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Glass Ceiling Effect: Oppression of Women in the Workforce

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Abstract

In this paper, the concept of glass ceiling effect was studied. The effect of White and majority groups were assessed and their respective impacts on experiencing the glass ceiling effect was studied. The Big Five Personality traits of Neuroticism, Openness, Conscientiousness, Agreeableness and Extraversion were also looked into. These traits were assessed in terms of their effect on breaking through the glass ceiling effect. Thirdly, organization's commitment and its relevant effects on glass ceiling effect were assessed. Some of the factors that were looked under this were working full hours, annual gross income, number of years at work, and valuing one's job. Lastly, collective values vs. individualistic values were assessed and their respective impact on staying or breaking the glass ceiling effect was measured. The results show that there is no relationship between being a majority and White and breaking the glass ceiling effect. Furthermore, Extroversion and Conscientiousness were inversely related to breaking the glass ceiling effect, while the rest of three traits (Agreeableness, Openness, and Neuroticism) were unrelated to breaking the glass ceiling effect. With regards to organization's commitment and experiencing the glass ceiling effect, no significant relationship was found. Lastly, collective values were inversely related to breaking through the glass ceiling effect. Pearson correlation was used to evaluate each of the above concepts.

Glass Ceiling Effect: Oppression of Women in the Workforce

The present study explores the concept of glass ceiling effect. Our main concern is to investigate if there are any major differences between women who overcome glass-ceiling effect compared to women who are unable to overcome glass-ceiling effect. Are these two groups distinctly different from one another? To answer this board question minor hypotheses are tested. These hypotheses will be described later on.

The problem of glass ceiling effect is very prominent in our society. Glass ceiling can be best described by looking at Cotter et al (2001) study. According to Cotter et al. glass ceiling effect exists if four conditions are met. The first condition talks about discriminating a person based on race or gender. Therefore, a person is discriminated not because he/she lacks qualifications/knowledge but because of his/her existence per se. As is reported by many other studies, glass ceiling is most oppressive towards females who belong to minority groups (Cotter et al., 2001). The second condition states that glass ceiling will become more and more obvious as females and other minorities move up in the hierarchy of the organization. Even the most prominent companies like Apple have very few females working at upper management of their system (Cotter et al., 2001). The third condition talks about the chances of getting in higher management. Thus it is not only about the proportion of people from minorities or female population working in upper management positions but it is also about the chances given to these individuals. By the term "chances" the author is implying getting promotions and raises that are offered to the employees (Cotter et al., 2001). Lastly, the authors state that the negative impacts of glass ceiling effect grow as one progress in one's career. For example females at the top level might not be included in outings or office gathering which are targeted towards men (Cotter et al., 2001).

Glass ceiling effect is most disadvantageous towards females and individuals belonging to minority groups. The study done by Richard and Carolyn (2006) demonstrated that women of minority groups (i.e. Black women) are far behind in terms of retirement income as compared to women belonging to majority culture. White women, even though they too experience income inequalities, still receive more overall in retirement as compared to Black women. However, where black females were concerned, they experienced both income and retirement income inequalities (Richard & Carolyn, 2006). Maume (1999) has reported similar findings. In the study, White males were offered promotions at a quicker pace as compared to females and other minorities. Hwang noted that even when Asian social workers possessed the same qualifications and work commitment, they were still retained at lower levels of respective organizations. Hwang attributed this to glass ceiling effect due to which minority workers were paid low, were given less promotions and other relevant rewards (Hwang, 2007). Another interesting fact that was noted by Hwang in the study was that Asian social workers limited their own career success because they feared that they would not be successful even if they did try to advance in the organization. This in turn was attributed to internalization of stereotypes and negative appraisals by the minority group (Hwang, 2007). In the end of the article, the author also advised social institutions to change their respective promotion polices so that Asian and other minorities perceive more fairness in the organizational promotion system. This will empower minority groups and as a result they will be able to fight glass ceiling effect better than if no such change is made in the future (Hwang, 2007). Johnson (1995) reviewed the book titled *Breakthrough: the Career Woman's Guide to Shattering the Glass Ceiling*. One main point that was stressed in the book was that self-employment usually occurs when females and other minority groups are

retained from achieving higher levels in their respective organizations (Johnson, 1995). Looking

at the findings of Crampton and Mishra (1999), one can see the effects of glass ceiling quite

clearly. Their study state that even when a female has achieved the highest degree possible

within a certain field she still occupies lower position in the work industry. Furthermore, the

authors state that glass ceiling barrier is created through society, family and women themselves

(Crampton & Mishra, 1999). Glass ceiling effect can result through cultural socialization,

corporate discrimination and family-career roles. Cultural socialization leads women to take part

in certain professions and in addition at certain levels of the occupation. Corporate

discrimination occurs when males are favored over female workers even when females have

more knowledge and skills. Lastly dual responsibility such as career and family can limit females

from committing too much to their career lives (Crampton & Mishra, 1999). Crampton and

Mishra cited having mentors, sponsors, role models, large networks, and having transformational

leadership style as some of the ways for breaking through glass ceiling effect (Crampton &

Mishra, 1999). The study conducted by Carr (2007) demonstrated that minority students in such

advance fields as medicine still face discrimination and glass ceiling effect. It is again noted that

females face more difficulties as compared to men since these minority females have to put up

with both racial and gender discrimination. In terms of wage inequalities, it is noted by Huffman

(2004) that as females and minorities progress up the corporate ladder they experience wider

wage gaps. The author also noted that dominant group (White males) seems to maintain the glass

ceiling effect by supporting existing disparities in pay ranges as these disparities are in their

favor (Huffman, 2004). Lyness and Thompson (1997) study revealed that females who

overcome glass-ceiling effect might hold different values and lifestyle orientations. As in

previous studies it is noted here that females at the top hold more interest in their career lives as

compared to their family life. Thus, they are less likely to be married or have kids (Lyness & Thompson, 1997). Even when Lyness and Thompson (1997) matched their sample, the findings still points towards favor of males over females. It was noted in the study that females, even when they were matched on every aspect (such as education, experience etc.), were still receiving less stock options than their male counterparts (Lyness & Thompson, 1997). Moreover, female executives were less satisfied in terms of where their career will lead them in the future (Lyness & Thompson, 1997). Another study looked at difference between men and females perception of corporate success. It was noted by Davies-Netzley (1998) that men with graduate degrees were able to enter the work domain in either middle or upper management. On the other hand, females have to get higher education to be considered for the same positions as their male counterparts. Men emphasized hard work as the main factor in achieving success. Females on the other hand, stressed that hard work alone is not enough to succeed in work place (Davies-Netzley, 1998). It seems that females experienced more lucid barriers that limit them from reaching their full potential. Therefore, while males emphasized internal variables necessary to be successful, females emphasized external as well as internal variables to be successful in the corporate world (Davies-Netzley, 1998). Men's perceptions of females at the top were also looked into. It seems that men prefer women who do not have families or children. Being a woman with a family to look after is seen in a negative light by male peers (Davies-Netzley, 1998). All of these studies stress the importance of glass ceiling effect. In addition, they tell the reader how important it is to overcome and deal with this concept in our society. Therefore, our first hypothesis is that White females belonging to majority ethnic groups will be preferred over non-White females belonging to minority ethnic groups. Our assumption here is that some females are preferred over the rest because they are white and they belong to majority groups. By

being part of these two systems (white and majority) they are treated better. Thus, White females

belonging to majority groups will experience fewer problems in the workforce and as a result

will experience glass ceiling effect at a less rate. These females will also be more likely to break

through glass ceiling effect as compared to non-White minority females.

> *Hypothesis 1:* In the workforce, White women belonging to majority ethnic (Catholic,
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> Protestant, Christian Orthodox, Christian & no religious affiliation) groups are preferred
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> (i.e. They experience glass ceiling effect at a lesser rate and overcome glass ceiling effect
>
> at a higher rate) over non-White females belonging to minority ethnic groups.

The role of personality and its effect on glass ceiling has not been studied in depth. There

have been a few studies that have looked at different aspects of personality and their respective

impacts on breaking glass ceiling. The personality trait, extraversion is considered to play a role

in leader-member exchange (LMX). Bauer et al. (2006) demonstrated that introverted upper

management individuals would benefit more from forming senior and peer relationships as

compared to their extroverted counterparts. Extroverted individuals by their very nature seems to

be more social and thus they do not have to put in more effort or struggle to get the same rating

of performance as compared to their introverted counterparts (Bauer et al, 2006). Another

personality aspect that was studied looked at self-monitoring behavior and its impacts in

workplace. David et al. (2002) describes self monitoring personality composed of observing,

regulating and controlling one's behavior in social setting and one's relationships. The results of

the study shows that self monitors tended to succeed more. These individuals were likely to get

more promotions and rewards and lastly were able to get to the top of the hierarchy in their

respective organizations (David et al, 2002). Individuals who were low in self-monitoring

behavior (were truer to themselves) tended to do less well as compared to high self-monitors

(David et al, 2002). Risk taking behavior has also been linked to successful moving up the corporate ladder. Moreover, risk-taking behavior is also strongly associated with being male (Grant, 2000). Wayne looked at the role personality plays in 'work family' conflict (Wayne, 2004). In the study, conflict is defined as taking part in one role made intricate by one's participation in another role (Wayne, 2004). Facilitation is defined in opposite terms as compared to conflict. Neuroticism has been associated with conflict while extraversion has been associated with facilitation (Wayne, 2004). Individuals who scored high on conscientiousness experienced less family-work conflict and work-family conflict spillovers (Wayne, 2004). Agreeableness was inversely associated with work-family conflict, as these individuals by their very nature were more agreeable than others. This would lead them to be more cooperative at work and thus reduce any negative spillover to family environment (Wayne, 2004). Lastly, openness to experience was associated with work-family facilitation. This implies that individuals used the skills and resources that they come across in work environment to enhance their family lives (Wayne, 2004). In the present study, we will be using big five inventory to see if there are any differences among females who move up the corporate ladder vs. females who do not. It is predicted, that high levels of Neuroticism will be associated with staying within the constraints of glass ceiling effect. High levels of Openness and Conscientiousness will be associated with breaking the glass ceiling effect. Agreeableness will not be associated with either breaking or staying within the glass ceiling effect. Lastly, we predict that extraversion will lead to staying within constraints of glass ceiling effect. As shown in previous studies, females who are highly extraverted and assertive in their work are evaluated negatively by peers and colleagues (Desmarais & Curtis, 2001).

Hypothesis 2: Women who overcome (break) the glass ceiling effect have different personality traits (Big Five) as compared to women who stay within the glass ceiling effect.

Another aspect surrounding glass ceiling effect that has been studied in the past is work commitment. Smithson conducted interviews with men and women to find out their views of part time work (also known as flexible working). Part time work is almost always associated with females (Smithson, 2005). It is noted that even when females have entered the workforce, men on the other hand still lag behind in terms of their role in home and childcare (Smithson, 2005). Professional identity is strongly related to working full hours and doing over time as well as being male. Working part time is associated with weak or small commitment towards the organization and getting no or very few rewards and promotions (Smithson, 2005). Another interesting finding of this study was men were reluctant to label themselves as part timers even when they were working part time. It was also noted that male tended to attributed working less hours to other factors such as business, independence etc. than family commitment (Smithson, 2005). To be considered part timer it seems that there is this notion of family commitment that comes into play. Thus even when these males were indeed working part time they would not label themselves as part timers (Smithson, 2005). Hakim argues that men and women have different orientations towards work because each has different life goals, level of competitiveness, importance attached to family and careers (Hakim, 2006). Hakim also points that some jobs are not family orientated as compared to others. An interesting example given here are jobs requiring traveling where an employee might have to leave on short notice. These jobs might not hold the same interest to married women with children as they would for a single unmarried person. Hakim also states that promotions are most likely to be given to individuals

who are working full-time as compared to individuals who work part time (sometimes referred to as flexible hours) (Hakim, 2006). Full timers are also described as people who dedicate more time to work over family or other commitments. Furthermore, part-time work is not really considered work and as such these jobs tend to be lower paying ones. The author further argues that when a full time job is made part time it loses its status (Hakim, 2006). An interesting fact noted by the author is that women who are working in upper management are either childless, or have one child only. On the other hand, almost all men at higher level in management were married with children. The problem here is that even though women have been able to enter the work domain they still hold the same family responsibilities as prior to entering the work field (Hakim, 2006). Hakim also talked about preference theory, which she describes as life choices. So according to Hakim females prefer "work-family balance" which results in preference of certain jobs to others (Hakim, 2006). Hakim also divided career in three different domains. Work-centered domain focuses on career, adaptive domain focuses on a balanced routine and lastly home centered domain focuses on family. Hakim argues that most women fit in the adaptive domain. However the system mostly encourages and focuses on work centered domain. This results in devaluation of the other two domains (Hakim, 2006). The present study will aim to look at the role of organization's commitment and its relevant effects on glass ceiling. Having greater organization's commitment will be associated positively with working full hours and thus making more income annually. As the number of years at work increase, so will one's commitment to the organization. Furthermore, valuing one's job and organization commitment will be positively related. Taken together, higher organization commitment will be inversely related to experiencing glass ceiling effect in current job.

Hypothesis 3: Having higher organization commitment will lead to fewer instances of experiencing glass ceiling effect in one's current job.

The relationship between organization and person is also considered in previous research. The study conducted by Fischer and Vianen (2002) looks at organizational culture preferences and its impacts on workers. Organizational culture per se is described as more masculine in nature. This means that in an organization values and traits like independence, competition, authority, establishment of status, and ambitions etc. are valued more. Furthermore, these values become more and more important as one progresses up in an organization. The authors also point to the aspect of organization-person fit. Therefore, the study points out that people seek jobs and careers that are appealing to them on a personal basis; the concept of self selection comes into play here (Vianen & Fischer, 2002). Combined together, the study emphasizes that females are lacking in upper management because these kinds of jobs are not appealing to females in general. Moreover, females in upper management are different from other females in that they find masculine values of the organization more appealing (Vianen & Fischer, 2002). The point that the authors are trying to make here is that from the very beginning these females place more importance on masculine values over feminine ones. Another interesting point that was brought up in the study was that overall females were less ambitious than men. This might lead to females struggling less to get higher positions within their respective companies as compared to men (Vianen & Fischer, 2002). Some interesting aspects of success as defined by male and females were studied by Dyke. The sample of the study composed of highly qualified females and males. Therefore, the author asked highly successful individuals coming from varied working backgrounds to define what they think success stands for on a personal basis (Dyke, 2006). Females stressed work-life balance as most important aspect of success while males

focused more or less on material success. Men viewed career and personal life as separate

domains while females viewed work and life on a continuum, thus stressing the aspect of balance

between the two (Dyke, 2006). Liff and Ward (2001) noted women might not find higher

management jobs appealing because of the way these jobs are structured. Furthermore, the

authors noted that females might be discriminated against through promotions and rewards that

are targeted more at male population. Organizations have their own set of values and rules and

these might favor one group of people over the others. Females perceive this difference, which

might lead many to not go for or struggle against positions that are labeled as male dominated

(Liff & Ward, 2001). Interestingly, as many other studies have demonstrated females who reach

all the way to the top are looked at as "aberrant women" or "childless superwoman" (Liff &

Ward, 2001). Another interesting fact that is looked into by the authors is that even when some

organizations have introduced childcare, maternal and family breaks into their systems, female

interviewees do not inquire into these policies. Females were afraid that the inquiry would be

interpreted in a negative light (Liff & Ward, 2001). Unfortunately this holds true, as shown by

an ethical policy survey, which was filled by females from varied backgrounds, belonging to

different organizations. The results show that only 30% of the individuals reported a balance

between work and life in their respective organizations (Liff & Ward, 2001). Desmarais and

Curtis (2001) study demonstrated that females felt that they were less deserving in terms of

income entitlement as compared to men. The authors gave three-fold explanation for this. Firstly,

they emphasized that females as compared to men might not value money in the same manner.

Secondly, females tend to evaluate their own work in stricter manner as compared to men. In one

study it was shown that females attributed their success on external factors more than internal

factors. Lastly, the authors emphasized the role of social comparison (Desmarais & Curtis,

2001).   Females look at other women and see what they are making, thus resulting in wanting

lesser pay as compared to men. Another aspect noted by the authors is that past income

influences future income entitlement (Desmarais & Curtis, 2001). The present study will look at

one's level of individualism and collectivism and how these two related to breaking or staying

within glass ceiling effect. It should be noted that collective individuals tend to value group

goals, and are less likely to question authority (AlleyDog, 2006). Thus, we predict that collective

individuals will tend to stay within glass ceiling effect.

> *Hypothesis 4:* Individuals who hold more collective values than individual ones will tend
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> to stay within the constraints of glass ceiling effect.

<div align="center">Method</div>

Participants

The survey was administered to 100 females coming from varied backgrounds and working

in varied positions within the workforce industry. In order to be eligible to take the survey, one

had to be 18 or over, have some Canadian work experience and lastly be a female. Participants

were approached directly and asked to fill out the survey, in academic (university) and work

settings. Majority of the participants took the online survey at http://howdy705.wordpress.com/.

Informed consent was taken from each participant. Participants were also made aware that their

participation is voluntary. The purpose of the study was revealed to the individuals taking the

survey and there was no type deception involved.

Materials

The concept of "Glass Ceiling Effect" was the main variable that was studied. In this study,

Glass Ceiling Effect was defined as a hidden barrier that keeps women or other minority groups

at a particular level within an organization. It may vary from organization to organization

however either way; it keeps women or other minority groups from reaching higher levels in an organization (Cotter et al., 2001). Along with this definition, the following example is provided:

>Lin has been with the Shawn organization for several years. Not only does she have a solid educational background but has a lot of potential as well. Lin has been looking forward to a promotion and what luck; a new job position in Management recently opened. She had the qualifications and experience to land this job easily. She was interviewed for the job and it went smoothly. She was 100% sure she would get the job but she was horrified to learn that the company hired someone from outside. After talking to the lady, Sue, who just got hired, Lin realized that Sue's qualifications and experiences were less than hers. Did Sue just get hired because she was White but Lin wasn't?

The basic information that was taken from each participant involved city of residence, race, religion, age, economic background, educational background, current occupation & title, approximate hourly wage, approximate annual gross salary, work status (i.e. full-time), and years at work. Race and ethnicity were taken into consideration to see, if being a White and majority plays a role in experiencing glass ceiling effect in the workplace. Majority ethnic groups were defined according to Canada 2001 Census (Statistics Canada, 2006). Thus, individuals belonging to Catholic, Protestant, Christian Orthodox, Christian & no religious affiliation were labeled as majority while all others were labeled as minority. Other variables such as age, economic background etc. provided more insight to where the individual was coming from.

Information on approximate hourly wage, approximate annual gross salary, and work status (i.e. part-time) were taken to see, if individuals who make more annually experience or break through glass ceiling effect more than individuals with lower annual income. Part-time status also holds implications towards advancing in one's current occupation.

Three questions were utilized in the survey to gain insight in how participants perceived their respective career(s) and why they engage in their current occupation. Firstly, participants were asked if they perceived themselves to be career oriented. This question allowed us to differentiate individuals who engage in different activities/job(s) to achieve a certain goal or level in their respective occupation from individuals who do not see their jobs in this view. Secondly, participants were asked if they value their current job and if it defines them as individuals. The purpose of this question was to see if participants were satisfied with their current jobs and if they enjoy doing what they are doing. Last question asked the participants to give prominent reason for engaging in their current job, these reasons are summarized in Table 1. Combined together these three questions gave insight in participants' perception of their career lives.

Insert Table 1 about here

Participants were also asked to compare themselves to other females of their ethnicity, age and educational level in terms of their work status. There were five questions that were aimed to see which participants have experienced glass ceiling and which haven't. Two of these questions asked the participants if they have experienced glass-ceiling effect in current occupation and if they have ever experienced glass-ceiling effect in previous work. The third question asked participants if they have broken through the glass ceiling effect. To come up with the last two questions, a small opinion survey was conducted. Twenty females were asked to give opinions regarding why someone would stay within glass ceiling effect and why someone would overcome glass ceiling effect. The purpose of this small opinion survey was to find

common reasons for fighting and remaining within glass ceiling effect. Out of all the opinions given only common ones were included in the current survey. These opinions are summarized in Table 2.

Insert Table 2 about here

It must be noted that the questions on 'reasons for staying' and 'reasons for fighting' the glass ceiling effect, a blank option was provided for those participants who were unable to describe their experience along the options provided. The main aim of these questions was to see who remains under glass ceiling effect and who fights glass ceiling effect.

Furthermore, three standardized tests were utilized to study Individualism/Collectivism values, Organization Commitment and Big Five traits respectively. Individualism/Collectivism Values Scale was utilized to assess individualism and collectivism (Peverett, 1994). These two factors were measured as separated constructs and originally derived from INDCOL scale. Thus, a participant was evaluated and received a score on both of these factors (Peverett, 1994). INDCOL scale can be used to measure the constructs of Individualism and collectivism consistently and with good convergent and discriminate validity (Peverett, 1994). Marc Peverett (1994) research demonstrated a standardized alpha of 0.60 and 0.69 for the collectivism and individualism sub-scales respectively. In the original scale, items 1, 3, 5, 6, 7, 10, 12, 13, 14, 17, 18, 19, 20, and 21 measured individualism while items 2, 4, 8, 9, 11, 15, and 16 measured collectivism (Peverett, 1994). In our current study only 16 items were used out of which 9 were from individualism sub-scale of INDCOL and 7 were from collectivism sub-scale. The survey used a 5-point scale ranging from Disagree strongly to Agree strongly to measure respective

scores of individualism and collectivism. Individual commitment to their respective organization

was evaluated by using Organization commitment scale developed by Mowday et al. (1979).

This scale looks at three distinct factors that contribute to one's commitment to one's

organization. These factors include one's acceptance of the norms and values of the organization,

one's continuous afford to maintain one's position in the company and lastly their desire to

maintain membership in the company (Mowday et al., 1979). The alpha coefficients for the

organization commitment scale have ranged from 0.82 to 0.93 (Mowday et al., 1979). Mowday

et al. (1979) research also revealed test-retest reliability of 0.53, 0.63 and 0.75 over a two, three

and four month period. This finding shows a stable attitude towards one's organization.

Furthermore, reasonable levels of convergent, discriminant and predictive validity have been

proven for this measure (Mowday et al., 1979). The scale consists of 15 items; all of these were

utilized in the current study to assess one's commitment to one's organization. Furthermore,

items 3, 7, 9, 11, 12, and 15 are reverse scored. The survey used a 5-point scale ranging from

Disagree strongly to Agree strongly to measure organization commitment. Lastly, participants

were measured on the big five personality traits. This was accomplished by giving them BFI to

complete (McCrae, 2004). This test consists of 44 statements that measure traits of Openness,

Conscientiousness, Extraversion, Agreeableness, and Neuroticism (McCrae, 2004). Items 1, 6,

11, 16, 21, 26, 31, and 36 measured Extraversion. Furthermore, items 6, 21, and 31 were reverse

scored (McCrae, 2004). Items 2, 7, 12, 17, 22, 27, 32, 37, and 42 measured Agreeableness.

Furthermore, items 2, 12, 27, and 37 were reverse scored (McCrae, 2004). Items 3, 8, 13, 18, 23,

28, 33, 38, and 43 measured the trait Conscientiousness. Furthermore, items 8, 18, 23, and 43

were reverse scored (McCrae, 2004). Items 4, 9, 14, 19, 24, 29, 34, and 39 measured the trait

Neuroticism. Items 9, 24, and 34 were reverse scored (McCrae, 2004). Lastly, Openness was

measured by items 5, 10, 15, 20, 25, 30, 35, 40, 41, and 44. Furthermore, items 35, and 41 were

reverse scored (McCrae, 2004).   In term of reliability, BFI is said to hold moderate reliability. In

terms of validity, it has been reported to hold moderate structural validity (McCrae, 2004).

Furthermore, self esteem and social desirability are shown to hold a number of correlations with

Big Five Inventory subscales (McCrae, 2004). The aim of this questionnaire is to see if

personality traits differ for individuals who overcome glass ceiling vs. individuals who are

unable to breach glass ceiling effect.

Procedures:

   Each participant was given the survey on an individual basis. The survey was completed by

each participant either online or through direct contact with the researcher. Informed consent was

taken from all participants. After completing the survey the participants either submitted the

survey directly back to the researcher or the participants send the survey through the net. The

completed surveys were then analyzed using Pearson correlational measures.

<div align="center">Results</div>

   Out of 100 participants, 41 belonged to majority groups of Catholic, Protestant, Christian

Orthodox, Christian and no religious affiliation while 35 belonged to minority groups (any other

group excluding the majority). Furthermore, 24 of the participants did not disclose their

ethnicity and were treated as missing data. Out of 100 participants, 41 were White and 59 were

non-White. Pearson correlation coefficient was calculated to determine whether there was a

relationship between experiencing glass ceiling effect and being Majority. The variables were

found to be unrelated ($r(74) = -.06$, $p > 0.05$).   Pearson correlation coefficient was calculated to

determine whether there was a relationship between experiencing glass ceiling effect and being

White. The variables were found to be unrelated ($r(98) = .07$, $p > 0.05$). Lastly, the variables,

majority and White were taken together. Only cases where an individual was both majority and White or an individual was both minority and non-White were taken into consideration. Pearson correlation coefficient was then calculated to determine whether there was a relationship between experiencing glass ceiling effect and being majority and White. The variables were found to be unrelated to one another $(r(68) = -.00, p > 0.05)$.

Each participant was measured on personality traits of Extraversion, Conscientiousness, Openness, Agreeableness and Neuroticism using BFI. Individual Pearson correlation coefficients were then calculated between breaking through glass ceiling effect and the particular trait. Pearson correlation coefficient was calculated to determine whether there was a relationship between breaking through the glass ceiling effect and Extraversion. The variables were found to be negatively related to one another $(r(98) = -.25, p < 0.05)$. Pearson correlation coefficient was calculated to determine whether there was a relationship between breaking through the glass ceiling effect and Conscientiousness. The variable were found to be negatively related to one another $(r(98) = -.20, p < 0.05)$. Lastly Pearson correlation coefficients were calculated for Openness and breaking through glass ceiling effect, Agreeableness and breaking through glass ceiling effect and Neuroticism and breaking through glass ceiling effect. These three relationships were unrelated to one another $(r(97) = -.19, p > 0.05)$, $(r(98) = -.19, p > 0.05)$, $(r(98) = .05, p > 0.05)$ respectively.

Various aspects of one's career and organization commitment were calculated. Out of 100 participants, 41 reported working part-time hours and 55 reported working full-time hours. Also, 4 individuals reported working between part-time and full-time hours. These scores were treated as missing data. Pearson correlation coefficient was calculated to determine whether there was a relationship between organization commitment and reported hours at work (full-time/part-time

status). The variables were found to be unrelated ($r(94) = -.02$, $p > 0.05$). There was also no significant relationship between organization commitment and one's annual income ($r(98) = .14$, $p > 0.05$). Pearson correlation coefficient was also calculated to determine whether there was a relationship between number of years at work and organization commitment. The variables were found to be unrelated to one another ($r(98) = .03$, $p > 0.05$). Furthermore, Pearson correlation coefficient was calculated to see if there was a relationship between valuing one's job and organization commitment. These responses are summarized in Table 3. These two variables were found to be unrelated to one another ($r(98) = -.02$, $p > 0.05$). Lastly, Pearson correlation coefficient was calculated to see if there was a relationship between organization commitment and experiencing glass ceiling effect in current job. The variables were found to be unrelated as well ($r(98) = .05$, $p > 0.05$).

Insert Table 3 about here

Participants were measured on their collective and individualist values. Pearson correlation coefficient was calculated to see, if there was a relationship between breaking through glass ceiling effect and holding collective values. There was a small negative relationship between endorsing collective values and breaking through glass ceiling effect ($r(98) = -.21$, $p < 0.05$). On the other hand, no significant relationship was found for endorsing individualistic values and breaking through glass ceiling effect ($r(98) = -.12$, $p > 0.05$).

Discussion

The main topic examined in this study dealt with the concept of glass ceiling effect. Various factors were looked into to see, if they hold any importance in effecting glass ceiling

effect. For our first hypothesis, ethnicity and race was examined. We were expecting to see, a positive correlation between being a minority and non-White and experiencing glass ceiling effect. Likewise, we were expecting to see, a negative correlation between being a majority and White and experiencing glass ceiling effect. However, our results were not significant in either case, even when purely majority/White and minority/non-White were explicitly looked at. There are two reasons that can explain these results. Firstly the sample used did not include any males. Secondly, most of data was taken from Mississauga (14 individuals), Toronto (25 individuals), and Brampton (33 individuals). The first reason is important because glass ceiling tend to become more obvious as male are introduced in the sample (Hakim, 2006). Second reason is significant because Mississauga, Toronto and Brampton are areas that are highly populated by immigrants (Statistics Canada, 2006). In these areas it is likely that majority /White hold more considerate views towards minority/non-White due to high level of interaction between them. This might enable majority/White to understand norms and cultures of other minority groups. Another interesting way of getting this result could be because of the high number of immigrants and other minority groups in these specific areas, majority/White have no choice but to hire them.

The second hypothesis focused on personality traits as measured by BFI (McCrae, 2004). We predicted that females with high scores of extraversion will be evaluated negatively as shown in previous research (Desmarais & Curtis, 2001). This is exactly what was found. There was a weak negative relationship between high scores of extraversion and breaking through the glass ceiling effect. In terms of Agreeableness, we predicted that it will not be associated with either breaking or staying with the glass ceiling effect. Our results show exactly that. It makes sense since Agreeableness behavior is mostly dominated by trust, compliance, modesty and such

(McCrae, 2004). Our prediction regarding the trait, Neuroticism was that females who are high on this variable will be more likely to stay within glass ceiling effect. Contrary to our prediction Neuroticism did not produce any significant relationship with breaking the glass ceiling effect. This can be explained by looking at our sample. The sample consists of females, and females are evaluated to be high on this factor. In other words, it is expected from a female to be more anxious, depress and vulnerable to stress. This might have triggered similar responses from the females in the sample. Openness to experience was predicted to hold a positive relationship with breaking through the glass ceiling effect. However, no such relationship was found. This could again be explained by looking at our sample, men are more likely to endorse this trait however; our sample only consisted of females. Lastly, conscientiousness was predicted, to be positively related to breaking the glass ceiling effect. The results were contrary to our prediction and a significant negative relationship was found. This could be due to our unique sample, which might have low achievement striving, and competence factors.

Our results show that commitment to one's organization is unrelated to one's working status (i.e. full-time, part-time) and their respective annual gross income. During the past years, the concept of part-time has evolved. Working part-time hours is no longer viewed in strong negative light. Furthermore, it should be noted that our sample consisted of only females. The results might have been different if males were included in the sample. The total number of years at current job and organization's commitment was found to be unrelated to one another. This makes more sense when one views it together with prominent reason given for engaging in current job. Out of 100 participants, 20 participants stated that they were engaging in current job to support themselves and 15 participants stated that they were engaging in current job to get experience. Only 14 participants stated that the reason they were engaging in current job was

because it defines them as a person. Another way of looking at the results is by considering the concept of globalization. It is a fact that today's work infrastructure and dynamics are quite different from past ones. For example, where in the past one would devote most of one's life to one organization, in today's system one is constantly moving about. Thus, the level of commitment is lower in our current society. Also, it should be noted that the meaning of commitment per se might be interpreted differently in today's society. Valuing one's job and organization's commitment was found to be unrelated to one another. Out of 100 participants, 37 stated that they strongly value their current job, while 24 stated that they mildly value their current job. This finding is interesting because it seems that in today's society, valuing what one does (job per se) is defined separately from the overall organization. Thus, one might value one's job and connect to it, but at the same time, he/she might not agree with the whole system (organization). Also, note that most people value what they do but at the same time, as described in the above finding, their prominent reason for engaging in current job are other than instinct ones. We predicted that higher organization commitment will be inversely related to experiencing glass ceiling effect in current job. However no such relationship was found. One reason could be that organization commitment is looked at as a completely different concept, which has nothing to do with glass ceiling effect per se.

Lastly we looked at collective values and individualistic values. We predicted that collective values will lead to staying within glass ceiling effect since collective values tend to focus on meeting group goals and compliance (AlleyDog, 2006). The findings were in line with our prediction. Furthermore, there was no significant relationship between individualistic values and breaking through glass ceiling effect.

Another interesting finding of our study was that even though 32 % of the sample was making approximate annual gross income of 0-10,000, some of them still believe that they have broken the glass ceiling effect. It seems that there is more to glass ceiling effect than equal pay for equal work concept, as these low income females believed that they have overcome glass ceiling effect.

Overall, we believe that glass ceiling effect is an important factor that should be studied in more depth. This is important because it seems that there is a changing attitude towards glass ceiling effect. It would be of interest to look at attitudes towards the glass ceiling effect after implanting equal pay for equal work concept. Two more factors that can be changed about this study are by creating a sample of even number of men and women and by conducting this study in areas that are less populated by immigrants and minority groups.

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Table 1: Prominent reason for engaging in current job

The most prominent reason for engaging in your current job
1-It is fun
2-It defines who I am
3-It boosts my self esteem
4-Don't have anything better (another opportunity) to engage in currently
5-Doing it to support my family
6-Doing it to support myself
7-Doing it to get some experience, so that I can get a better position later on
8-Other (please specify):

Table 2: Reasons for staying within glass ceiling effect vs. reasons for overcoming glass ceiling effect.

What were your reasons for breaking through glass ceiling?	What are your reasons for staying within those constraints?
I am a very career centered person and it is important to me that people recognize my qualifications at work	Need to support family, therefore cannot afford to lose this job
It is just unfair and immoral to be treated like this, when I have the same qualifications and educational background as those at upper management	I am not really motivated to work (i.e. I am making just enough to support myself)
Everyone should be given equal opportunity to excel in an organization; if such an opportunity does not exist then one should make one	I really don't need a job (just doing it for the sake of it.....have parents or spouse who are main bread wins)
I like to take risks.	I value my family commitment more strongly than my work commitment.
I wanted to reach something beyond the glass ceiling (i.e. goals or dreams that lie beyond the glass ceiling).	It is less stressful to work at the bottom of the organization rather than the top of organization.
I am interested in continuous learning.	I don't have the qualifications to go higher up in the company
I know I deserve a better position.	This is the best I can do right now.
I want to be in a better position so that I can change the system from within (i.e. given the opportunity, recruiting individuals from minorities and females)	Even if I try, I doubt I will be successful in breaking through glass ceiling effect.
Other, (please specify):	Other, (please specify):

Table 3: Results for the statement: "I value my current job; it is an instinct part of me".

Options	Count
Strongly Agree	37
Mildly Agree	24
Neither Agree nor Disagree	21
Mildly Disagree	12
Strongly Disagree	6