDUAL BARRIER: -

Sometimes Women herself becomes barrier for her career advancement such as inability to give proper time, lack of initiatives for challenging jobs, fear of taking leadership responsibilities, more concerns to family and children etc. are the individual factors that impedes the career advancement of women.

WHY STUDY GLASS CEILING?

- To identify the existence of glass ceiling.
- To identify the thickness of glass ceiling.
- To identify the barriers that prevents women from being promoted to higher positions
- To offer recommendations that help to enhance women's career advancement

WAYS TO OVER COME GLASS CEILING IN BANKING INDUSTRY.

The Banking Industry is in trend of the last 20 years. The organizations became multinational and they are present in many countries in the world. The Finance Sector is not just abroad moving labor-intensive processes to countries with the cheaper workforce. The Banking Industry is about making the highly innovative organizations global paying the same salaries around the globe at any circumstances. But the situation changed during pandemic as it caused drastic fall of all industries. This invisible barrier created down fall among women employees working in banking sector. Many experts worked towards the techniques and methods to break Glass Ceiling in order to be successful.

❖ MANAGING CULTURAL DIVERSITY.

Managing different employees from different cultures in the same organization is a complex activity. Women Employees from each country think differently; perceptions are different towards work force, the language change, vocabulary differs and even non-verbal communications are quite different from each region. Consistent support helps the human resource department to overcome this challenge.

❖ FOCUSING ON LONG-TERM OBJECTIVES.

The role of modern human resource department is to focus on organization's long-term objectives. Instead of focusing exclusively on internal human resources issues, modern human resource department takes a balanced and broader approach. They place emphasis on future-oriented plans and objectives and value adding initiatives.

❖ TO IDENTIFY BEST ALTERNATIVES IN THE ORGANIZATIONS.

The global Human resources is able to identify best alternatives in the organizations. It is not easy to introduce global mobility, but the global organization needs global managers, who are able to run difficult projects over continents. The identification of barriers needs a strong global human resources. The HR professionals have to be trained in global policies, and they have to be managed from different centers of excellence around the globe.

ROLE OF AN ORGANISATION TO OVERCOME GLASS CEILING

Women make up 50% the world's population, and an increasing number of women are entering the workforce every year. However, from being recruited to earning promotions, women face barriers throughout the workplace. They get minimum opportunities than their male, to showcase their full potential, and have to work harder and prove themselves repeatedly as they work their way up to senior positions.

- **Motivate Them to Think Outside the Box**
- **Bridging Gap Between Walk and Talk**
- **Encouraging Women Leaders to Promote Women**
- **Make Them to Carve Their Path and Envision Clarity of Goals.**

SUGGESTIONS AND CONCLUSION.

The increasing prevalence of banking Industry is driven by a number of factors, including shortage of talent in developed countries, availability of low-cost labor and growing consumers in developing countries and technological progress. Despite the current economic downturn and unemployment, most developed countries including U.S.A, Germany and Japan will face long term talent shortages mainly due to ageing and retirement of baby boomers and also during unavoidable circumstances of Pandemic. Only the multinational enterprises that will be willing to adapt their human resource practices to the changing global labor market conditions will be able to attract, develop and retain high performing employees, and will likely survive and succeed in the global competition. Management of culturally diverse and geographically dispersed workforce is a key goal for global human resource where women employees are also given equal opportunities. Human resources must play the roles and responsibilities in leading the organization towards openness to cultural diversity.

HR departments of every organization must assemble data on factors, barriers in the work place such as employee's attrition and hiring, compensation and benefits, ethics, gender, cultural and nationality distributions and load into data warehouses and data marts. The human resource professional access current and anticipate future skill shortages through strategic skill planning. Global organizations not only need to be networked, collaborative and open to culturally diverse work force, but also consists of high talents. Thus, I conclude that the traits and techniques are adopted from greater efficiencies and access to new markets for organizations to be improved for job opportunities and higher wages for skilled women workers , and improve the lives of skilled workers through making them get through glass ceiling.

REFERENCES:

1. Impact of Banking Sector – **Bhusan Kapoor, 2007, Cal state University, Fullerton, U.S.A.**
2. **Gharib, Hossain, 2001**, Globalization and Islamic Republic of Iran Security Challenges, Economic Political Information Issue 167, **PP 56-81.**
3. **Mirsepasi.N, 2003**, The Strategic Management of Human Resources and Labor Relations with a view to the process of Globalization, **Tehran**, the role of the world, issue 23, **PP 45-71.**
4. **Sajadi, seied Mahdi, 2003** Glass ceiling and consequences of challenging it for education, education psychology and science magazine, issue 3, **PP 113-128.**
5. **Mac Anthony Grew, 1995**, The transformation of Democracy, Industrialization and Territory all Democracy, **PP 7-12.**
6. **Khairandish, Sainei.M, AR, 2004**, The Glass Ceiling of Human Resource Management, Journal No 152, **PP 33-38.**