TALENT DEVELOPMENT OF WOMEN INTRAPRENEURS: A PATHWAY TO ERADICATE GLASS CEILING

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ABSTRACT
Glass ceiling is an invisible obstacle or a fence yet strong barrier to workplace advancement usually in regard to women or minority groups to access top management positions or to the positions of power or higher responsibility. As a result of unfair systems or set of attitudes, they were not given any fair shake regardless of their skills, knowledge and performance. In the last century, the working world has altered radically for women. Women are on the rise at workplace but there still exists a glass ceiling.

Keywords: Glass Ceiling; Female Leadership; Female Entrepreneurship

JEL: O15

INTRODUCTION
“The glass ceiling argument proposes that gender and race differentials are fundamental at senior organizational levels” Yap and Konrad (2009). In 1986, the Wall Street Journal stated that women in their working career eventually crash into an invisible barrier, a concept introduced as ‘the glass ceiling’ (Hymowitz & Schellhard, 1986; Eagly & Carli, 2007). A glass ceiling is the invisible barrier that prevents women and minorities from advancing to higher levels in organizations (Morrison, While, & Van Velsor, 1987). Catalyst (2004) found that the companies in the top quartile of representing women among their executives had substantially better financial performance than the companies in the bottom quartile.

Female Leadership
The importance of finding a new model for female leadership can serve as a blueprint for effectiveness (Stanford et al., 1995). Women have made significant achievements in their careers, and it shows the glass ceiling has been demolished. Female leaders are sympathetic and flexible and have needs to getting things done. Opportunities must be given to females to enhance their personal leadership and professional skills.

Women Intrapreneurship
Intrapreneurs is an entrepreneur within the company who is pro active, risk bearer and innovative and deliver more values to the organization. Intrapreneurship is also known as Corporate Entrepreneurship and corporate venturing. Mangers must be willing to support female intrapreneurs. Female entrepreneurs still have problems due to the lack of governmental support (Singh and Belwal, 2008). Zahra et al. (1999) make important points
about the importance intrapreneurship in the furthering of knowledge and learning activities within the enterprise, leading to new competencies and experiences. Intrapreneurship in female is the pathway for innovation and the quality of intrapreneurship helps in breaking the glass ceiling. Women Intrapreneurs are catalytic converters of upgrading innovation and value creation for organization success.

**Women as Social Intrapreneurship**

Women as social intrapreneurs navigate social and environmental troubles. Social Intrapreneurs are same as Social Entrepreneurs to make social development through innovations but they do within organizations. The objective of female social intrapreneurs is taking initiatives for sustainable development but not monetary gains and personal advancement. Social Intrapreneurs could be a great tool for companies to perform CSR for all stakeholders. It will ultimately results in retaining talented employees. Social Intrapreneurs’ productivity is high as compared to other employees. Social Intrapreneurs in female help them to break the glass ceiling and move upward in the ladder of the organization structure. There are various challenges that impact women’s growth and, if not dealt with, may contribute to the glass-ceiling phenomenon. Following are the benefits offered by the companies to remove glass ceiling.

- **Family friendly benefits**

  Family friendly benefits decrease costs by making workers less painful of non-job related problems and acknowledge them to make attention on their work and becoming employer of choice. Family friendly benefits help the HR managers to make their employees feel that they are respected and valued and also they can develop employee morale. Desire for family oriented benefit may differ according to age in life cycle. Family friendly benefits includes family and medical leave, leave sharing program, flexible scheduling, paternity leave, maternity leave, career breaks, transportation, on site-day care or near site care facilities, on site health facilities, counseling, employee assistance program etc.

- **Work from home**

  Due to technological innovations, working from home to female employees is an opportunity being offered by HR managers to enhance work-life balance and their responsibilities outside of work. In today’s competitive environment, companies are under tremendous pressure to reduce the cost, work from home is best way for the same.

- **Security of women**

  The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Bill, 2012 was passed by the Rajya Sabha on 26th February 2013. It seeks to protect women from sexual harassment at workplace. Many companies offer their employees pick and drop facility for their female employees. Companies employing women to work late night shifts should ensure their safety. HR managers should make their female employees comfortable to discuss their issues.

- **Workplace flexibility**

  By being flexible to the desires of employees, the workplace flexibility should be supported by proper performance measurement system. Lack of workplace flexibility has been linked to depression in women (Bradley K. Googins 1991)8.
Flexible working hours
As the world is speedily shifting and technology is booming, the demand for flexible working hours for women is increasing. Women want to continue job after having children and hence, the necessity of flexible working hours is increasing. Working hours reduce absenteeism and turnover and hence, retention increases which lead to decrease in costs.

Maternity benefit
Paid maternity leave can be the biggest source of motivation to talented female employees. This motivational tool helps to create a strong bond between companies and female employees.

Work-life balance
As women have joined men in the workforce, the issues such as work life balance have emerged to manage career and family responsibilities. Work life balance runs parallel to motivation and also it aids to stress management.

Equal consideration for challenges and development
There must be equal consideration for men and women for challenges. It is significant for female employees to be familiar with their rights so they don’t get deceived. There must be equal pay to male and female employees because women are as efficient as males.

Child care support and crèches
The issues of dual career couples are very complicated. There is growing demand for workplaces to address the preference of child care support and crèches. Mothers reporting difficulty making child-care arrangements had higher rates of depression (Catherine E. Ross and John D. Mirowsky 1988).

Employee assistance programs
An employee assistance program is designed for an array of pro active efforts for personal and career concerns that affects job performance especially to female employees like handling life changes (new baby, retirement, divorce etc), burnout, mental and emotional well being, career counseling, marital difficulties, time management. Employee programs also aids to new mothers and pregnant women who are stressed or under pressure.

The role of social media
Social media builds up information and has a worldwide perspective as technology crosses geographical barriers. In Intel, the global women’s Initiative portal was formed to make bond between women throughout the company so that women share their experiences and learn from one another.

CONCLUSION
Proper diversity management can only be possible when women occupy senior positions. A woman is designated to a superlative position. Women are the prime care taker in our society but they face the difficulties in harmonizing the home and job. Glass ceiling may also happen when women can’t grab the opportunities available. To demolish the glass ceiling, all the segments of society must contribute so that women will also get top positions in organizations.
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