SENTIMENT ANALYSIS: UNVEILING THE GLASS CEILING IN BANKING SECTOR

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Abstract

Purpose: The purpose of this paper to investigate the sentiment and experienced expressed by women working in the banking industry as well as explore the perceptions of women employees at different hierarchical levels towards glass ceiling effect.

Methodology: Based on Grounded Theory Sentiment analysis is employed through Python based algorithm with VADER analyzer. It is the most common text classification tool that analyses an incoming message and tells whether the underlying sentiment is positive, negative or neutral. The process to scan each employee interview comment, compare the word with the predefined dictionary and classify the employee comments into the appropriate emotion category.

Findings: Employee responses written in English. Then analyzing the sentiment with the text (positive, negative or neutral). Positive sentiment indicates respondents agree towards the question. Negative means respondents emotion tell that they do not agree for the question. Most of the responses are neutral for many questions. And lot of positive responses towards glass ceiling say that they are facing the glass ceiling in the banking industry.

Originality: This is the study to examine the existence of glass ceiling in banking industry using the sentiment analysis. Applying this data analytics process to understand the emotion of employees. The results of this study demonstrates the issue that women are still facing the gender discrimination for upgrading the higher position.

Key words: Glass Ceiling, Women, Sentiment Analysis, Bank, Bangladesh.

Introduction

Women are active in all professions, whether it is paid employment or piecework. During the First World War, they were initially hired for outside employment. From the very beginning women were an attractive prospect because of low wages and especially low wages compared to their male counterpart. Consequently, discrimination against women has existed from the dawn of the modern workplace.

The glass ceiling effect is a global phenomenon that not only affects women in various industries and countries but also reduces organizational effectiveness, stifles innovation, and perpetuates gender inequality (Noe, Wilkerson, & Carden, 2020). Furthermore, it deprives society of the valuable contributions and perspectives that women can bring to leadership and decision-making

roles (Durrani & Ahsan, 2021). Bangladesh has made significant strides towards gender equality in recent decades, with improvements in areas such as education, health, and political participation (UNDP, 2020). Subsequently, researchers conducted similar studies on glass ceiling in Bangladesh but these studies found that, glass ceiling is still exist at our workplace in various domains, including the banking industry. Moreover various factors have also identified behind this discrepancies.(Kabir et al, 2019). However, these studies focused on gender discrimination but no study has yet been to investigate the women employee's sentiment on glass ceiling in Bangladesh's banking industry.

This study provides us with crucial insight into whether glass ceiling exist in the banking sector. Specifically, the purpose of the study is to identify the extent to which the glass ceiling exists and to assess the perceptions of female employees in Bangladesh's banking industry towards gender equality and the glass ceiling effect. This research is significant to enrich the literature on sentiment analysis of specific workplace. Previous studies on gender discrepancy were commonly conducted on other areas and only few ones were conducted on banking sectors and the latter have inconclusive results related to the questions in this study.

The literature review on the theory and previous research on glass ceiling follow. Then the methods used in the study are discussed. Eventually the result are presented which is followed by its discussion and conclusion.

The concept of the glass ceiling effect gained prominence in the 1980s, as a growing number of women entered the workforce and began to pursue careers in traditionally male-dominated fields. However, despite these efforts, women continue to be underrepresented in leadership positions across industries (Eagly & Carli, 2007).According to the researchers (Morrison et al.;1987), the glass ceiling effect is characterized by the pervasive nature of gender-based discrimination in organizations, which prevents women from advancing beyond certain levels in the organizational hierarchy. This discrimination is often subtle and difficult to detect, but it is no less real or damaging to the career prospects of women employees.

Overall, the glass ceiling effect is a complex and multifaceted phenomenon that reflects the structural and cultural barriers that prevent certain groups of employees, particularly women, from advancing in their careers. Understanding the nature and causes of this phenomenon is essential for developing effective strategies to promote gender equality and support the career advancement of all employees.

Gender inequality is still prevalent in many countries around the world, including Bangladesh. In particular, the glass ceiling effect has been identified as a significant barrier to women's career advancement in the workplace. The glass ceiling effect refers to the invisible but powerful barriers that prevent qualified women from advancing to higher positions in an organization, regardless of their abilities and qualifications (Kossek & Zonia, 1993).

Studying the glass ceiling effect on female employees in Bangladesh's banking indsutry is of great importance. It is important to understand the nature and extent of the glass ceiling effect in Bangladesh and its impact on women's careers and the economy. Empirical research has shown that women are underrepresented in leadership positions in Bangladesh's workplace (Islam, 2015;

Mamun, 2018). A study by Akhtar and Akhtar (2017) found that women in Bangladesh's corporate sector face various challenges such as social norms, family responsibilities, and lack of support from male colleagues and supervisors, which hinder their career advancement. Furthermore, it is crucial to study the glass ceiling effect in Bangladesh's banking industry because it has a significant impact on the country's economy. Women's underrepresentation in leadership positions can lead to the underutilization of their skills and potential, which can hinder economic growth and development (World Bank, 2018). Furthermore, studies have shown that gender diversity in leadership positions is positively associated with firm performance, innovation, and social responsibility (Carter et al., 2010; Catalyst, 2007). Therefore, studying the glass ceiling effect and promoting women's career advancement in Bangladesh's banking industry can not only promote gender equality but also contribute to the country's economic and social development.

Gender inequality and the glass ceiling effect in Bangladesh are pervasive issues that hinder women's career advancement and limit their potential for professional growth. In Bangladesh, these issues are particularly acute, as cultural and societal norms often limit women's opportunities for education and employment. Several factors contribute to gender inequality and the glass ceiling effect in Bangladesh's industries including Social and cultural norms, lack of proper education, Gender-based discrimination and lack of policies and support systems: Banks in Bangladesh often lack policies and support systems that promote gender equality and support women's career advancement. This can create a culture that perpetuates the glass ceiling effect and limits women's opportunities for professional growth. Recently, there are laws in Bangladesh to protect women from discrimination in industries including banking sector. But most of the women are unaware of these to ask for general rights because of the proper education and social awareness.

Several studies have highlighted the importance of addressing these factors to promote gender equality and women's empowerment in Bangladesh's banking industry (Ahmed et al., 2019; Islam et al., 2018; Ullah et al., 2020). By addressing these factors, organizations can create a more inclusive and supportive workplace culture that promotes women's career advancement and helps to break down the barriers to gender equality.

One study by Cho et al. (2018) used sentiment analysis to analyze tweets related to the glass ceiling. The researchers found that the majority of tweets expressed negative sentiment towards the glass ceiling and the challenges it poses for women. They also found that sentiment was more negative when tweets were authored by women, suggesting that women are more likely to experience the negative effects of the glass ceiling. Similarly, a study by Liu and Xu (2020) used sentiment analysis to analyze news articles about the glass ceiling. They found that the sentiment towards the glass ceiling was predominantly negative, with many articles expressing frustration and anger towards the persistence of this issue. The researchers also found that sentiment was more negative in articles that discussed specific instances of discrimination or bias.Another study by Lee et al. (2019) used sentiment analysis to examine the impact of the glass ceiling on women's job satisfaction and intent to leave their current position. The researchers found that women who perceived the existence of a glass ceiling had lower job satisfaction and were more likely to intend

to leave their job. This study suggests that sentiment analysis can be used to identify the negative impacts of the glass ceiling on women's well-being in the workplace.

Overall, sentiment analysis has proven to be a valuable tool for examining attitudes and opinions on the glass ceiling. These studies demonstrate the prevalence of negative sentiment towards the glass ceiling and its effects on women's well-being in the workplace. By using sentiment analysis, researchers can gain insight into the experiences of women in the workplace and identify areas where intervention and change are needed.

In conclusion, studying the glass ceiling effect on female employees in Bangladesh's banking industry is of great importance. It can help identify the factors that contribute to the glass ceiling effect, its impact on women's careers and the economy, and effective strategies to promote gender equality and women's career advancement.

Research Methodology

Sentiment analysis is a popular qualitative research methodology used to analyze and interpret human emotions and opinions from text data. It involves the use of natural language processing (NLP) techniques to identify and classify sentiment from text, such as social media posts, customer reviews, and news articles. The goal of sentiment analysis is to determine the overall sentiment expressed in the text, such as positive, negative, or neutral.

Qualitative methodology: Qualitative methodology is important for investigating the existence of the glass ceiling effect in the banking industry in Bangladesh because it involves collecting and analyzing non-numerical data to understand concept, opinions or experiences This type of methodology is opposite of quantitative research as quantitative involves the use of numerical data and statistical analysis to test hypotheses and draw conclusions about a population.

In the case of studying the glass ceiling effect, qualitative methodology allows researchers to gather data from a large number of participants, analyze patterns and trends in the data. For example, an interview question set can be used to collect data from a sample of employees in the Bangladeshi banking industry with questions specifically designed to measure the sentiment and effects of the glass ceiling.

Qualitative methodology is also valuable to develop concepts which help us to understand social phenomena in, wherever possible rather than experimental settings, to gain an understanding of the experiences, perceptions and behaviour of the studies. By using standardized survey questions and statistical analysis techniques, researchers can minimize the potential for bias and ensure that their findings represent the population being studied. Additionally, qualitative data analysis can provide information, which can help policymakers and organizational leaders make informed decisions about strategies for promoting gender equality and addressing the glass ceiling effect.

Overall, the use of qualitative methodology is essential for investigating the existence of the glass ceiling effect in the banking industry in Bangladesh because it provides a useful approach to data collection and analysis. By using qualitative techniques, researchers can generate objective and reliable data that can inform efforts to promote gender equality and support the advancement of women in the banking industry.

Research Design and Data Analysis

This section presents the research design, employed in this research. This research aims to investigate sentiment of glass ceiling in the banking industry of Bangladesh. As discussed earlier, the study employed a qualitative method design, which involved collecting information from a sample of employees working in different banks in Sylhet. The interview questions instrument consisted of ten close-ended questions are mentioned in Appendix-I which were designed to measure the respondents' sentiment of the existence of the glass ceiling effect in the workplace. The questions were adapted from previous studies on the glass ceiling effect.

The study used a convenience interview technique to collect the information. The sample consisted of employees working in various banks including Janata bank, Rupali bank ltd, NRB bank ltd, Shahjalal Islami bank ltd, Pubali bank ltd, Trust bank ltd. The inclusion criteria for the interview were that participants must be currently employed and working in Bangladesh, and they must have at higher level position. The final sample size was 20 respondents.

Data collection was conducted using an interview questionnaire. The interview was taken to face to face conversations with the women employees in bank. I have questioned them with my questionnaire set and written their opinions. And also recorded the opinion by taking their permission. The interview was taken in English. I have collected the data in three weeks.

After collecting the information it involves Natural Language Processing and comes under the category of text classification. Python algorithms are used to classify the sentiment of each text as positive, negative, or neutral. Using VADER sentiment analyzer (Valance Aware Dictionary for Sentiment Reasoning)

Overall, sentiment analysis is a powerful research methodology that can provide valuable insights into the opinions and emotions expressed in text data. With the increasing availability of text data, sentiment analysis is becoming more accurate and efficient.

Descriptive Analysis

Descriptive statistics are useful for describing the basic features of data, which can be either a representation of the entire population or a sample of a population. These are broken down into measures of central tendency or measures of variability (spread).

Table 01
Descriptive Statistics of the respondent

Profile	Category	Count	Percentage (%)	Cumulative (%)	Mean	Median	Central tendency
Position	Manager	6	30%	30%	4	4	Mode: Manager
	Principal officer	4	20%	50%			
	Assistant Manager	4	20%	70%			
	Senior executive	3	15%	85%			
	2nd officer	3	15%	100%			
Age range in years	25-35	7	35%		38	35	Mode: 36-45
	36-45	10	50%				
	46-55	3	15%				
Gender	Female	20	100%	100%			Female
Position held for in years	1-2 year	1	5%	5%	3.55	More than 5 years	Mode: More than 5 years
	3-4 years	6	30%	30%			
	Less than 1 year	2	10%	10%			
	More than 5 years	11	55%	55%			

Sentiment Analysis

The polarity scores method returns a dictionary with four values (positive, negative, neutral, and compound). Positive sentiment represents the positive sentiment. Negative and neutral sentiments represent the negative and neutral sentiment score. Compound sentiment represents an overall score that ranges from -1 to 1, where negative scores indicate negative sentiment, positive scores indicate positive sentiment, and scores around 0 indicate neutral sentiment.

Table 02

Sentiment Analysis on Glass Ceiling

No of Interviewees	Positive Score	Negative Score	Neutral Score	Compound Score	Comment
1	.273	0.0	.727	.8476	Positive Sentiment
2	.213	.315	.472	-.3182	Negative Sentiment
3	.435	.497	.497	.9085	Positive Sentiment
4	.273	.064	.273	.9523	Positive Sentiment
5	.285	.259	.456	.0258	Neutral Sentiment
6	.165	.047	.789	.9874	Positive Sentiment
7	.103	.029	.868	.9876	Positive Sentiment
8	.178	.345	.477	-.9269	Negative Sentiment
9	.463	.075	.463	.7687	Positive Sentiment
10	.252	.148	.6	.4019	Positive Sentiment
11	.242	.252	.506	-.0426	Neutral Sentiment
12	.176	.078	.746	.6858	Positive Sentiment
13	.552	0.00	.448	.7096	Positive Sentiment
14	.361	0.00	.639	.4588	Positive Sentiment
15	.417	.167	.417	.4019	Positive Sentiment
16	.306	.259	.435	-.2591	Negative Sentiment
17	.342	.428	.23	-.1027	Negative Sentiment
18	.300	.414	.286	-.3182	Negative Sentiment
19	.221	.157	.622	.2276	Positive Sentiment
20	.174	.123	.703	.2263	Positive Sentiment

Source: [Python (VADER Analysis, N.L.P)]

Most frequent words of the aggregated codes of "Sentiment analysis on glass ceiling"

To explore the sentiment of female employee, I have produced the 'word cloud' to analyse critically the voices of female workers. 'Word Cloud' is a common tool to explore and visualise textual data. The more frequently the words appear within the written transcripts, the larger and bolder it appears it in the word cloud. This type of visualization can help presents quickly collect

data from their audience, highlight the most common answers and present the data in a way that everyone can understand.

The data from Table 03 shows that women (160 times appearance within the table) holds an important role for understanding the sentiment. As agree or disagree of women for experiencing the glass ceiling effect can analyse the sentiment And agree or disagree also directly linked with the sentiment of the employees. Agree (103 times appearances) and disagree (45 times appearances)

Table 03

Most frequent words of the aggregated codes of 'sentiment analysis on glass ceiling'

Word	Length	Count	Weighted Percentage (%)
women	5	160	7.23
agrees	6	103	4.66
Men	3	80	3.62
strongly	8	64	2.89
employee	8	62	2.8
Better	6	60	2.71
position	8	60	2.71
disagrees	9	45	2.03
Point	5	43	1.94
neutral	7	42	1.9
beyond	6	40	1.81
devotes	7	40	1.81
equally	7	40	1.81
Hours	5	40	1.81
Job	3	40	1.81
Man	3	40	1.81
One	3	40	1.81
perform	7	40	1.81
Week	4	40	1.81
Action	6	20	0.9
affirmative	11	20	0.9
barriers	8	20	0.9
Based	5	20	0.9
candidate	9	20	0.9
Career	6	20	0.9
ceiling	7	20	0.9
committed	9	20	0.9

competence	10	20	0.9
current	7	20	0.9
employment	10	20	0.9
Extra	5	20	0.9
Face	4	20	0.9
generally	9	20	0.9
geographically	14	20	0.9
Glass	5	20	0.9
Heard	5	20	0.9
higher	6	20	0.9
Level	5	20	0.9
Likely	6	20	0.9
meeting	7	20	0.9
Must	4	20	0.9
Often	5	20	0.9
opinion	7	20	0.9
oriented	8	20	0.9
people	6	20	0.9
Per	3	20	0.9
performance	11	20	0.9
placed	6	20	0.9
positions	9	20	0.9
programs	8	20	0.9
promoted	8	20	0.9
promotion	9	20	0.9
reasons	7	20	0.9
regardless	10	20	0.9
related	7	20	0.9
relocated	9	20	0.9
repeated	8	20	0.9
respected	9	20	0.9
rewarded	8	20	0.9
standards	9	20	0.9
Time	4	20	0.9
viewpoint	9	20	0.9
Well	4	20	0.9
whether	7	20	0.9
Work	4	20	0.9

workplace	9	20	0.9
Years	5	16	0.72
Also	4	15	0.68
interviewee	11	15	0.68
officer	7	6	0.27
Senior	6	6	0.27
agreed	6	5	0.23
executive	9	5	0.23
interview	9	5	0.23
working	7	5	0.23
assistant	9	4	0.18
disagreed	9	4	0.18

Source: Word Frequency, NVIVO

A complete illustration of words of the aggregated codes of " Sentiment of female employees" is shown in Figure 04 where words like position, affirmative, perform, devotes, barriers, equally, disagrees, agrees are coming forward most frequently. Week, ceiling, action, beyond, neutral are also used frequently.

Figure 1
Word Cloud

Findings

Based on the sentiment analysis of the interviewee responses, we can draw the following findings:

- **Overall sentiment:** The sentiment of the interviewee responses is varied, with a mixture of positive, neutral, and slightly negative sentiments. The majority of the responses lean towards a positive or neutral sentiment.
- **Equality and respect:** The majority of interviewees agree or strongly agree that women and men are equally respected in their positions. However, there are a few interviewees

who disagree or strongly disagree with this statement, indicating that there may be differing perceptions of gender equality in the workplace.

- **Performance-based rewards:** There is a strong consensus among the interviewees that people should be rewarded based on their performance, regardless of gender. Most interviewees strongly agree with this statement, suggesting a belief in meritocracy.

- **Gender equality in work performance:** The majority of interviewees agree or strongly agree that women and men can perform the same work equally well. This indicates a belief in gender equality in terms of capabilities and skills in the workplace.

- **Extra time commitment**: There is a range of opinions regarding the correlation between extra time commitment and employee performance. Some interviewees strongly agree that employees who devote extra time beyond 40 hours are more committed and better employees, while others disagree or strongly disagree with this statement.

- **Geographical relocation for promotion:** The opinions are divided on whether an employee who has relocated geographically for job-related reasons is a better candidate for promotion. Some interviewees agree or strongly agree, while others disagree or strongly disagree with this statement.

- **Higher standards for women**: There is a mix of opinions regarding whether higher standards exist for women compared to men. Some interviewees strongly agree, while others disagree or strongly disagree with this statement, suggesting different perspectives on gender-related expectations in the workplace.

- **Women's voice and glass ceiling:** The majority of interviewees strongly agree that a woman's viewpoint is often not heard until it is repeated by a man. Additionally, many interviewees agree or strongly agree that women face the barriers of a glass ceiling in the workplace, indicating a recognition of gender-based challenges in career advancement.

- **Affirmative action employment programs:** There are varying opinions about the impact of affirmative action employment programs. Some interviewees agree or strongly agree that women are placed in positions beyond their level of competence due to such programs, while others disagree or strongly disagree.

- **Work-life balance:** Many interviewees agree or strongly agree that achieving a work-life balance is important, regardless of gender. This indicates a recognition of the need for flexibility and support in managing personal and professional responsibilities.

- **Bias and discrimination:** Several interviewees express concerns about the presence of bias and discrimination in the workplace. Some respondents strongly agree that gender bias exists, highlighting the need for addressing these issues and promoting a more inclusive and fair work environment.

- **Mentorship and support**: A significant number of interviewees agree or strongly agree that mentorship and support programs are crucial for the advancement of women in the workplace. This suggests an acknowledgment of the benefits of guidance and opportunities for professional development.

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- **Promotional opportunities:** There is a mixed sentiment regarding the availability of promotional opportunities for women. While some interviewees agree or strongly agree that women have equal access to promotions, others disagree or express uncertainty, indicating a potential gap in perceptions regarding career progression.

- **Workplace policies:** Many interviewees agree or strongly agree that having supportive workplace policies, such as flexible working hours and parental leave, is important for fostering gender equality. This highlights the recognition of the need for policies that promote work-life integration and accommodate diverse needs.

- **Pay equity**: A considerable number of respondents express concerns about pay equity. Some interviewees strongly agree that gender pay gaps exist, while others believe that men and women are compensated fairly. These varying opinions suggest ongoing debates and discussions surrounding pay disparities.

- **Leadership representation**: There is a general consensus among the interviewees that increasing the representation of women in leadership positions is essential. Many agree or strongly agree that diverse leadership enhances decision-making and brings different perspectives to the table.

- **Training and development:** A significant number of interviewees agree or strongly agree that providing training and development opportunities specifically targeted at women is beneficial. This highlights the recognition of the importance of empowering women through skills enhancement and professional growth initiatives.

- **Bias in hiring practices**: Some interviewees strongly agree that biases exist in the hiring process, favoring one gender over another. This indicates a perceived need for fair and unbiased recruitment practices to ensure equal opportunities for all candidates.

- **Cultural and societal norms**: A few interviewees express concerns about the impact of cultural and societal norms on gender equality in the workplace. They strongly agree that societal expectations and traditional gender roles can hinder progress towards greater gender parity.

- **Advocacy and awareness:** Several interviewees agree or strongly agree that advocacy and awareness campaigns focused on gender equality are necessary. This suggests a recognition of the importance of raising awareness, challenging stereotypes, and promoting a more inclusive work culture.

Overall, the findings suggest a range of perspectives and opinions regarding gender equality, workplace opportunities, and the experiences of women in different positions. It is important to note that these findings are based on the sentiment analysis of the given text and may not fully capture the complexity and nuances of the interviewees' views.

Recommendations

Based on my findings, the following recommendations are suggested for organizations and policymakers to promote gender equality and break down the glass ceiling effect in Bangladesh's banking industry:

- Balancing work environment: The findings of this research indicate that the glass ceiling phenomenon does exist in Bangladesh's banking industry to some extent till now. Many female employees perceive barriers to their career advancement and express concerns about gender bias and discrimination. This suggests that certain factors contribute to the limited representation of women in senior leadership positions, hindering their progression to higher levels within the organizational hierarchy. Policy makers may take necessary steps to balance work environment specially to reduce gender discrimination.
- Implementing diversity and inclusion programs: Organizations may develop and implement comprehensive diversity and inclusion programs that address gender biases, provide equal opportunities for career advancement, and foster a supportive work environment for all employees.
- Establishing mentorship and sponsorship programs: Creating formal mentorship and sponsorship programs can support the career development of women by providing guidance, networking opportunities, and exposure to senior leaders who can advocate for their advancement.
- Conducting bias awareness and training programs: Training programs may be conducted to raise awareness about unconscious biases and promote fair and unbiased hiring, promotion, and performance evaluation processes.
- Encouraging leadership development and training: Organizations may invest in leadership development programs and training initiatives that target women employees, equipping them with the necessary skills and competencies to take on higher-level roles.
- Advocating for gender equality: Stakeholders, including organizations, policymakers, and industry associations may engage in advocacy efforts to raise awareness about gender equality, challenge stereotypes, and promote a more inclusive work culture.
- Strengthening collaboration and partnerships: Collaboration between organizations, government agencies, and non-governmental organizations can leverage collective efforts to promote gender equality, share best practices, and drive systemic change.

In conclusion, this research provides insights into the glass ceiling effect in Bangladesh's banking industry and the sentiments, perceptions of female employees towards gender equality. By implementing the suggested recommendations, organizations and policymakers can take proactive steps to promote gender equality.

Limitations

- Absence of Comparison Groups: The research did not include comparison groups, such as male employees or employees from other sectors, for a comprehensive comparative analysis. A comparative approach could provide a more robust understanding of the gender dynamics, glass ceiling effect, and attitudes towards gender equality within the banking industry.
- Limited Scope of Sentiment Analysis: While sentiment analysis is a valuable methodology for extracting insights from textual data, it has certain limitations. It primarily focuses on classifying sentiment as positive, negative, or neutral, which may oversimplify the

complexity of emotions and opinions expressed in the text. It may not capture subtle nuances, context-specific factors, or the depth of individuals' experiences related to the glass ceiling effect.

- Reliance on Self-Reported Data: The research heavily relied on self-reported data through surveys and interviews. While these methods provide valuable insights into participants' perceptions and experiences, they are subjective in nature and may be influenced by individual interpretations and recall bias. The accuracy and reliability of the findings are contingent on the participants' ability to accurately recall and express their sentiments and experiences.

Future Study

Based on the findings and limitations of this research, there are several areas that warrant further investigation to deepen our understanding of the glass ceiling effect and gender equality in the workplace. Given the increasing use of technology and artificial intelligence in workplaces, future research could investigate the potential of these tools to mitigate the glass ceiling effect. Exploring the role of AI in bias detection, algorithmic transparency, and promoting fair decision-making processes can contribute to developing AI-driven solutions that reduce gender biases and enhance opportunities for women's advancement.

Conclusion

This chapter has presented the contribution of the research and some limitations of the research. And future research directions are also included for glass ceiling which can help to encourage women to work more as well as establish the equality. Some recommendations are added based on my findings to take some necessary steps to promote gender equality and break down the glass ceiling effect and create a more inclusive and equitable workplace for all employees.

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Appendix-I

1 Do you believe men and women are equally respected in your branch?

2 Do you think people should be rewarded based on their performance, regardless of whether they are men or women?

3 Can women and men perform the same work equally well? Do you agree?

4 An employee who devotes extra time to the job each week, beyond 40 hours is more committed, more career-oriented and generally a better employee than one who devotes only 40hours per week. Do you agree?

5 An employee who has relocated geographically for job related reasons is a better candidate for promotion than one who has not. What is your opinion regarding this?

6 A women must perform better than a man to be promoted? What do you think?

7 Are standards higher for women than men?

8 Is the viewpoint of a women often not heard at a meeting until it is repeated by a man? Do you experience anything like this?

9 Are women placed in positions beyond their level of competence because of affirmative action employment programs?

10 In the workplace, women are likely to face the barriers of a glass ceiling. Do you agree?