Glass Ceiling in 21st Century: Women in Management

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ABSTRACT

The term "Glass ceiling" refers to "the unseen, yet unreachable barrier that restrains women from rising to the upper step of the corporate ladder, regardless of their qualifications or attainments". To be more specific, it is one of the most captivating metaphors for analyzing inequalities between men and women in the workplace. The study suggests that although it may now be the case that women are able to get through the front door of managerial hierarchies but at some point they hit an invisible barrier that blocks any further upward movement. The study is entirely designed by centering the focal problem of the effect of glass ceiling on women career development. The overall study is structure based on the conceptual framework built up using the information of literature survey. The paper aims to make an effort to explain the practice or phenomenon of glass ceiling and its impact upon the female working force of 21st Century.

Keywords: Glass Ceiling; Women; Barrier.

INTRODUCTION:

The "glass ceiling" is a metaphor for examining gender disparities between men and women within the workplace. The under-representation of women in administrative positions in sport is habitually refelTed to as the "glass ceiling" (Stockdale & Crosby, 2004). The term 'Glass - Ceiling is often credited as having been originally coined by Caral Hymowitz and Timothy Schellardt in March 24. 1986 edition of the Wall Street Journal. If we break this term, it has two parts, Glass + Ceiling. "Glass" is a transparent and "Ceiling" is "top level". This situation is referred to as a "ceiling" as there is a limitation blocking upward advancement, and "glass" (transparent) because the limitation is not immediately apparent and is normally an unwritten and unofficial policy. This invisible barrier continues to exist, even though there are no explicit obstacles keeping minorities from acquiring advanced job positions - there are no advertisements that specifically say "no minorities hired at this establishment", nor are there any formal orders that say "minorities are not qualified" - but they do lie beneath the surface. The "glass ceiling" is distinguished from formal barriers to advancement, such as education or experience requirements. Mainly this invisible barrier sees to exist in more the developing countries; in those businesses this effect is highly "visible".

As compared to men, Women have also played a vital role in the history of human development. In fact, the nation's overall performance can be easily determined by the higher status given to a woman with respect to employment and significant work performed by them in a society. Undoubtedly, the lack of active participation of women in national activities, the social, economic or political progress of a nation will automatically deteriorate and become may also get stagnant. Gone are the days when women were considered no match for all powerful men in this world. The new generation women across the world have overcome all negative notions and have proved themselves beyond doubt in all spheres of life including the most intricate and cumbersome professional world. Women have come a long way from just being a homemaker.

But, unfortunately, till date, women in India are still trying to prove themselves equal to men. Women here are often over looked in many industries just due to the fact of being a woman. The challenges millennial women attest to extend far beyond their paycheck. Explicit gender bias may have largely disappeared from the workplace due to increased focus on diversity issues and tougher legislations in the country. However,

according to the studies being conducted every now and then reveals that challenges for women in the office, compared to men still remain and extend beyond pay differences.

The Civil Rights Act barred sexual discrimination in the workplace over 50 years ago, and more women are in the workforce than ever before, but still women employees in general, are not taken very seriously by their superiors, colleagues, or society at large. Female leaders in India being perceived negatively when taking the same actions as a male leader in the office temperature, it's clear we have a long way to go to better gender equality at work.

Standing in 21st Century, Women having a career are still possessed to be a challenge for them due to their family responsibilities. Traditionally Indian women had been home makers but with proper education and better awareness, in addition to the ever-increasing cost of living have made them to go out and choose their careers. In a patriarchal society like India it is still believed that a man is the primary bread winner of his family. Although Indian women have started working outside their homes but still ironically and tragically, they have a long way to go both culturally, socially and economically, to bring in positive attitudinal changes in the mind-set of people.

It is generally perceived that gender biasness against working women starts right from the stage of recruitment. Most of the Indian men are not ready to accept that women are capable enough to work side by side with men in all the sectors, other than in a few limited ones like teaching, nursing and in clerical sectors. Their capabilities are generally underestimated as a result of which Indian women have a tendency to opt for less demanding jobs even if they are highly qualified. This is why there are few women at the top levels of organizations. Moreover, Intrinsic factors motives women than extrinsic factors to take up a professional career. Self-motivation is the main source of inspiration for women to be engaged in organized work (Rana, 2008). Individual Factors, Organizational Factors and Cultural Factors have a significant effect on Women Career Development whereas Family Factor has effects on the Glass Ceiling (Rathore, 2017). This indicates that certain factors prevent women from getting to the upper levels of organizations which signals the existence of the glass ceiling (Hamid Mahboob, 2016)

Addressing the time where the nation's around the world are encouraging a pool of fearless and talent women leaders, It's still hard to believe that till date gender biasness is still pervading in Indian Professional Society at large, that is glass ceiling is still continuing to block women from entering and advancing in leadership roles. The glass ceiling operates in both the public and the private sectors. Women have been able to move into top level positions by leaving the traditional agencies where men have dominated. Women have found that it's easier to move around the glass ceiling rather than trying to break through it.

Dictionary meaning of Glass Ceiling (Uma Devi, 2018) :

According to webstar's learners dictionary "An unfair system or set of attitudes that prevents some people (such as women or people of a certain race) from getting the most powerful jobs".

According to American Heritage Dictionary of the English Language, Glass Ceiling is "An unacknowledged discriminatory barrier that prevents women and minorities from rising to positions of power or responsibility, as within a corporation".

The Business dictionary defines the Glass Ceiling as the "Invisible but real barrier through which the next stage or level of advancement can be seen, but cannot be reached by a section of qualified and deserving employees. Such barriers exist due to implicit prejudice on the basis of age, ethnicity, political or religious affiliation, and/or sex. Although generally illegal, such practices prevalent in most countries."

The Sociology theory refers to the phrase Glass Ceiling as "an invisible barrier that prevents someone from achieving further success. It is most often used in the context of someone's age, gender, or ethnicity keeping them from advancing to a certain point in a business or when he or she cannot or will not be promoted to a higher level of position/power. Glass Ceilings are most often observed in the workplace and are usually a barrier to achieving power and success equal to that of a more dominant population. An example would be a woman who has better skills, talent, and education than her male peers, but is obviously being passed over for promotions".

The Glass Ceiling "is not simply a barrier for an individual, based on the person's inability to handle a higher-level job. Rather, the Glass Ceiling applies to women as a group who are kept from advancing higher because they are women" (Morrison and Glinow, 1992).

Although the above definitions have thrown light on Glass Ceiling, David cotter identified the term four distinct characteristics that comprise the term Glass Ceiling as a gender or racial difference that is ☐ Not explained by other job-relevant characteristics of the employee. ☐ Greater at higher levels of an outcome than

at lower levels of an outcome. ☐ Characterized by the chances of advancement into higher levels, not merely the proportions of each gender or race currently at those higher levels. ☐ Increasing over the course of a career.

LITERATURE REVIEW:

The term glass ceiling signifies a range of barriers mug by women and by minorities as they try to find the improvement at their employment status. Society have consciously maintained the tradition: "a woman's place is at home" (Jacob,1999; Moore,1995). Most of the women still perceive their duties to be only restricted to household works and looking after their children. The real cause for this perception lies in the truth that, our society's trapped mindset compels the women not to think beyond the boundaries. But still with the awareness and advancement of education and changing mindset of millenials - generation Y' have compelled women to think differently maintaining social values and ethics. Besides, the phenomenon like globalization and changes in economic and social condition act as positive catalyst for changing of the role and self-perception (Stedham & Yamamura,2004).

A lot of studies established the assumption of glass ceiling and pointed out that women experienced a number of barries at some stage in their pronouncement of their career pathway (Phillips & Imhoff, 1997). There are also some hidden barriers, which sustained to put a stop on woman moving up on a higher position in organizations (Lyness & Heilmen, 2006). Women experience greater barriers and they need unusual tactics to thrive than do men. These barriers can be the Societal Barriers, the Internal Structural Barriers and the Government Barriers as defined the Federal Glass Ceiling Commission.

It is often emphasized that with the country"s first citizen, the chief of the ruling political party and three powerful chief ministers as women, India has successfully broken the barrier of Glass ceiling. However looking at India"s 113th rank out of 157 countries in terms of Gender Development Index (May 2010), it seems India has to go a long way to realize the dream of gender equality (Anita Sharma et al, 2011). The research shows that while there are a growing number of women opting for international assignments (IAs), they are overwhelmingly concentrated in junior and middle management positions, have less options in terms of the countries to which they can be posted and are handicapped by cultural prejudices about 'proper' gender roles in some countries (Nick Forster, 1999).

The number of women starting and owning their own businesses has grown dramatically over the past decade. Concurrent with this trend, there has been an increase in the number of research studies focusing on or inciuding women business owners in their samples.women business owners are similar to malesacross some basic demographic factors, problems, and business characteristics, but they differ widely from male business owners across individual dimensions related to education, work experience, skills, approach to venture creation/acquisition, business goals, problems, and performance. It is suggested that the major reason for these differences is that women conceive of their businesses differently than men which in turn leads to different approaches and outcomes for performance (Candida G. Brush, 1992). A partial list of factors that may contribute to a glass ceiling includes job ladders, personnel policies, limited performance of employement laws and employment discrimination (David Cotter, 2001). Also, female managers miss out on global appointments because they lack mentors, role models, sponsorship, or access to appropriate networks – all of which are commonly available to their male counterparts (Margaret Linehan, 2008).

In other words, women efforts and competencies are not highlighted because of stereotyping behavior exists in our culture and also reflect in planning that hampered them to be get promoted (Awais Jabbar and Asma Imran, 2013). Also, the women are consistently underrepresented as potential candidates for public decision making positions, while the ratio of females elected officials is significantly lower than that of males (F.C. Macarie, 2014). There are various observations made proving a situation of a sticky floor phenomenon in India i.e. wage gaps are higher at the upper or lower ends of the wage distribution between men and women (Shantanu Khanna, 2012). The results of the study show that female expatriates are disadvantaged in their careers because of the lack of organizational support which is readily available to their male counterparts . This lack of organizational support, together with the invisible barriers which constitute the glass ceiling (Dr. Margaret 2001).

Effective leadership rewards brazenness, fierceness and sovereignty, which are usually documented as "masculine" personality. Women are projected to be cheerful, reliant and nurturing characteristics. Researchers have noted that people who are a successful manager behaves like a masculine characteristic (Burton & Parker, 2010; Frey, James, & Eitzen, 1991). Women who perform in a positive, antagonistic, self-governing mode are seen as performing outside of societal norms (Burton & Parker, 2010). Men who communicate with their subordinates as tough leaders in their organizations are often seen as being "direct," but women who acquire the same communication style with her subordinates are seen as "punitive" (Brittany J. Galloway, 2012).

Alkadry's and Tower's (2006) performed a study based on an online survey in which an email was sent to all the employees working in the National Institute for Government Procurement (NIGP) organization. The email was sent to around 6,747 members, out of which a total of 1,673 individuals responded, resulting in a 28% response rate. The results indicated female executives earned 86.5% of their male counterparts, female managers earned 87.3% of their male counterparts, female buyers earned 87.2% of their male counterparts and female technicians earned 86.6% of their male counterparts.

The Labor Department study showed 6.6 percent of the corporate executives were women while the Feminist Majority Foundation reported 2.6 percent of 6,500 corporate officers in the Fortune 500 companies were women. Women have been significantly more representative in the state local government rather than in the private sector.

In the countries like Kuwaiti, Emirati and Qatari the main barrires for the female managers were found to be formal and informal gender-discrimination practices, trivialization of female skills and scholarship, difficulty in accessing certain professions and cross-gender social network and support (abdalla, 2014). Whereas among French and Turkish mid-level women managers Women consistently report to have lower salaries and lower levels of satisfaction than their male colleagues, and in academia they are less likely to be tenured or on the tenure track. Although respondents from both sexes respond positively to their work, indicating that it is intellectually challenging and provide a desirable level of autonomy in decision making, women report fewer opportunities for promotion and indicate more often than men that they would not recommend their career path to younger students (Akpinar, 2013). Pay disparities between men and women persist in the U.S. workforce despite comparable pay legislation, advocacy, and social change (Alkadry, 2006). In jordan also the impact of the glass ceiling is more significant than the impact of family and social commitments on women career progress (Al Manasra, 2013). Women middle managers in Singapore organizations face a glass ceiling in their working environment which, for example, inhibits the promotion of female managers, and entails a barrier to the career development opportunities of women presents that women do not have enough organizational support, including networking, mentoring, and family friendly initiatives (Dimovski, 2010). Results from analyses of a large Swedish longitudinal data set suggest that men who work in typically female occupations have substantially better internal promotion chances than have equally qualified women in such occupations. Furthermore, the results indicate that men and women have equal internal career chances in male-dominated occupations. Hence, the common assumption that obstacles to women's internal career growth are especially severe in male-dominated fields of work obtains no support. (Hultin, 2003). Individual barriers and sociocultural barriers were identified as stronger barriers to women than men, and organizational barriers were identified as stronger barriers to men than women in Sri lanka Jaffacna district (Kolade, 2013). It is evident from the extant research that women are not progressing to senior international management positions at comparable rates to their male counterparts. Previous research has estimated that only 3 percent of expatriate managers are women (Linehan, 1999,2001).

Results reveal that gender plays a hidden role in influencing compensation levels by shifting the chain of authority given to executives as they build a career portfolio (Alkadry 2011). It is evident that certain elements of the glass ceiling existed in the research done. Situational factors emerged as clear barriers to the progress of women which included gender discrimination, lack of respect from male colleagues and insensitive handling of the multiple roles played by women. Social roles such as family commitment and relocation also inhibited the growth of the respondents. At a personal level, the respondents were all confident, emotionally suited to progress, competitive and enjoyed the confidence of their subordinates. Enid Kiaye, R.,2013. Also, impact of culture and family on the strategies, opportunities, and barriers to growth for women entrepreneurs from Romania, Poland, and America.(Gundry L.K 1998).

Recent global statistics showed that women continue to increase their share of managerial positions, but the rate of progress is slow, uneven and sometimes discouraging for women (Dan R. Dalton &Catherine M. Dalton (2009). Although the number of women in middle management has grown quite rapidly in the last two decades, the number of female CEOs in large corporations remains extremely low (Oakley, 2000). Catalysts (2010) survey revealed that women, who represent46.4 percent of the fortune 500 workforce, occupied only 25.9 per cent of senior officers andmanagers, 15.2 per cent of board positions, 13.5 per cent executive officers. Only 13 CEOpositions (2.6 percent) out of 500 were occupied by women.In India, women are given equal education rights in a true sense only afterindependence by the constitution of India. From there, a literacy rate of Indian girl isincreasing. Now, Indian women have started to attend universities and business schools forprofessional education. While female students securing engineering and business degreeswith honors from excellent institutes, still most top positions is India are held by men. (GuptaA., Koshal M., & Koshal R. K., 1998).

Women just aren't making it to the very top. Despite making gains in middle and senior management, they hold just 3 percent of Fortune 500 CEO positions. In the C-suite, they're outnumbered four to one. They account for less than 16 percent of all corporate officers, and comprise only 7.6 percent of Fortune 500 top earner positions (Hewlett, 2010)

The corporate glass ceiling continues to be a challenge for many organizations. However, women executives may be facing a second pane of obstruction – an expatriate glass ceiling – that prevents them from receiving the foreign management assignments and experience that is becoming increasing critical for promotion to upper management. (Insch, 2008). While Indian men are in denial about the existence of a glass ceiling, the underlying stereotypes are pretty well-embedded. (Jain N., 2010). The participation rate of women at the top of companies and on boards of directors has been resistant to change and organizations continue to struggle to help women move into senior leadership roles and to fill their leadership pipeline with diverse talent. (Kulkarni, N., 2011). Results showed that the mean numbers of women were significantly lower than the mean numbers of men at each hierarchical level. There was a drop in the proportion of women as the level in the organizational hierarchy increased (Morrison A.M., 1986).

Women are consistently underrepresented as potential candidates for public decision making positions, while the ratio of females elected officials in public sector is significantly lower than that of males (Macarie F. C., 2014). Indian organizations do not often engage in diversity training, especially as it relates to women, because much fear exists around the way men, and even some women, might react negatively to it (Nath, 2000). Research has shown that women commonly hold positions of leadership within nonprofit organizations, while men typically hold the leadership positions within for-profit organizations (Nozawa, 2010).

The empirical survey showed the results of the effect of glass ceiling on female career advancement in the Nigeria Police Force (NPF). The statistical analysis was based on 198 respondents in the NPF indicating cultural role expected of the female gender makes a significant predictor of the female career advancement. Also, career plan and higher education make significant contributions to the studied dependent construct. The effect of counterproductive male behaviour contributed positively but did not make significant statistical contribution to the prediction of the survey dependent construct. However, it is therefore recommended that organizations (both private & public) embark on enlightenment campaign and also incorporate equal opportunity employment policy in their company or organizational policies (Osibanjo, 2013).The study revealed that during a period of overall stock-market decline those companies who appointed women to their boards were more likely to have experienced consistently bad performance in the preceding five months than those who appointed men. These results expose an additional, largely invisible, hurdle that women need to overcome in the workplace. (Ryan, 2005). The findings of the study highlight that the level of glass ceiling for women still continues to exist in the modern Indian society. Further, age, education, position, and income were found to make no difference in the perceptions of the female staff members regarding predominance of glass ceiling (Sharma, S., 2014). The results reveal that sticky floors are more pronounced than glass ceilings over the years. Further, for the years 2008, 2010 and 2012, it is noted that at the 75th quantiles, the gender wage differentials started to rise showing glass ceiling effects. The combination of both sticky floors and glass ceilings are characterised by the unexplained factors providing evidence for gender discrimination in the Mauritian labour market. (Tandrayen-Ragoobur, 2015).

Women in the workforce earning wages or a salary are part of a modern phenomenon, one that developed at the same time as the growth of paid employment for men; yet women have been challenged by inequality in the workforce (N. Andal 2002). Nowadays, women are trying to participate in the public domain and progressing towards managerial ranks or higher level of management of their participating organization. But the career path does not welcome women with red carpet. In spite of these positive changes, women still have to face intangible barriers in climbing up the corporate ladder. Along with "glass ceiling", women, in the leadership position, may have to face the metaphors like "glass elevators" and "glass cliffs" which refer to greater scrutiny and criticism (Ryan and Haslam,2005). Eagly and Carly(2003) have suggested another metaphor of the "labyrinth" which suggests that a woman accepts many obstacles for her career progression. Despite of all these obstacles, women are trying to put strong foothold in corporate in India but the percentage of women in senior management position in India is roughly 3%-6%. which is still very low. Women middle managers not only in India but in Singapore organizations also face a glass ceiling in their working environment which, for example, inhibits the promotion of female managers, and entails a barrier to the career development opportunities of women presents that women do not have enough organizational support, including networking, mentoring, and family friendly initiatives (Dimovski, 2010).

Women in recent years have, undoubtedly, proved themselves in all walks of life. However, women executives still have to cover a lot of ground. As per the report of Catalyst, the leading research and advocacy organization for corporate women, it will take 47 years to attain parity as corporate officers of Fortune 500 companies (UK Rai, 2013).

RESEARCH METHODOLOGY:

The research design for this paper is exploratory in nature. The dynamic nature of the topic entailed an exploratory investigation, through sythesised data collection from secondary sources. An extensive analysis of the existing literature on Glassceiling in 21st century has been done. Research papers have been retrieved from various national and international journals. Various related key words such as glassceiling, women, managers, organizational barriers were used to locate the relevant studies for analysis. R software has been used for preliminary analysis of literature. R is a software package that allows users to import, sort and analyze text documents, spread sheets, databases, documents and PDFs. The results provided by R have been summarized in next section of the paper.

FINDINGS AND DISCUSSION:

In order to investigate uses of term glass ceiling, in total sixty research papers on the topic were screened and analysed with the help of word frequency query in an open software "R" looking for 80 most frequently used words and their synonyms. The results are presented below in the form of a word cloud.


Figure 1: Word Cloud of Most Frequently used words

According to the results of word frequency query, the top five words used in the literature are women (10195 times), men (2448 times), management (2447 times), gender (2232 times0 and glass ceiling (1921 times) which indicates that literature has been reviewed in the right direction and there has been considerable interest of researchers in this area. Major findings are reported below.

Firstly it has been observed that the increase in the number of women in the working field has given an opportunity to everyone to raise question about their abilities as compared to men in the same field, due to which women has to go through n number of barriers in order to survive in the work setting. Secondly, the term "glass ceiling : the invisible barriers which retains women from moving up in the heirarchy" which was not common few years ago has become a term which is being noticed and talked about now.

**Figure 2: Understanding GlassCeiling- The invisible barriers**
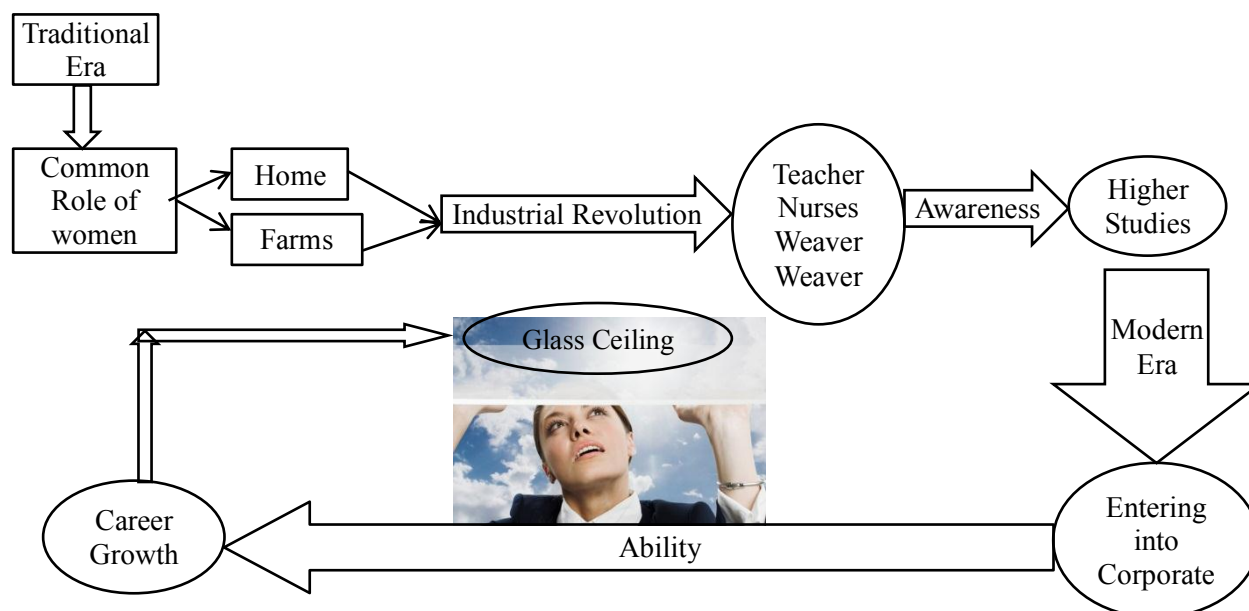
Source: Collated

Though number of women in corporate sector is increasing significantly, the phenomenon of Glass Ceiling is still prevalent in India as well as in other countries. The existence of Glass Ceiling impedes the progress of women is a prime example of discrimination against women at work. Many individual women are as professionally ambitious as any individual man. Yet analysis of the literature survey clearly indicates that almost all fields of activity, more men than women aspire to the most senior jobs. As per Mckinsey Survey, (2012)10 more than four thousand employees of leading companies found that 36% of the men wanted to reach the C-suite, compared to only 18% of the women who wanted to do so. When jobs are described as powerful, challenging with high levels of responsibility, they appeal to men more than women. And while the ambition is most pronounced at the highest levels, the underlying dynamic is evident at every step of the career ladder. Since more men aim for leadership roles, it is not surprising than they obtain them, especially, given all the other barriers that women have to overcome.

The following were observed to be the major factors/barriers women have to face while climbing up the corporate ladder ;

Figure 3: Invisible barriers women face in Organisational Setting
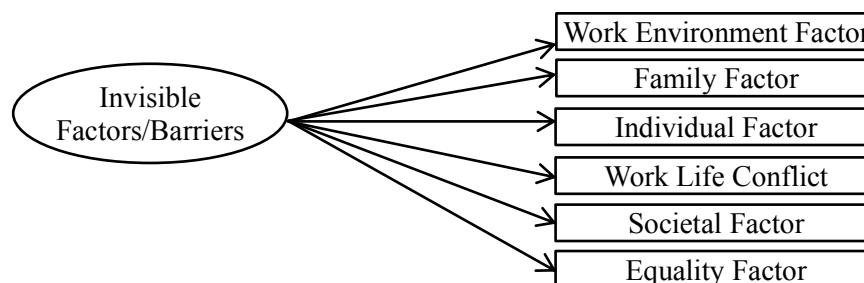
Source: Collated

It is an open truth that working women have to face problems just by virtue of their being women. The age-old belief of male superiority over women creates several hurdles for women at their place of work. Though 40% of women are in workforce today, only 11% of Fortune 1000 companies boardrooms have women and 25% of Fortune 1000 companies have no woman in their boards (Payal Chanania, 2012). Gender stereotypes and perception of women at work place affect the position of women managers (Khandelwal, 2002)14. Only 9% of women aspired to become CEOs, when compared to the next level 43% of them who wanted to join senior management cadre.

To overcome the above enlisted barriers, it becomes mandatory to comprehend the urgent need to break the Glass Ceiling to tap the inherent potentials of the women work force. In order to shatter the Glass Ceiling and break the

barriers that prevent women from advancing and making progress, it is necessary to understand the global barriers that exist at the organizational, societal, individual, work-life balance and work environment levels.

RESEARCH LIMITATION AND PRACTICAL IMPLICATIONS:

Before discussing the current study limitations and some practical implications, it should be noted that it retains some important design strengths as the data collected represents conditions in place in 1982, 1992, 1994, and 1999. There are, however, at least two limitations associated with this study. Firstly, this is a review based study which is equipped with only secondary data and secondly more or less the study focuses on the phenomena of glassceiling with an Indian Context. Further, in order to look out glassceiling in workplace, every organization should focus on "human resource" rather than "man resource" or "woman resource" separately (Sarmishta Nandy et al, 2014) for which the invisible barriers should be practically applied or taken care of in the modern day organisations. Dismantling the glass ceiling requires an accurate understanding of the overt and subtle barriers to advancement faced by women, and the strategies used to overcome these barriers (PDF) Gender gap in the executive suite: CEOs and female executives report on breaking the glass ceiling (Ragins, 1998). Corporations need to ensure that their recruitment, appraisal and career management systems are genderimpersonal and performance-focused, and that they do not clutch women back in their professional development. (Singh, 2014)

CONCLUSION:

The main aim of the study was to reflect whether there subsists Glass ceiling in the 21st century or not. Glass ceiling does exist which creates the barriers abstaining women reaching top positions. The reasons may be many, intentional and unintentional. Intentionally they are made to struggle more, compete more even when they have same qualifications. They are hired for the entry level positions and underrepresented in administrative works. Unintentionally many times women are kept away in order to help them. Women employees lack tremendously in getting mentors. As given by Van Vianen & Fischer (2002) women tacitly agrees to these discrimination and glass ceiling, women in turn become less ambitious. Societal norms make women always a secondary earner. Except few cases having a career is not must for them, as against their male counterparts. Hence they also develop a casual approach regarding their career. Though the government is doing a lot for the upliftment of the women, but like majority of cases in India, here too implementation of these policies need observance.

FUTURE SCOPE:

There is a need for more research in this area that will accurately exemplify the relationship between gender stereotyping and the gender gap within leadership positions. Future research and efforts towards progress of women may require new approaches and paradigms as researchers and practitioners seek to understand and address this ongoing problem. It is also suggested that future researchers continue to study the impact of various invisible factors explained in the paper with the help of an analytical research.

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EXHIBITS

Exhibit 1: Twenty-five most frequently used words in the literature

Word	Length	Count	Weighted Percentage (%)
women	5	10195	2.57
men	3	2448	0.62
management	10	2447	0.62
gender	6	2232	0.56
glass ceiling	5	1921	0.49
female	6	1885	0.48
managers	8	1869	0.47
work	4	1798	0.45
ceiling	7	1746	0.44
career	6	1560	0.39
male	4	1516	0.38
business	8	1329	0.34
per	3	1237	0.31
positions	9	1195	0.30
research	8	1158	0.29
cent	4	1156	0.29
level	5	1116	0.28
also	4	1078	0.27
senior	6	1008	0.25
wage	4	972	0.25
respondents	11	960	0.24
international	13	943	0.24
one	3	898	0.23
percent	7	869	0.22
development	11	817	0.21

Exhibit 2: Word Frequency Plot
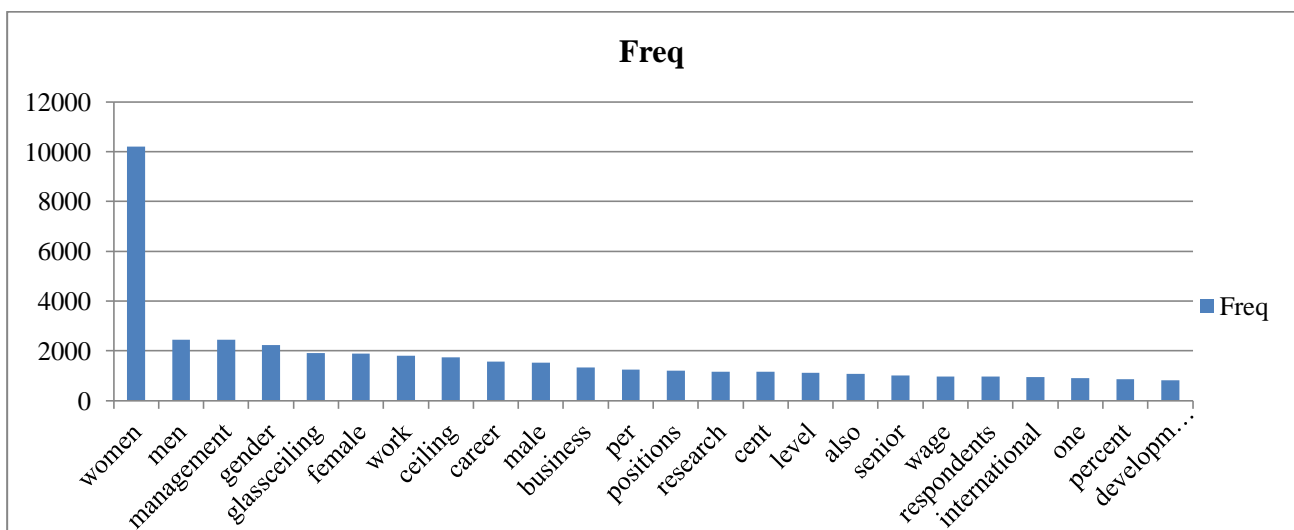
According to the results of this query, the top three words are women, management and glassceiling which actually sums up and reinforces the central idea of the literature studied.