



## **A STUDY OF MATERNAL-WALL BIAS AND ITS FACTORS IN CAREER ADVANCEMENT OF WORKING MOTHERS IN HIGHER EDUCATION INSTITUTIONS OF NATIONAL CAPITAL REGION IN INDIA**

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### **Abstract**

**Purpose:** - The paper aims to identify the factors underlying the existence of Maternal-wall biasness and to identify the status of Maternal- Wall Biasness for working mothers in career advancement.

**Design/ Methodology/ Approach:-** The research methodology was mainly based on literature reviews and on the primary data collected from 400 women faculties working in Higher Education Institutions of NCR in India and Maternity Benefit (Amendment) Act of India, 2017 has been exclusively referred. On the basis of Primary data analysis and statistical analysis through Multivariate Analysis of Variance (MANOVA), the findings and recommendations have been developed.

**Findings:** - The eight factors of Maternal-Wall Bias were identified through literature reviews viz: - Work - Life Balance, Maternal-Wall Bias, Supportive husband or; family, Self – blocking/ Self Psychological Barrier, Gender Discrimination, Good-Old-Boys Club, Government Regulations and Institutional Policy. It was also found that the employers reacted negatively for the Maternity Benefit (Amendment) Act of India 2017.

**Practical Implications:** - The existing rules and regulations are not implemented properly at ground level of academic institutions and women having their personal or, social barriers due to which they are not seeking high level positions as well as give up or fail to pursue promotions because of the state of accepting something unpleasant that women cannot change like; organisational obstacle in the form of Good-old-boys club.

**Original Value:** - It is beneficial for HR Policy makers and HRD Ministry of India.

**Keywords:** - Career advancement, Glass-Ceiling, Maternal –wall bias, Maternity Benefit Act, Working mother.

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## **1. Introduction**

The term Maternal- wall bias was coined in 1971 as a legal term during court case of Phillips Vs Martin Marietta Corporation, a manufacturing company. This case refers to barrier or; cliché come a crossed by employed mothers and mothers seeking occupation and promotion (Shealyn R. Wolfe, 2003).

In the year 1990s, the locution ‘maternal wall’ appears from the academic world (Swiss et; al, 1993) and rapidly gained propulsion in the media and magazines. The reason behind this rapid propulsion was, it aided to explain the somewhat unanticipated and persisting problem of unequal pay and unfairness in career development and growth between men and women (Avellar et; al, 2003). An issue that persists even when the ample numbers of women entered the workforce, as most of the experts of this field had expected (Shealyn R. Wolfe, 2003). The “motherhood forfeit” is anticipated to be between 3 to 10% of entire earnings (Anderson, 2003).

Risk of losing job & illegal discrimination after maternity leave of 26 weeks to resume work is known as Maternal –Wall bias (Martinez, 2013).

According to Budig, 2001, the locution ‘Mommy Tracked’ mentions to a circumstances when working women being suppress on the substitute career path after having children that consequence in a reduce in salary, steady promotions and much solicitude about family- work balance (Shealyn R. Wolfe, 2003).

Particularly the education sector and in the broader prospect the teaching industry overall is dominated by women far and wide. In spite of the abundance of women in academic institutions, they represents extremely insufficient ration in terms of leadership roles (Rakhi et.al, 2020). With regard to career advancement, Indian universities are still masculist (Rakhi et.al, 2020).

Glass Ceiling is graded to be the third form of sex discrimination along with chauvinism & Sexual impropriety. Discrimination of women is considered to be one of the major violations of the Human Rights which severely act as a hurdle for the promotion of the women (Thi Thu Thao Tran, 2014). It is the perceptions of people regarding the perception of people inside the organization about the ways women manages to make a balance in their job, careers upon having children and are administered by gender presumptions by family, society and patrons’ clichés (Shealyn R. Wolfe, 2003).

The reason and outcome of variant factors leads to the glass ceiling within an organization, so it is considered as a heterogeneous occurrence. Most of the times the reasons and outcomes are evident but

occasionally they are unapparent (Noya Rimalt, 2018). However, the findings of several different studies concluded and assured the advantages of scraping the glass ceiling in the organization. It is also beneficial to inclusion of greater range of skilled and knowledgeable work force, irrespective the gender specific consideration, to make the organization more representatives, behavioural, high -yielding, imaginative and prosperous (Noya Rimalt, 2018).

Usually female faces employment irregularity or, rift because of gestation leave & to raise the new born baby. It resulted into the adversely affected tenure for work experiences or; career advancement and hierarchical growth (Mary C. Stil, 2006).

Eg :- Marissa Mayer, Former CEO of Yahoo, took only 2 weeks for maternity leave due to the risk of losing their job (Times of India, April, 2015).

Indira Nooyi, Former CEO and new Chairman of PepsiCo, agreed in one of her interviews that she had to put extra efforts, additional hours and much renunciation because besides being a person of colour and a woman were the two afflicts against her (Sheryl Sandberg, 2013).

The prevailing courses of action through which the Maternal- Wall bias can be visible in the organization/ Institution are as follows (Shaelyn R. Wolfe, 2003):

- When working mothers are leaving the office and working in the field even for official work, people’s tendency is to assume that they are at home for child care.
- People use to remember only those few times or days when working mother was late to office, they do not try to consider the numerous days a working mother was reported to office on time and even worked for extra hours.
- The challenging assignments may not be assigned to the working mothers, as it is presumed they don’t have extra time as well as efforts to contribute better than before. Further promotions delayed due to non- exposure of trending assignments and skills. The rationale statement might be, “Since you have a small child, I believe this isn’t a favourable time for your extra professional assignments.”
- Mothers may judged as a bad mother after leaving kids at home for longer hours and they may bound to listen stereotyped remark like, “a responsible mother never leave kids with others, and how you can leave your kids so much.”
- Sometimes mothers are told in a straight away that they should be at home with their children.
- Due to the assumption that younger women might have kids eventually, they may face the

limitation in their career scope and opportunities.

## **2. Literature Review**

Rakhi et.al (2020) conducted a study on institutional leadership of 907 Universities of India acknowledged in AISHE 2017-18 Survey and found the availability of women at different designations are as follows- at professor and equivalent level merely 27.2 percent, at Reader & Associate Professor level 37.64 percent, at Lecturer & Assistant Professor level 43.85 percent. It means that the percentage of women was deteriorating with moving upward in the hierarchical ladder of the academic posts, but percentage of men was improving with the upward movement in the hierarchical ladder.

Team Lease (2018) had conducted interviews with 300 employers across 10 organised sectors (Aviation, BPO/Its, Real estate, Education, e-commerce, BFSI, IT, Manufacturing, Retail & Tourism) and found that most employers reacted negatively for The Maternity Benefit (Amendment) Act, 2017. 'Team Lease' is a leading human resource service company of the organized sectors of India.

They also found that about 11 to 18 Lac terminations from job for women employees in the year of 2018-19 solitary for these 10 organised sectors considered in comparison to the year 2016-17.

Blau et.al (2018) studied the 22 OECD (Organisation for Economic Co-operation and Development) countries and concluded that generous parental leave facility make it comfortable for women to combine profession & household responsibilities. But besides such benefit, it also leads to gender discrimination by employers against professional women that necessitates to leadership designations and require constant career allegiance.

Global Early Adolescent study (2018) studied on socio-economic levels of 15 countries. The study focused on analysing the correct age in which children internalise gender divisions. It was found that Children internalise gender discrimination by age 10. It means that, there is a clear window of age during which we can teach female child to expect equity and equality of performance, competition, achievement and yes, remuneration. By this age we can try to make girl child psychologically strong and teach them to expect equality.

National Association of Student Personnel Administrators (2014), NASPA conducted the census in United States of America. The census focused on understanding the promotional trend for

women academicians in 4- year institutions. The conclusion of census represented that women working at 4-year institutions or; Public institutions made up only 34 percent of the executive positions as compared to 61 percent of men who reported their executive designations.

This analysis depicts that there is gender discrimination in their career growth for women academicians working in 4-year institutions. This study also supports the study conducted by Tran (2015) in Vietnam.

Ogi et.al (2014), conducted their survey on Female academicians working at Selcuk University, Kanya, Turkey. The study focused on the effect of marriage and having child on academic studies and academic career of female academicians'. The researchers completed a survey of female academicians of Selcuk University, Kanya. They found that the majority of respondents stated that their place is not beside their husbands. They have more responsibility than men in the family.

They also found that the priority of respondents is to take care of their children. Thus, the study depicts that their first priority is being a good wife and mother not the academic career, academic life doesn't inspire them much to become career driven women. There is a significant impact of marriage and having child on academic studies and their academic career.

Cuddy et.al; (2012) revealed astonishing statistical result about professional mothers that the chances of being appointed of a working mother with a child, fall by 79%; and her opportunity of promotion deteriorated to 50% in comparison to as a childless woman. It clearly depicts the status of maternal-wall biasness.

Castano, Martin, Vazquez and Martinez (2010), they reported the result of research conducted on the "status of women executives and the Glass Ceiling in Spain". They surveyed total 242 women and men senior executives in the country and found that just 51 percent of the spouses/partners of the male executives worked incessant, in comparison to 89 per cent of those of the female executives. It meant that the spouses or partners of the men administrators' have to staunch much time to ménage establishments.

ACE report (2007) Conducted study on presidents of American college on education and found that 91 percent of male presidents had children in comparison to just 68 percent of female presidents. It was also found that these male presidents often have hold up at home for those accountabilities that require branched attentiveness from work in the form of spouses/partners, expenses for domiciliary support, child care or other family liabilities. It supports men to shine in administrative and executive positions at their institutions.

Lyness et; al (2006) conducted a research that included 448 top level employees of America and found that women employees were least acceptable to be promoted than men and if they got elevated to the new post they had tougher performance appraisal than men.

Van Vianen& Fischer (2002) surveyed at various IT organisations of Amsterdam and Concluded that at the management level both men and women appeared more recommendation for masculine culture. Besides this it was also found that women employees were identified to be less focused towards career progression and they recognized work-life misbalance as an important hurdle to designation progression.

Besides these literature reviews it also includes the amended Maternity Benefit (amendment) Act of India, 2017.

#### **Maternity benefit (amendment) Act of India, 2017 at a glance:-**

1. Increased Paid Maternity Leave: - the duration of fully paid Maternity leave expanded from current 12 weeks to 26 weeks.
2. Maternity leave for adoptive and commissioning mothers: - There is a provision of a maternity leave of 12 weeks for the working mother who is adopting a child below the age of three months. The day of leave starts from the date of adoption. The same rule of 12 weeks maternity leave is applicable to the “commissioning mothers” (biological mother who uses her egg to create an embryo planted in any other woman) as well.
3. Work from Home option: - after the completion of paid maternity leave tenure of 26 weeks’, mothers can avail the work from home option with the mutual understanding of employers, if nature of work supports.
4. Crèche facility: - the organization/ institution with 50 or more employees’ employed, crèche facility is mandatory and working mothers are allowed to visit their child kept in the crèche four times in a day during working hours (it includes the rest intervals as well).

The Literature reviews clearly represent the relationship between Maternal-Wall Biasness and career advancement. On the basis of literature review objectives and hypothesis of the study were developed.

#### **Objectives**

1. To identify the factors underlying the existence of Maternal-wall biasness.
2. To identify the status of Maternal- Wall Biasness for working mothers in career advancement.

#### **Hypothesis**

Ho 1. There are no significant factors underlying the existence of Maternal-wall biasness.

Ho2. There is no Maternal-Wall biasness for working mothers in career advancement.

#### **3. Research Methodology**

It explains a suitable methodology to achieve the first objective which was “To identify the factors underlying the existence of Maternal-wall biasness” and second objective of research “to identify the status of Maternal- Wall Biasness for working mothers in career advancement”.

Total no. of women faculties in Higher Education Institutions in National Capital Region is 13,627. Hence, at 95 % confidence level (Margin of error acceptable at 5%) response surety of 80%, the population was taken as 13, 627 (Table-1) and sample size calculated was 374 (C.R.Kothari 2004). But to account for additional response surety, a survey of 400 respondents was completed. Stratified random sampling “designation wise” was used. It assures each and every subgroup within the population encounters proper delineation within the sample taken. As a result, it provides better coverage of the population (Margaret James, 2021). The total population (P) was divided into three homogenous groups on the basis of designation. Designations were used since it is the most common form of strata category across professions. There are only three designations in the hierarchal framework of faculties in Universities and colleges, namely:-Assistant Professors, Associate Professors and Professors (University Grants Commission Regulations, 2010). The three stratum were formed Professor (P1), Associate Professor (P2) & Assistant Professor (P3). The sample (S) was of 400. The sample from P1, P2 and P3 were calculated by following the formula: - For  $S_1 = \frac{P_1}{P} \times S$ , For  $S_2 = \frac{P_2}{P} \times S$  and For  $S_3 = \frac{P_3}{P} \times S$ . Consequently the final designation wise sample was 48, 81 and 271 respectively for S1, S2 and S3 (Sample size for Professor, Associate Professor and Assistant Professor respectively).

**Table- 1: Stratified Random Strata (Designation Wise)**

Designation	Number of Women Faculties in NCR	Sample Size	Response received
Professor (P1)	1285	38	48
Associate Professor (P2)	2932	86	81

Assistant Professor (P3)	9410	276	271
<b>Total (P)</b>	<b>13627</b>	<b>400</b>	<b>400</b>

The study was mainly based on the primary data collected from 400 women faculties working in Higher Education Institutions in India and secondary data collected through various literature reviews and Maternity Benefit (Amendment) Act of India, 2017 was exclusively referred. On the basis of data analysis and statistical analysis through Multivariate Analysis of Variance (MANOVA), the findings were developed. I have

placed my own interpretations and recommendations regarding the same.

#### **Data analysis**

It deals with the first Hypothesis which was “There are no significant factors underlying the existence of Maternal-wall biasness”.

Based on literature reviews some factors of Maternal-Wall Bias have been identified which are listed below with descriptions:-

<b>Table 2: Identified Factors of Maternal –Wall Bias</b>		
<b>Factor No.</b>	<b>Identified Factors of Maternal –Wall Bias</b>	<b>Definition and Description of Factors</b>
<b>F1</b>	Work -Life Balance	It represents the extent to which individual employees are equally involved in and equally satisfactory with their respective work and life roles.
		It represents a type of inter-role contradiction in which work and family demands are mutually incompatible. It is complicated as; meeting demands in one domain makes it tougher to meet demands in the other domain.
		It shows how relations of the female employees affect their performance (Azeez et.al, 2018).
<b>F2</b>	Maternal-Wall Bias	It is defined as an illegal discrimination within the institution due to maternity leave or; child rearing.
		Risk of losing job & illegal discrimination after maternity leave of 26 weeks to resume work is known as Maternal -Wall bias (Unal et.al, 2016).
<b>F3</b>	Supportive husband or; family	It says that Support from loved ones makes it easier for you to achieve success in your career (Arini et.al, 2010).
<b>F4</b>	Self – blocking/ Self Psychological Barrier	It represents presumptions that one cannot progress in career path. This believes can comes from lack of self-confidence or feeling of inefficiency (Unal et.al, 2016).
<b>F5</b>	Gender Discrimination	It represents the non equality between men and women employees related to opportunities, treatments, job offers, promotions and so forth (Unal et.al, 2016).
		Here it is related with Gender Discrimination within Institution (related to recruitment and promotion).
<b>F6</b>	Good-Old-Boys Club	It defines the situation when Academic leadership positions are mostly occupied by men & they gravitate to hire and foster to men only who can assimilate easily in their group Gaeun Seo et.al 2017).
<b>F7</b>	Government Regulations	It refers to the Government rules & regulations regarding equal career growth opportunities for women and men (Paul Smith, 2012).
<b>F8</b>	Institutional Policy	It represents the Policies of Institution regarding equal career growth opportunities for women and men in the particular institution (Azeez et.al, 2018).



By considering table 2, it can be concluded that there were lots of significant factors underlying the existence of Maternal-wall biasness. Literature reviews depicts the policies and regulations are framed by Government of India to support the working mothers in career advancement. All those entitlement program were made to stop the Maternal-Wall biasness in the institutions or; in organisations. So, the first hypothesis (Ho1) was rejected. It means that, in institution there were lots

of significant factors underlying the existence of Maternal-wall biasness for working mothers in career advancement.

**Statistical Analysis**

It deals with the second objective “there is no Maternal-Wall biasness for working mothers in career advancement”. To achieve the second objective, rating by faculty members on different identified factors is discussed below:-

**1: Rating by Faculty Members on Factor F1: “Work -Life Balance”**

**Table-3: Rating by Faculty Members on Factor F1: “Work -Life Balance”**

Designations	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total
Professor	1	1	6	11	29	48
Reader/ Associate Professor	1	10	7	30	33	81
Lecturer/Assistant Professor	18	17	47	82	107	271
Total	20	28	60	123	169	400

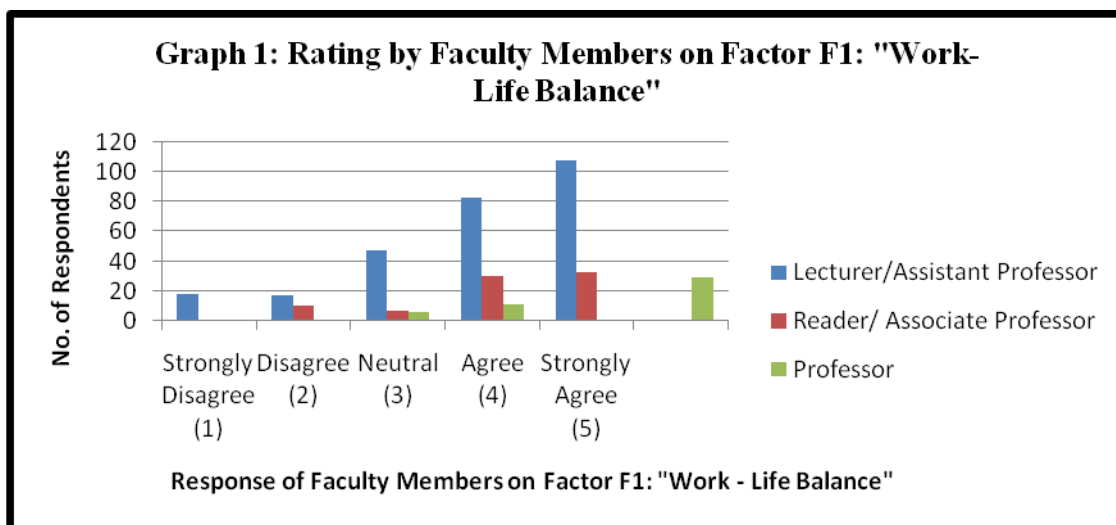


Table 3 & Graph 1 represent the rating by faculty members on Factor F1: “Work Life Balance”. The respondents gave their opinion on 5 point rating scale (Likert Scale):1-Strongly Disagree (SDA), 2-Disagree (DA), 3-Neutral (N), 4- Agree (A), 5-Strongly Agree (SA). As seen in table 3, 3 groups are being classified; Professor (48), Reader/ Associate Professor (81), Lecturer/Assistant Professor (271) respectively.

The respondents have been asked how much they perceive that work life balance had an effect on presence or; absence of glass ceiling in higher education institutions. Out of the 48 Professors who participated in the survey,

40(83.3%) rated either agreed or; above. Similarly among Readers/ Associate Professors, majority i.e. 63 out of 81(77.7%) rated in agreement or; above to the effect of work life balance on glass ceiling. Out of the 271 Assistant Professors surveyed 189 out of 271(69.7%) either agreed or strongly agreed. The respondents who strongly disagreed (SDA) were in absolute minority – 2%, 1% and 6.6% in professor, reader/associate professor and assistant professor group respectively.

It is clear from the table that it is acceptable across all the groups that inter role conflict definitely exist. Work and family demands are mutually incompatible. So, meeting demands in

one domain makes it tough to meet demands in other. This conflict play a major role so that females are unable to achieve the amount of

success in workplace that is expected from them .This acts as a roadblock for them to break the glass ceiling.

**2: Rating by Faculty Members on Factor F2: “Maternal - Wall Bias”**

**Table-4: Rating by Faculty Members on Factor F2: “Maternal - Wall Bias”**

Designations	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total
Professor	8	0	7	15	18	<b>48</b>
Reader/ Associate Professor	12	3	14	34	18	<b>81</b>
Lecturer/Assistant Professor	32	25	63	77	74	<b>271</b>
<b>Total</b>	<b>52</b>	<b>28</b>	<b>84</b>	<b>126</b>	<b>110</b>	<b>400</b>

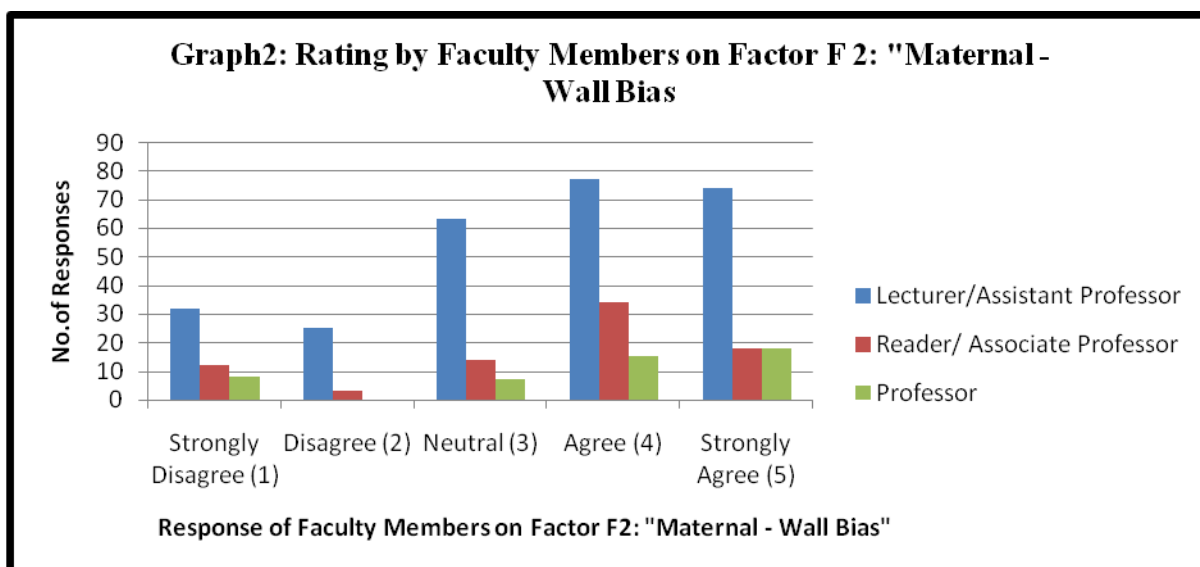


Table 4 & Graph 2 represent the rating by faculty members on Factor F2: “Maternal Wall Bias”. The respondents gave their opinion on 5 point rating scale (Likert Scale):1-Strongly Disagree (SDA), 2-Disagree (DA), 3-Neutral (N), 4- Agree (A), 5- Strongly Agree (SA). As seen in table 4, 3 groups are being classified; Professor (48), Reader/ Associate Professor (81), Lecturer/Assistant Professor (271) respectively. The respondents have been asked how much they perceive that maternal- wall bias (illegal discrimination within the institution due to maternity leave or child rearing) had an effect on

presence or; absence of glass ceiling in higher education institutions.

Out of the 48 Professors who participated in the survey, 33(68.7%) rated either agreed or; above. Similarly among Readers/ Associate Professors, majority i.e. 52 out of 81(64.1%) rated in agreement or; above to the effect of maternal-wall bias on glass ceiling. Out of the 271 Assistant Professors survey 151(55.9%) strongly agreed or agreed and 63(23%) rated neutral to the effect of maternal- wall bias. The total respondents who either disagreed or strongly disagreed were only 20 % (80 out of 400).

**3: Rating by Faculty Members on Factor F3: “Supportive husband or; family”.**

**Table-5: Rating by Faculty Members on Factor F3: “Supportive husband or; family”**

Designations	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total
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Professor	0	0	9	13	26	<b>48</b>
Reader/ Associate Professor	3	5	3	27	43	<b>81</b>
Lecturer/Assistant Professor	4	9	15	62	181	<b>271</b>
<b>Total</b>	<b>7</b>	<b>14</b>	<b>27</b>	<b>102</b>	<b>250</b>	<b>400</b>

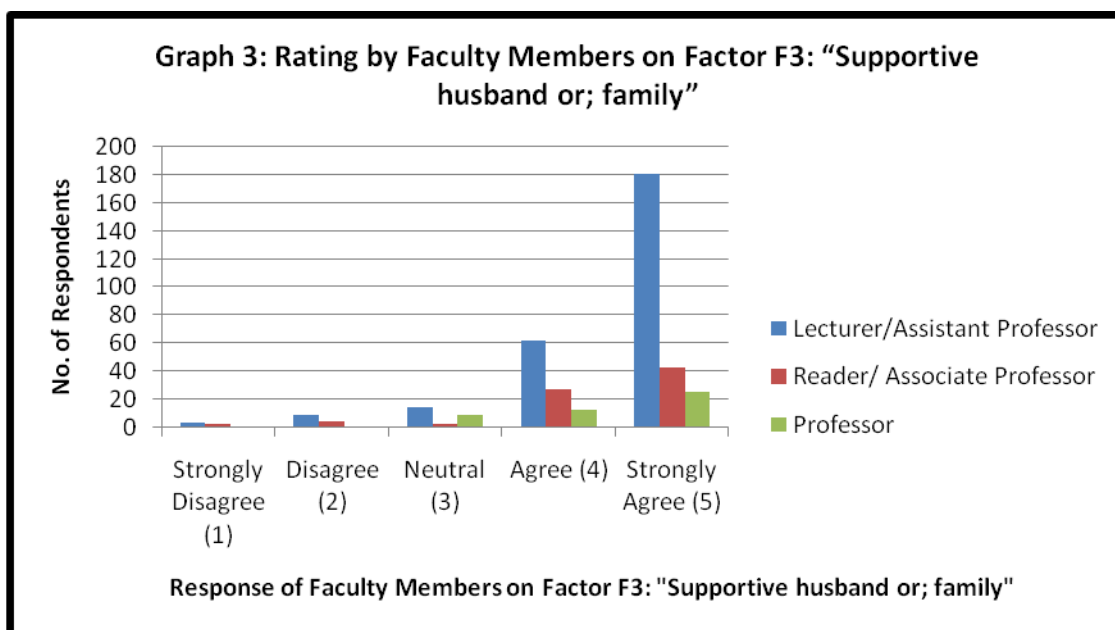


Table 5 & Graph 3 represent the rating by faculty members on Factor F3: "Supportive husband or; family". The respondents gave their opinion on 5 point rating scale (Likert Scale):1-Strongly Disagree (SDA), 2-Disagree (DA), 3-Neutral (N), 4- Agree (A), 5. Strongly Agree (SA). As seen in table 5, 3 groups are being classified; Professor (48), Reader/ Associate Professor (81), Lecturer/Assistant Professor (271) respectively.

The respondents have been asked how much they perceive that supportive husband or; family had an effect on presence or; absence of glass ceiling in higher education institutions. Out of the 48 Professors who participated in the survey, 39(81.25%) rated either agreed or; above. Similarly among Readers/ Associate Professors, majority i.e. 70 out of 81(86.4%) rated in agreement or; above

to the effect of supportive husband or; family on glass ceiling. Out of the 271 Assistant Professors surveyed 243(89.6%) either agreed or strongly agreed with the statement.

Overall it was clear that every designation had a clear perception which varied depending on designation. However, strongly agreement for 'Supportive husband or; family' was consistently the most preferred, regardless of designation. This result is on the line expectation, because husband and wife are the pillars of the society. Without the support of husband, the path for wife to become successful becomes a lot difficult. Similar is true for vice-versa as well. Some women do succeed even if husband is not cooperating, as can be seen that 21 out of 400(5%) answered in negative, but they have to make extra effort for this.

**4: Rating by Faculty Members on Factor F4:"Self – blocking/ Self Psychological Barrier"**

**Table-6: Rating by Faculty Members on Factor F4:"Self – blocking/ Self Psychological Barrier"**

Designations	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total
Professor	1	4	17	18	8	<b>48</b>



Reader/ Associate Professor	17	9	12	26	17	<b>81</b>
Lecturer/Assistant Professor	27	20	80	83	61	<b>271</b>
<b>Total</b>	<b>45</b>	<b>33</b>	<b>109</b>	<b>127</b>	<b>86</b>	<b>400</b>

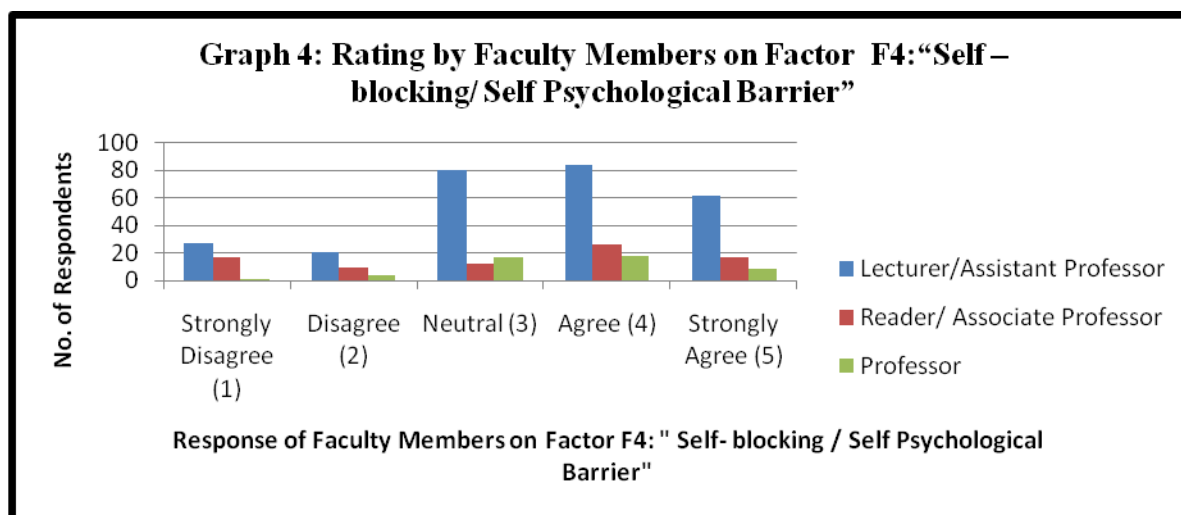


Table 6 & Graph 4 represent the rating by faculty members on Factor F4: "Self- blocking/ Self Psychological Barrier". The respondents gave their opinion on 5 point rating scale (Likert Scale):1-Strongly Disagree (SDA), 2-Disagree (DA), 3-Neutral (N), 4- Agree (A), 5. Strongly Agree (SA). As seen in table 6, 3 groups are being classified; Professor (48), Reader/ Associate Professor (81), Lecturer/Assistant Professor (271) respectively. The respondents have been asked how much they perceive that Self- blocking/ Self Psychological Barrier had an effect on presence or; absence of glass ceiling in higher education institutions. It refers to the assumption that one cannot progress in career path due to lack of self confidence or feeling of inadequacy.

Out of the 48 Professors who participated in the survey, 26(54.1%) rated either agreed or; above, while 5(50.4 %) either disagreed or strongly disagreed.. Similarly among Readers/ Associate Professors, majority i.e. 43 out of 81(53.1%) rated in agreement or; above to the effect of self-blocking/ self Psychological barrier on glass ceiling, while 26(31%) answered in negative. Out of the 271 Assistant Professors surveyed 144(53.1%) responded in confirmative, whereas 47(17.3%) either disagreed or strongly disagreed.

So, it can be seen that response in all the three groups are almost identical, but the most preferred response in all the three groups was agree (A).

**5: Rating by Faculty Members on Factor F5:"Gender Discrimination"**

Designations	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total
Professor	16	8	6	7	11	<b>48</b>
Reader/ Associate Professor	23	21	14	15	8	<b>81</b>

Lecturer/Assistant Professor	78	67	34	42	50	271
<b>Total</b>	<b>117</b>	<b>96</b>	<b>54</b>	<b>64</b>	<b>69</b>	<b>400</b>

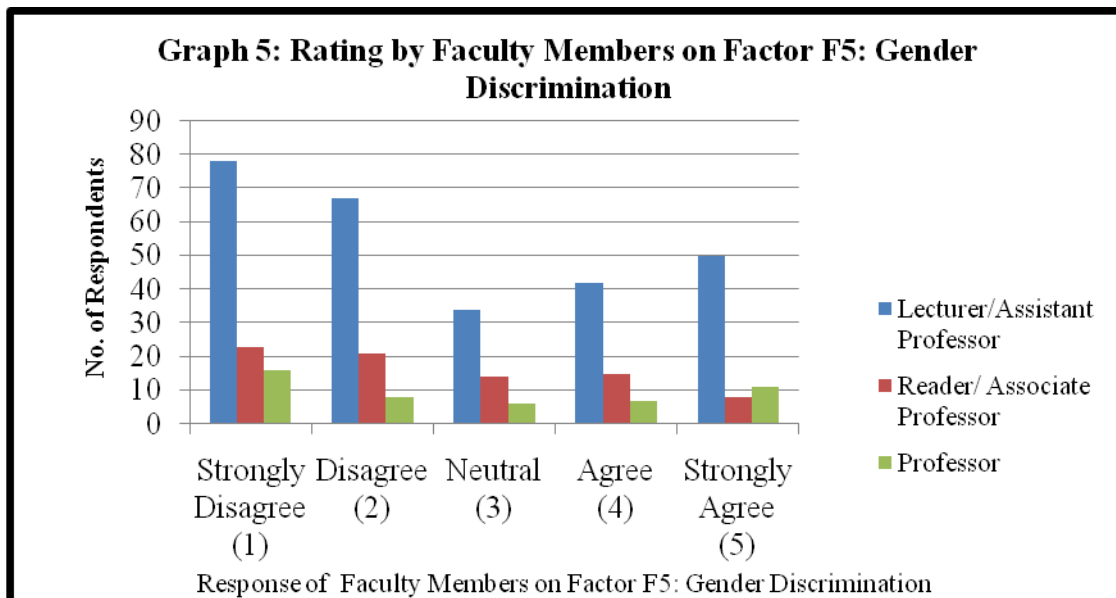


Table 7 & Graph 5 represent the rating by faculty members on Factor F5: “Gender Discrimination”. The respondents gave their opinion on 5 point rating scale (Likert Scale):1-Strongly Disagree (SDA), 2-Disagree (DA), 3-Neutral (N), 4- Agree (A), 5-Strongly Agree (SA).As seen in table 7, 3 groups are being classified- Professor(48), Reader/ Associate Professor (81), Lecturer/Assistant Professor (271) respectively. The respondents have been asked how much they perceive that gender discrimination had an effect on presence or; absence of glass ceiling in higher education institutions.

Out of the 48 Professors who participated in the survey 24(50%) disagreed that gender discrimination is responsible for the presence or; absence of glass ceiling. Similarly among Readers/ Associate Professors majority i.e. 44 out of

81(54.3%) rated in disagreement or strongly disagreed about the effect of Gender discrimination on glass ceiling. Out of the 271 Assistant Professors surveyed, 145 (43.5%) disagreed with the statement .But if we consider to those respondents who agreed or strongly agreed that gender discrimination is prevalent in the institution, the values were 18 out of 48(37.5%),23 out of 81(28.3%) and 92 out of 271(33.9%) respectively in the three groups.

Overall it was clear that every designation had a clear perception which varied depending on designation. However, majority respondents in all the three groups opined that gender discrimination at the level of institute is not a factor for them not to achieve the topmost position in their field of working.

**6: Rating by Faculty Members on Factor F6: “Good-Old-Boys Club”**

Designations	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total
Professor	12	4	7	8	17	<b>48</b>
Reader/ Associate Professor	12	18	13	20	18	<b>81</b>

Lecturer/Assistant Professor	49	52	62	48	60	271
<b>Total</b>	<b>73</b>	<b>74</b>	<b>82</b>	<b>76</b>	<b>95</b>	<b>400</b>

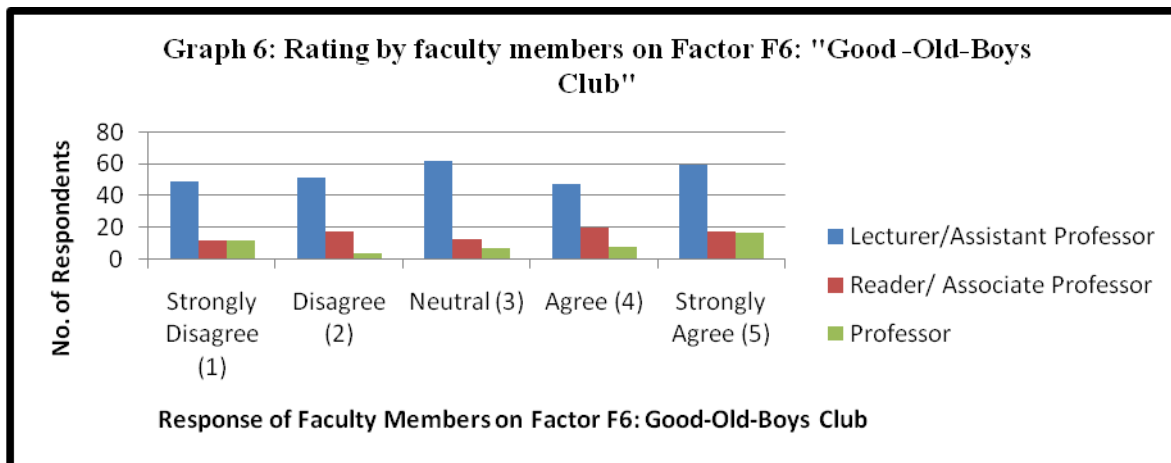


Table 8 & Graph 6 represent the rating by faculty members on Factor F6: "Good-old-Boys Club". It refers to the situation when academic leadership positions are mostly occupied by men and they tend to recruit and promote more males who can assimilate easily in their group.

The respondents gave their opinion on 5 point rating scale (Likert Scale):1-Strongly Disagree (SDA), 2-Disagree (DA), 3-Neutral (N), 4- Agree (A), 5- Strongly Agree (SA).As seen in table 8, 3 groups are being classified; Professor (48), Reader/ Associate Professor (81), Lecturer/Assistant Professor (271) respectively.

Out of the 48 Professors who participated in the survey, 25(52%) either agreed or strongly agreed, while 33.3% (16 out of 48) disagreed or strongly disagreed. Similarly among Readers/ Associate Professors, majority i.e. 38 out of 81(46.9%) either agreed or strongly agreed but (37%) 30 disagreed (SDA+A) with the statement about the effect of Good-old-Boys Club on glass

ceiling. Out of the 271 Assistant Professors surveyed 39.8 % ( 108 out of 271) agreed (A+SA) but 37.2 % (101) either disagreed or strongly disagreed with the statement.

The table clearly shows that at the lower rank, the women are more susceptible to the so called Good Old Boys Club syndrome as it can be seen that the opinion in this group is almost equally divided in the two extreme of responses (39.8% vs. 37.2%), but if we see the response of the top group (professor) level, majority of them have rejected the idea that such Good Old Boy Club exists (52% vs. 33%). And in the middle group, the response is somewhat average of the two groups (46% vs. 37%). It may be due to the fact that once a woman reaches at higher level in institution, they are themselves in a position to control this Good Old Boys Group Syndrome, because they have the power to control the things, due to their superior position in the institute.

#### 7: Rating by Faculty Members on Factor F7: "Government Regulations"

**Table-9: Rating by Faculty Members on Factor F7: "Government Regulations"**

Designations	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total
Professor	4	1	11	15	17	48
Reader/ Associate Professor	5	6	14	27	29	81
Lecturer/Assistant Professor	7	16	49	66	133	271
<b>Total</b>	<b>16</b>	<b>23</b>	<b>74</b>	<b>108</b>	<b>179</b>	<b>400</b>

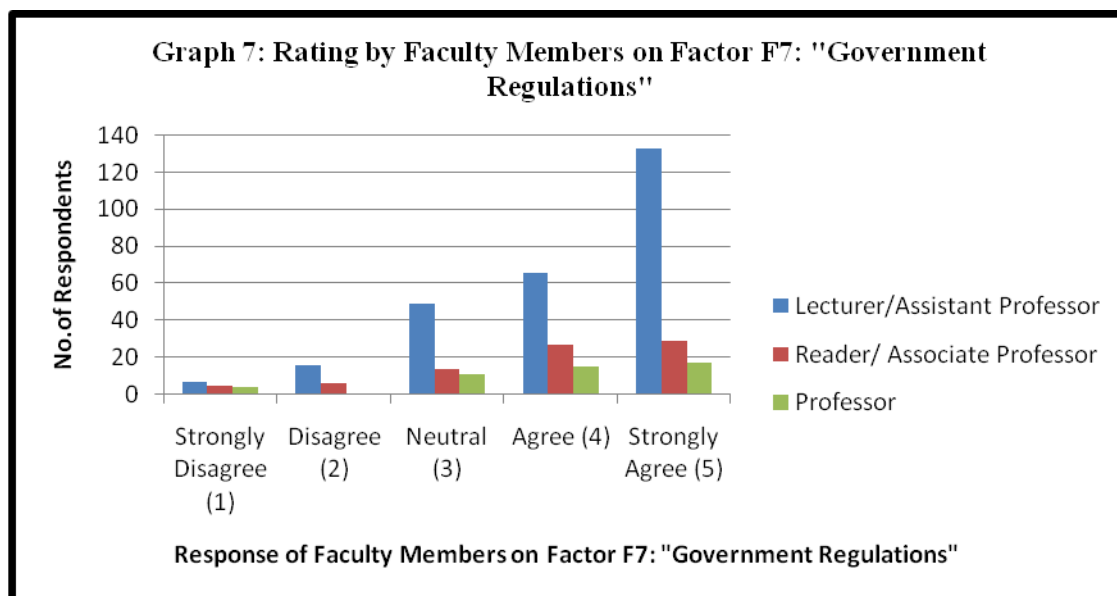


Table 9 & Graph 7 represent the rating by faculty members on Factor F7: "Government Regulations". The respondents gave their opinion on 5 point rating scale (Likert Scale): 1-Strongly Disagree (SDA), 2-Disagree (DA), 3-Neutral (N), 4- Agree (A), 5. Strongly Agree (SA). As seen in table 9, 3 groups are being classified; Professor (48), Reader/ Associate Professor (81), Lecturer/Assistant Professor (271) respectively. The respondents have been asked how much they perceive that government regulations had an effect on presence or; absence of glass ceiling in higher education institutions.

Out of the 48 Professors who participated in the survey, 32(66.7%) stated that government regulations and policies do play a keen role for improving the gender inequality at higher level in academic institutions., while only 5 out of 48(10.4%) disagreed. Similarly among Readers/ Associate Professors, majority i.e. 56 out of

81(69.8%) rated in agreement or; above to the effect of government regulations on glass ceiling but only 11 out of 81(13.6%) disagreed. In the same line, out of the 271 Assistant Professors surveyed, 133 strongly agreed and 66 agreed with the statement. So, the positive response in this group was 73.4 % (199 out of 271), while only 8.4% (23 out of 271) denied it.

Overall it was clear that every designation had a clear perception which varied depending on designation. However, strongly agreement for 'Government Regulations' was consistently amongst the most preferred, regardless of designation. This is a very important table which shows that most women prefer that government regulations are there to help them achieve their dreams. So, government should also keenly follow the regulations, giving new policies every now and then for gender equality and also should ensure that the policies are being implemented at ground level.

#### 8: Rating by Faculty Members on Factor F8: "Institutional Policy".

Designations	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	Total
Professor	4	2	7	17	18	<b>48</b>
Reader/ Associate Professor	4	5	12	30	30	<b>81</b>
Lecturer/Assistant Professor	6	12	55	74	124	<b>271</b>
<b>Total</b>	<b>14</b>	<b>19</b>	<b>74</b>	<b>121</b>	<b>172</b>	<b>400</b>

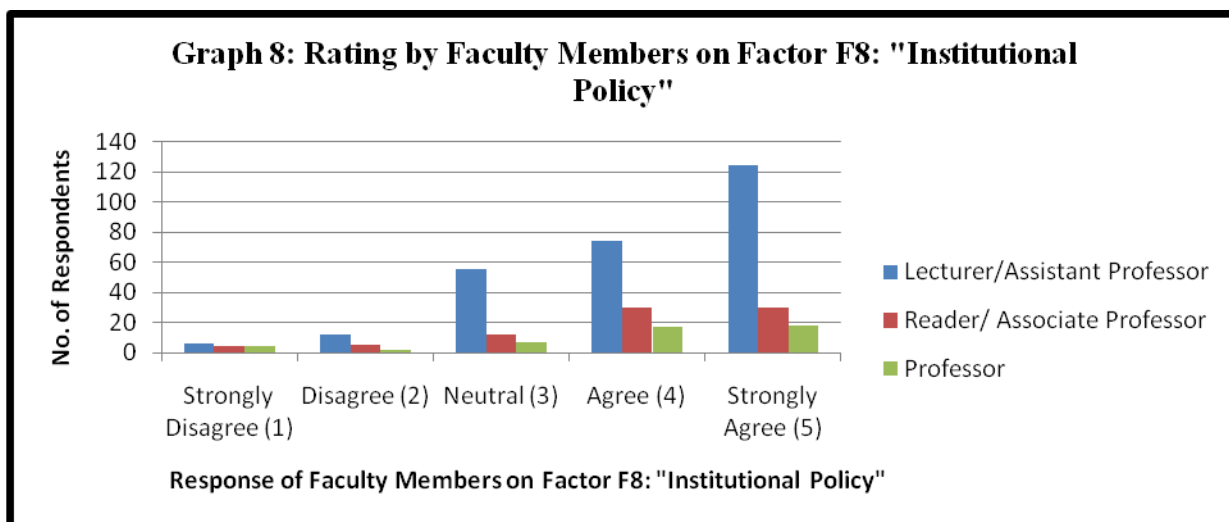


Table 10 & Graph 8 represent the rating by faculty members on Factor F8: "Institutional Policy". The respondents gave their opinion on 5 point rating scale (Likert Scale):1-Strongly Disagree (SDA), 2-Disagree (DA), 3-Neutral (N), 4- Agree (A), 5. Strongly Agree (SA).As seen in table 10, 3 groups are being classified; Professor (48), Reader/ Associate Professor (81), Lecturer/Assistant Professor (271) respectively.

The respondents have been asked how much they perceive that institutional policy had an effect on presence or; absence of glass ceiling in higher education institutions. Out of the 48 Professors who participated in the survey, 35(72.9%) rated either agreed or; above. Similarly among Readers/ Associate Professors, majority i.e. 60 out of 81(74.85) rated in agreement or; above to the effect of institutional policy on glass ceiling. Out of the 271 Assistant Professors surveyed, 198 out of 271(73%) either agreed or strongly agreed.

The respondents who either disagreed or strongly disagreed were 12.5% in the Professor

group, 11% in Associate professor group and 6.7% in Assistant professor group.

The results from this table are identical to that of table 4.4.1G. It shows that majority of women feel and opined that along with government regulation, policies at the institutional level also play an important role in safeguarding the position of women in higher academic institutions.

**Multivariate Analysis of Variance (MANOVA)**

The Statistical analysis was conducted in which Multivariate Analysis of Variance (MANOVA) was used. It examines the means within a group and between groups to see if the means between groups or; variables are significantly different. In MANOVA, the number of response variables is increased to two or more. Here in current study the Multivariate analyses of 08 factors for different administrative post held by the women faculties were conducted.

		N
Administrative post (if you are holding any administrative post in current Institution)	Dean	5
	Director	15
	Head of the Department	90
	None	184
	Other	90
	Principal	16

By analysing Table -11, I found that out of total sample of 400 female faculties, only 5 faculties were holding the administrative post of Dean, 15 faculties were on Director Post, 16 faculties were

on the post of Principle, only 90 female faculties were working on the post of Head of the Department, 90 faculties were worked on some



other administrative posts and 184 faculties hadn't held any administrative post in institution.

<b>Table-12: Multivariate Tests<sup>a</sup></b>						
Effect		Value	F	Hypothesis df	Error df	Sig.
Administrative post if you are holding any administrative post in current Institution	Pillai's Trace	1.045	3.249	150	1845	0
	Wilks' Lambda	0.299	3.333	150	1810.01	0
	Hotelling's Trace	1.41	3.416	150	1817	0
	Roy's Largest Root	0.574	7.054 <sup>c</sup>	30	369	0
a. Administrative post if you are holding any administrative post in current Institution						
b. Exact statistic						
c. The statistic is an upper bound on F that yields a lower bound on the significance level.						

Table-12 represents Multivariate ANOVA test result (P-value) for 8 factors which depicts response of female faculties on the basis of Administrative Post. The result indicates that the p-values for the Pillai's, Wilk's, Lawley Hotelling and Roy's test are less than 0.05, so the effect of perception is statistically significant. Thus, it indicates that significant evidence exists for effect of perception based on factors of glass ceiling on the basis of Administrative Post of the respondents.

Therefore, it was concluded that there is Maternal-Wall biasness for working mothers in career advancement. The career advancement of the female faculty's is significantly affected by the identified 8 factors- Work-Life Balance, Maternal – Wall Bias, Supportive husband or; Family, Self-blocking/ Self-Psychological Barrier, Gender discrimination, Good-Old-Boys Club, Government Regulations and Institutional Policy.

<b>Table-13: Result of Test of Between-Subjects Effects</b>						
Source	Dependent Variable	Type III Sum of Squares	df	Mean Squares	F	Sig.
Administrative post if you are holding any administrative post in current Institution	Work -life Balance	16.591	5	3.318	2.593	0.025
	Maternal-Wall Bias (illegal discrimination within the institution due to maternity leave or; child rearing) Note: - If you are not having children, please mark general perception.	18.75	5	3.75	2.209	0.049
	Supportive husband or; family (Support from loved ones makes it easier for you to achieve success in your career)	12.623	5	2.525	3.233	0.007
	Self – blocking/ Self Psychological barrier (represents assumptions that one cannot progress in career path).	41.053	5	8.211	4.919	0
	Gender discrimination within your Institution (related to recruitment and promotion)	41.299	5	8.26	3.958	0.002
	Good-old-boys club (It occurs when Academic leadership positions are mostly occupied by men & they tend to recruit and promote to males only)	33.45	5	6.69	3.361	0.006

	who can assimilate easily in their group).					
	Government regulations (regarding equal career growth opportunities for women and men).	14.194	5	2.839	2.357	0.04
	Institutional Policy (Policies of Institution regarding equal career growth opportunities).	19.341	5	3.868	3.547	0.004

The table result also indicates that calculated level of statistical significance (P-value) was less than 0.05 ( $P < 0.05$ ) for all the eight factors. So, there was significant effect of perception among all the independent factors of glass ceiling. Thus, the result indicates that the perception of women faculties for glass ceiling based on Administrative Post managed by them was significantly affected by the factors of glass ceiling. So, the second null hypothesis (Ho<sub>2</sub>) was rejected. It means that, in institution there is Maternal-Wall biasness for working mothers in career advancement. Despite the Institutional policies, Government Regulations and Maternity Benefit Act, the working women are still facing the discrimination in their career advancement due to eight factors viz; Work-life balance, Maternal – Wall bias, Unavailability of supportive husband or; family, Self- blocking/ Self- Psychological Barrier, Gender discrimination, Good-old - boys club, Government regulations and Institutional policies.

Thus, it can be concluded that, the existing rules and regulations are not implemented properly at ground level of academic institutions and women having their personal or, social barriers due to which they are not seeking high level positions as well as give up or fail to pursue promotions because of the state of accepting something unpleasant that women cannot change like; organisational obstacle in the form of Good-old-boys club.

#### **4. Findings**

With the help of Data analysis and literature review I reached to the following findings:-

1. There is Maternal- Wall Biasness in Higher Education Institutions of National Capital Region, India.
2. The identified 8 factors of Maternal –Wall Biasness are: - Work-Life Balance, Maternal – Wall Bias, Supportive husband or; Family, Self-blocking/ Self-Psychological Barrier, Good-Old-Boys Club, Gender discrimination, Government Regulations and Institutional Policy.
3. The Professors’ perception shows the most marked preference for strongly agreed or;

agreed for all the 8 identified factors except “Gender Discrimination”. Professors were strongly disagreed to the factor “Gender discrimination”.

4. Employers reacted negatively for the Maternity Benefit (Amendment) Act of India 2017 and parental leave (Team Lease, 2018).
5. Chances of hiring and promotion for working mothers discriminated (Williams & Cuddy, 2012).
6. Greater percentage of the spouses/partners of the women worked full time, in comparison with the male executives (Castano et.al, 2010).
7. Females face stronger performance ratings than males to get promotion in the hierarchy (Lyness and Heilman, 2006).
8. Number of female faculties at the level of Professor in Higher Education Institutions as well as at the administrative post is very less (Rakhi et.al, 2020).

#### **Interpretations**

The conceptual believe "Women, the personation of motherhood" must not be changed but be modified with the time (Nandy et.al, 2014). The change is a must and it can be achieved only with modification in thought process of administration of institutions which will eventually switch the way society sees it.

If Women can be bearer of a new life, they can for sure maintain lifelines of an organization (Nandy et.al, 2014). Talent should be priority of every institution. Talent is gender neutral; it does not discriminate between humans on basis of their gender. Management of an organization is rightly said as Human resource and that should prevail. Classification of “Human Resource” into “Male resource”, “Female Resource” or for that matter gender-based classification should be discouraged by institutions.

#### **Recommendations**

Some recommendations are given to remove the maternal – wall biasness within the institutions and to improve the working environment for working mothers that may result in their career advancement.

1. Equal leave for new Parents- Presently, Paternity leaves are very less compared to the maternity leaves which a notion behind it has that the breadwinners for the family should be males and females are the caretakers. Equal leaves for new Parents will not only change this notion, it will also help sharing the responsibilities of both work and family between couples equally. It will help to treat male and females equally and normalize the way organization sees the risks in employing a female of a certain age regarding their commitment towards career and balancing family responsibilities.
2. Support for Childcare – Even in modern day, Childcare is considered as more of a responsibility of a mother than of a father. According to Pew Research Centre Survey “About 42 % working mothers (four-in-ten) reported that they had adopted the reduced working hours culture or stopped to do overtime in order to take care for a child or other family members at some point in their professional life, while just 28% of working fathers reported that they had done the same”. Eg: Barack Obama, Former President of USA has rightly said in his 2015 State of the Union address , I quote “It’s time we stop treating child care as a side issue, or a women’s issue, and treat it like the national economic priority that it is for all of us” (Times of India, 2015).
3. Address Maternal Bias – Maternal bias at workplace is implicit and institutions must be willing to address it. If institutions acknowledges the underlying bias and takes due step to address it, it will give women a chance to explore their fullest potential with a mind free of any load of prejudice and discrimination.
4. Flexibility vs. face-time culture – institutions can try to strike a perfect balance between Flex schedule and Face- Time (i.e., events of networking, meetings, disclosure to high level executives and mentors).This will help working mothers to get enough chance to bond with their baby as well as continue working without losing any important face time opportunities at work place. Thereby, not missing any advancement opportunity and even leadership pipeline remains open for them.

## 5. Conclusion

For women passionately working towards looking through the Glass ceiling, even thought of hitting the maternal wall or thinking

about motherhood is petrifying. Motherhood is considered as a new set of unexpected challenge which would impede their ability to get any closer to the glass ceiling.

Thus, it can be concluded that, the existing rules and regulations are not implemented properly at ground level of academic institutions and women having their personal or, social barriers due to which they are not seeking high level positions as well as give up or fail to pursue promotions because of the state of accepting something unpleasant that women cannot change like; organisational obstacle in the form of Good-old-boys club.

The hurdles might be overcome by many ways, but it would take more than just determination and enthusiasm of career driven mothers. Family, Society and institutions will have to come together and try to explore ways to empower women. They together can take women to the top of maternal wall, the perfect launch pad for them to propel through the glass ceiling.

## Future Implications

For future study some suggestions are as follows:-

1. Size of sample should increase.
2. Number of responses from Professors and women Administrators should be increased.
3. Responses should be taken or questionnaire should get filled from Men faculties as well.

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