THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND CAREER BARRIERS FOR WOMEN EMPLOYEES

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ABSTRACT

Today, the variety of literate and knowledgeable females is increasing, and in parallel, the variety of ladies' personnel is developing too. Despite this rise, females are dealing with some of the professional limitations of their commercial enterprise life. Women do now no longer have identical proportions in commercial enterprise environments as compared to guys in phrases of dealing with quite a few issues in professional steps, now no longer have the proper to speak, now no longer concerned with vital decision-making techniques, and are excluded from managerial positions because of males presence. This study consists of three sections. In the primary section, tradition and organizational tradition phrases have been researched. In the second section, professional limitations and the connection between professional limitations and organizational tradition have been studied. Moreover, this section changed the glass ceiling syndrome into tested phrases of conceptual meaning. In the closing section, that is the utility a part of this study, in mild of the findings primarily based totally on literature review, a questionnaire changed performed with hundred females operating in India and it preserves to discover additional approximately their professional limitations and organizational tradition. Collected facts changed into analysis via the SPSS software program. According to evaluation results, questions concerning female employees' organizational traditions and professional limitations have been evaluated.

Keywords: Career barriers, Organizational Culture, Glass Ceiling Syndrome.

1. INTRODUCTION

With the increase in the variety of business types that started with the process of industrialization and continues to this day, new and different professions began to appear. The increasing diversity of professions and the increasing participation of women in business also pose several problems. Discrimination against women and male-dominated organizational cultures are among the most controversial. Although understanding of the limits of the social role of women in the care of families and children has decreased compared with traditional societies, it is a fact that it still affects some organizations' offices. There is progress in taking the roles of Mother and Housewife and making a career possible, but this still needs to be solved.

The existence of past and present male-dominated organizations determine women's role and status in working life. There are several challenges compared to the factors that cause women

career obstacles. Defining specific jobs as feminine or masculine suggests employers rely on gender to judge their careers for their employees. Furthermore, the opinion supports women being more passive about men in professional life, exposing them to more challenges as they climb their careers. Women try not to disrupt their feminine roles besides competing with male colleagues in their professional lives, and they have to try twice as hard as men. Women who carry the additional responsibility of motherhood face difficulties in their careers and try to overcome them.

The first part of this study examines the notions of organizational culture and culture. Next, the connection between organizational culture and occupational barriers was looked into. This section also explains the glass ceiling syndrome, which impedes women's career advancement. The third portion will go through the occupational obstacles women who work as heads, deputy heads, department heads, and department leaders at public facilities in India and its cities face. This clarifies the aim of the study by demonstrating the connection between these obstacles and organizational culture. Fifty-one questionnaires were distributed and collected, and one questionnaire was made as a tool for gathering data. There are three sections to the questionnaire. Statistical software has been used to analyze the information that was received.

2. WHAT IS ORGANIZATIONAL CULTURE?

After carefully examining the ideas of culture and organization, it is vital to concentrate on the phrase organizational culture. According to Fauth by Unutkan (1995:37), organizational culture is the collection of values, beliefs, and norms that influence employee behavior and, in turn, the organization's condition as a whole. Beyers highlights that strict and non- dominant norms represent organizational culture, which he characterizes as an invisible presence. A team's shared norms, attitudes, expectations, beliefs, assumptions, values, ideologies, and philosophies serve as the foundation of the organizational culture, in accordance with Killmann (Uygun, 2011:14). Employees and the expectations and objectives of the organization are connected by organizational culture. Organizational commitment is influenced favorably by identifying organizational culture in employee perception (Karasoy, 2014:67). Organizational culture is described as "the set of meanings (values) that distinguish the organization from other organizations and are shared by its members" in accordance with another definition (Johst, 2013:-520).

In addition to impacting the community culture in which the organization operates, it also develops a distinct culture from that of the community. Remarkably, there are differences between organizational and community cultures in a setting. It is impossible to say whether organizational cultures are identical (Doan, 2012:105). A division of community culture is organizational culture. According to Vural and Coşkun (2007), organizational culture is regarded as a subset of the culture that is typically present in the community. Organizational culture is centered on organizational ideals and assumptions about them (Doan, 2012:105). The vision and goals of the organization's founders are reflected in the company's culture as a whole. This is because founders often have novel ideas and effectively implement them within the organization. Additionally, founders help to create the top-level culture of the company by

deciding how it should function and what values it should uphold. Organizational culture develops as a result of the interaction between two factors: (1) founding trends and assumptions; and (2) learning from the experiences of early employees (Robbins et al., 2013:39).

"The following characteristics should be taken into account when evaluating organizational culture: (Excerpt from Akgemci's Miller and Dess, 2008:145-146)

•   Employee presence/degree of belongingness;
•   Organizational values towards new concepts and innovations;
•   Change-resilience;
•   Employee motivation

How Organizational Culture Serves Its Purpose

Within an organization, culture is crucial. A strong culture can help an organization's personnel become more individualistic, which breeds apathy for others. Feeling distinctive encourages employees to perform harder and be more

motivated. Culture is a control mechanism that guides and modifies employee actions and attitudes by creating a magnetic zone within the organization within the social context (Barutçugil, 2004:209).

Above all, culture plays a little function; it distinguishes an organization from its surroundings. It also offers the members of the group a sense of identity. Thirdly, culture fosters a dedication to goals beyond self-interest. Fourth, it guarantees the social system's stability. Because it establishes appropriate standards for what employees say and the work that must be done, culture is the social glue that binds a business together. In the end, culture is a management system that molds and directs the attitudes and behaviors of employees (Johst, 2013:-523).

2.2. Organizational Culture Contributing Factors

Since its inception, the entire organizational culture has been shaped by the effect of various elements and exhibits continuity due to the ongoing influence of these factors. The culture of an organization is dynamic, not static. Over time, organizational culture has changed.

Languages, presumptions, values, social norms, heroes, and symbols can all be grouped into organizational cultural factors (Sabuncuolu and Tüz, 2013:49). Language, presumptions, standards, heroes and leaders, symbols, and narratives.

3.   WOMEN'S EMPLOYEES' CAREER BARRIERS

A career is an ability to advance in a chosen field and earn more while obtaining responsibility, notoriety, power, and prestige. A career is frequently a lifetime pursuit. A career generally starts at a young age with the hope of progressing and lasts until retirement.

Equal job opportunity for men and women is becoming a requirement in today. Today, there is a more negligible correlation between genders and career decisions than in the past. As more

women enter these traditionally male-dominated fields, including engineering, medicine, banking, and management, a gender balance is achieved (Barutçugil, 2002:102).

The subject of gender differences has been raised and discussed in many professional development theories. Women's occupations are frequently presented substantially differently from men's, even though the explanation for the perceived gender difference relies on whether theorists are more interested in men's or women's careers (Powell and Mainiero, 1993:189).

Moving up the corporate ladder is harder for women than for males. There is still a lot of gender-based prejudice in career success. It is simple to spot gender discrimination in the workplace, but it is less similar now than in the past. Instead, stereotypes and cultural norms that discriminate against women have crept into workplace culture.

In the information culture, "work" has less material component and more cerebral qualities like learning, research, creativity, and production. Since then, prejudice against women and men has changed in the workplace (Koçel, 2014:88). The value of mental labor has increased even more than that of physical labor as we move from an industrial to an information culture. Drucker refers to knowledge workers as technicians and notes that they exert mental and physical effort. He emphasized that technologists are experts in the most advanced form of information. Always different from men's jobs are those performed by women. But as the information culture has grown, intellectual labor has become monogamous—not as a result of feminist activism, but rather because it can be performed equally well by both sexes (Drucker, 2012:219-220).

Many women paid taxes and even insurance premiums to advance in their careers. The sole result of this effort is an elusive, immaterial barrier standing in the way of their objective and preventing them from moving forward. This elusive, intangible barrier is based on more than just one's inability to advance in one's career. Contrarily, this barrier makes it impossible for women to advance to the most senior posts merely because they are female. Invisible barriers to women's advancement in the workplace can exist in various organizations and sectors and at various levels.

The drivers of sexism in the workplace have been documented and studied in this regard. Firstly, Heilman, Arvey and Campion have conducted a detailed review and extensive research on this topic. Research has frequently revealed that hiring practices discriminate against women. Women with the same qualifications as their male counterparts are viewed as less qualified and less employable when the male gender dominates the workforce. Even if they are employed, their pay is lower.

Additionally, their labor is far less kind. Salary increases, promotions, job responsibilities, and choices regarding training opportunities all exhibit gender bias. Two factors can contribute to this discrimination: gender prejudice in performance reviews and gender bias in the causal interpretation of female employees' work performance. According to research, many women have negative attitudes toward their jobs.

The Glass Ceiling Idea

The barriers and injustices women encounter when advancing to higher positions are collectively called the "glass ceiling." Another meaning of a "glass ceiling" is an invisible synthetic barrier that hindrances women from being promoted to higher- level leadership roles due to organizational biases and stereotypes. Worldwide, relevant research categorizes gender-based glass ceiling barriers into many groups. From a different perspective, however, personal, organizational, and social variables are what contribute to glass ceilings in businesses (Mzrah and Arac, 2010:150, excerpt from Dreher, 2003).

TABLE 1: OBSTACLES TO FEMALE LEADERS IN THE WORKPLACE

Obstacles Arising from Individual Factors	Obstacles Arising From Organizational Factors	Obstacles Arising from Social Factors
• Various roles • Females' personal preferences andperceptions	• Organizational Culture • Organizational Policy • Mental Deficit • Inability to Attend InformalNetworks	• Occupational Discrimination

Source: Quoted from KSSGM Publishing, Ankara, Aracı, 2010:150)

Obstacles Caused by Particular Factors:

Various Roles:

Women play a variety of roles in both their personal and professional lives. In addition to being employees, executives, and managers at work, they also play the roles of mother and wife at home (Karcolu and Leblebici, 2014:5).

Females' Personal Preferences and Perceptions:

This barrier is associated with the accepting prejudices against women, low self-esteem, instability, and theconviction that one cannot advance, also referred to as self-imposed impediments (Uygun, 2011:76).

Women believe that personal interests like staying home with their children and not traveling will interfere with their ability to be excellent wives and moms. Traditional preconceptions prevent women from seeing themselves in leadership positions and make them fear being perceived as men for fear of losing their gender identity. Here, women create the barriers of the glass ceiling (Karcolu and Leblebici, 2014:5).

Obstacles Caused by Organizational Issues

Depending on the company culture, women's access to equal opportunity in career possibilities differs. Female employees must put in more effort to be accepted by others, even though some organizations have similar conditions (Rosener by Mzrah and Arac, 2010:150). The corporate

culture of men significantly hampers women's job advancement. A people- centered approach, performance-based evaluation, small hierarchical gaps, and gender equality-based applications in organizational culture are all related to the promotion of women in organizations (Mzrah and Arac, 2010).

Obstacles Caused by Social Factors

Women may participate in corporate life to a minimal or non-existent extent due to various biases entrenched in beliefs, social traditions, and more.

Obstacles Put Forward by Male Managers:

The most significant barrier among these is prejudice against women. Most of these unfavorable preconceptions are connected to the idea that women cannot assume the leadership roles allocated to them. They are viewed as lacking in perseverance, stability, and character. Men's drive to hold onto power and difficulties communicating with womenare further hurdles that male bosses present.

Obstacles put in place by female managers:

Many women executives exhibit single-minded conduct in this role, stay single there, and do not support promotions for women who work lower in the hierarchy. The following categories can be used to organize the challenges faced by female managers (Aknberk, 2011:275).

The "Queen Bee" Syndrome:

It describes how women's behavior patterns alter over time and resemble that of male bosses. They also exhibit comparable attitudes toward workers. Similar to those male managers are the female managers.

The Relationship Between Women Employees' Career Obstacles and Organizational Culture

Depending on the company culture, women's access to equal opportunity in career possibilities differs. Employees must put forth more effort to be accepted in some organizations even though conditions are equal. This is referred to as a

"male-dominated" organizational culture and is characterized by authority, empowerment, and autocratic leadership. The sub- promotion of women into high positions is significantly hampered by these organizational cultures (Karcolu and Leblebici, 2014:6).

It has been demonstrated that the organizational culture that favors men predominates in workplaces with barriers. It has been proposed that the patriarchal culture hinders women from pursuing careers. The prevailing norms and beliefs of men dominating women are the foundation. It is often assumed that masculine norms and values still predominate in the management (subordinate) culture because most senior executives are male and are thought to

be subject to masculine rather than feminine values. One of the critical components of the glass ceiling is this patriarchal culture (Aknberk, 2011:269).

Most academics consider the following factors as the causes of women's underrepresentation in the workforce and the results of male dominance (Zel, 2002:40):

1.   The narrative's stereotyped treatment of women

2.   Communication barriers that exist between men and women,

3.   It has been realized that a leadership position is incapable of overseeing the entire organization.

The following list of misunderstandings and communication gaps can occur when a woman enters a male corporate environment:

A lady speaks briefly in a meeting, whereas a man speaks for a long time. A woman sees a man as the person in the aisle, but a man sees a woman with awe in his head. A woman takes her time when it's her turn to talk and stops to let the other person finish. Men, on the other hand, started talking and splitting up. Women perceive men as rude, while men perceive women as people who don't have much to say.

Bajdo and Dickson have demonstrated the importance of corporate culture in gender discrimination. According to some, the advancement of women into senior positions is significantly hampered by hierarchical authority, an autocratic leadership style, and top-down communication in "male-dominated" organizational cultures (Ürücü and Klç, 2007:121).

A male-dominated company culture contributes to the appointment of women to less fulfilling and inactive roles in the gender-based career segment. Regarding social standing, prospects for career growth, and compensation, male-dominated occupations and jobs frequently exceed women's (Oban, 2005:1).

Women need to adopt a masculine identity and act like "social guys" to flourish in a male-dominated workplace. Researchers discovered that in Western countries, companies that value masculine behaviors—decisiveness, independence, and dominance—give less room to feminine behaviors—attention, independence, warmth, and understanding.

Reviewing workplace sexism instances in India has revealed that most companies do not provide a supportive environment for women's career advancement.

4.   SAMPLE CASE
Research Purpose

This work aimed to analyze how organizational culture is related to the career barriers of female employees. To better understand this relationship, a questionnaire was carried out on the occupational barriers faced by women working in public facilities in India and its cities as a professional, academicians and non-academicians.

Objective and Importance of the Research

The sample includes women who work in public and private institutions in India and its cities as academicians and non-academicians. Fifty-one questionnaires were completed as a data collection tool. The research questionnaire consists of 3 parts.

Data Collection Tools and Procedures

In the first part, seven questions related to demographic characteristics (marital status, age group, education level, number of children, length of work, gross monthly income and organizational location) of asked staff. In the second part, the "women's career obstacle" scale consists of 9 questions and is used by Uygun (2011) (Uygun, 2011:141). In the third part, the "organizational culture scale" developed by Ogbonna and Haris (2000) and developed by Karadeniz (2010) in the master's study was used. This scale consists of 10 questions and four dimensions.

Hypothesis

Hypothesis 1: There is (no) significant difference between corporate culture and females' professional obstacles depending on demographic variables.

Hypothesis 2: There is a significant correlation between corporate culture in females' professional obstacle and the dimensions of organizational culture and females' professional obstacles.

The reliability coefficient for the scale of organizational culture, consisting of 10 questions, was found to be Cronbach's alpha coefficient of 0.831. The reliability of the questions is 83.4% and they are incredibly reliable. In addition, the confidence coefficient for the occupational barrier scale (31 questions) resulted in Cronbach's alpha coefficient of 0.773. The reliability of the questions is 87.3%; thus, they are reliable.

Testing Hypothesis

Hypothesis 1: There is (no) significant difference between corporate culture and females' professional obstacles based on demographic variables.

As per the two-sample t-test results, it is found that marital status does not affect organizational culture (or there is no difference in corporate culture depending on marital status) because the p-value is $0.074 > 0.05$. Since the p-value is equal to $0.055 < 0 > 0.05$, when the p-value is $0.328 > 0.05$, it is found that age groups do not affect occupational barriers (or there is no difference in occupational barriers by age group).

According to the results of the one-way analysis of variance (ANOVA), it is found that education level does not affect organizational culture (alternatively, there is no corporate difference based on education levels since the p-value is $0.026 < 0 > 0.05$; education level is said not to affect career barrier (alternatively, there is no difference in career barrier based on qualifications and education).

According to the results of ANOVA, it was analyzed that the number of children did not affect the organizational culture (alternatively, there was no corporate difference depending on the number of children) because the p-value is equal to $0.953 < 0 > 0.05$, which shows that the

number of children does not affect the occupational barrier (alternatively, there is no difference in the occupational barrier based on the number of children).

As per the results of ANOVA, it is found that corporate location has an influence on corporate culture (in other words, there are organizational differences based on organizational location) because the p-value equals 0.000 <0> 0.05, the organizational position was found to affect career barrier (alternatively, there is a difference in career barrier based on corporate location). The corporate culture scores of people in the "other" group were the lowest compared to people in other positions. In addition, those in management positions and above scored the highest on corporate culture.

Hypothesis 2: There is a significant correlation between corporate culture in females' professional obstacles and the four dimensions of corporate culture and females' professional obstacles.

Hypothesis 2a: Pearson Correlation test was applied for the correlation between corporate culture and professional obstacles, and as a result, an 81.2% positive correlation has resulted. As the p-value equals 0,000<0,05, it is possible to suggest a meaningful correlation between corporate Culture and professional obstacles.

Hypothesis 2b: Pearson Correlation test was applied for the correlation between the dimension of corporate culture and career barriers. As a result, a 65.5% positive correlation has resulted. As the p-value is equal to 0,000<0,05, it is possible to suggest a significant correlation between the cultural dimension of corporate Culture and the professional obstacle. The correlation between the professional obstacle and all other corporate culture dimensions is positive and significant.

Barriers to women's careers in organizations

The answers provided in response to the sections' questions are summarised. 100 participant made up the study sample, and 100 answered the questions in this section. Thirty-six participants (or 36% of the group) selected the option for a male-dominated culture in the organization as their first choice, followed by 10 participants (or 10% of the group) in the second position, 8 participants (or 8%) in the third position, 44 participants (or 44%) in the fourth position, and 1 participant (or 1% of the group) in the last position.

5.   FINDINGS AND CONCLUSION

There are more educated women than ever before, and as this number rises, more women are entering the workforce. As a result, it is anticipated that more women will take on more responsibility and advance in their careers. But it is widely acknowledged that some obstacles prohibit women from moving to more significant leadership roles. Work-family conflict, couples with multiple careers, working mothers, the superwoman syndrome, burnout syndrome, sexism, sexual harassment, and mental bullying are a few obstacles. A challenging barrier to females' professional development and advancement is the glass ceiling syndrome, an illusory invisible wall that prevents females from being promoted to leadership designations.

Women tend to act with a sense of learned helplessness without being aware of what prevents them from developing and moving on in the world. While removing all of these challenges and barriers at once is impossible, an inclusive company culture that has been in place for a while can help lessen career barriers. The organizational culture's views and attitudes toward female employees support and lessen the impact of the glass ceiling. Even when the circumstances are the same, female employees are compelled to put in more effort to be accepted by their co-workers in a male-dominated business culture. Therefore, it is crucial to know senior management's perspective on participation in senior management. Females are more likely to be promoted to specific roles in large corporations since more jobs are available there than in smaller ones. Companies with strong organizational cultures must provide solutions for female employees' progress by assisting them in overcoming challenges and being promoted to leadership roles.

This study surveyed female employees to learn more about their career challenges and how they connect to company culture. The study's findings indicate a strong link between company culture and obstacles to women's careers. In other words, organizational culture directly influences career barriers positively or negatively. The organizational culture and job hurdles were unaffected by demographic factors such as marital status, age group, length of service, or the number of children. However, unmarried persons scored better on professional advancement than married people did. The majority of women who are married and have children all have to deal with working mother issues, super woman syndrome, multi-career couples, and the lack of work-family conflict, to name a few of the causes. Examining educational status reveals that corporate culture is influenced by educational status. Students who get a master's degree at graduation account for the observed disparity. It has been demonstrated, though, that career restrictions are unaffected by educational attainment.

Demographic parameters such as marital status, age group, length of employment in the organization, and the number of children did not impact on the organizational culture and job challenges. On the other hand, single people performed better thanmarried people in terms of professional progress.

Most married women who have kids deal with challenges related to working mothers, superwoman syndrome, couples with multiple careers, and a lack of work-family conflict, to mention a few of the causes. Examining educational attainment demonstrates that educational attainment has an impact on business culture. The observed disparity is explained by graduates who earn a master's degree.

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