# GLASS CEILING AND GLASS CLIFF AS APPLIED TO WORKING WOMEN'S ATTITUDINAL OUTCOME: A CRITICAL REVIEW

**Dr. Shiney Chib**

Research Guide, Datta Meghe Institute of Management Studies, Nagpur

**Ms. Kanchan Kishor Tiwari**

Research Scholar, Datta Meghe Institute of Management Studies, Nagpur
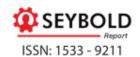
**Abstract:**

*Even through there is considerable increase in participation and existence of women employees in the workforce, the entry of women into higher managerial positions remains restricted. Various studies have confirmed this fact that women in India and around the world face the problem of glass ceiling and glass cliff. Researcher wants to throw the light on need of equality which is only seen in policies practices but the fact is females are not taken as healthy competitor of male in professional role due to the social taboo & how these things are affecting their performance, job satisfaction, work life balances, stress level & their confidence. The purpose of this research is to find about the how much such kind of things creates problems in the life of female & the members related with them and to understanding the effects of gender discrimination on working female & its effects on their job satisfaction. For this purpose, the data has been collected from various articles, seminars and periodicals published by various researchers nationally and internationally. Results also confirmed that women employees are under stress most of the time and this leads to low self-esteem, low well-being, low organizational commitment and also low job satisfaction among them.*

**Keywords:** Glass Ceiling, Glass Cliff, Job Satisfaction, Women Employees, Stress.

## Introduction

It has been seen from ancient time that we as a person perform so many social roles which have been already decided as a norm by our society. These roles are performed by Men &Women. These people are having their roles to perform & if they perform beyond that we as a part of society do not welcome or appreciate their act or behavior. This made us to think that men are always supposed to be the bread earner for their family, females are always supposing to perform their family obligations & if they do opposite to it then it becomes the part of gossip in our society as well as workplaces also. As we know that now a day's people are coming out of this taboo of inequality & discrimination but still it exist & can be seen in various forms at different places. Mostly we take educational intuitions good for working of females but now day's scenario is quite changed due to the changes in competitive environment & strategic expectation of employer. The purpose of this research is to identify the factors behind the gender inequality at Pvt. Education institutions in various forms especially for females in terms of invisible & visible barriers & my aim is to find that how female employees face this inequality in the form glass ceiling & glass cliff barriers or do it really it exists for women at in educational institutions. Through this an attempt is made to find out the possibility stress as a

moderating factor which also affect in combination with glass ceiling & glass cliff. Researcher wants to throw the light on need of equality which is only seen in policies practices but the fact is females are not taken as healthy competitor of male in professional role due to the social taboo & how these things are affecting their performance, job satisfaction, work life balances, stress level & their confidence. The purpose of this research is to find about the how much such kind of things creates problems in the life of female & the members related with them.

**AIM of the Study**

Understanding the effects of gender discrimination on working female & its effects on their job satisfaction.

**Research Objectives**

To study the available literature on gender discrimination (glass ceiling & glass cliff) with working female attitudinal outcomes in terms of Stress, well-being, self-esteem, organizational commitment and job satisfaction.

**Research Methodology:**

The research is carried out to find out the facts behind the various issues emerging now a day at workplace & becomes problem for organizations to deal with it. After having deep concern with literature review & studies researcher has found there is a gap in studying glass ceiling on working female employees in private institutions.

**Literature Review:**

**David Jaffee (1989),** talked about gender inequality at workplace in terms of autonomy & authority. He has taken factors to study like human factor & gender status effect on workplace authority & autonomy. The result shows that as per the study gender inequality also affects the authority & autonomy at workplace.

Similarly, **Sangeetha Rajan and Venkat R. Krishnan (2002),** also talked about the Impact of gender on influence, power and authoritarianism in their paper. They studied about the relationship between gender & seven influence strategies (assertiveness, bargaining, coalition, friendliness, higher authority, reason, and sanctions) and five power bases (reward, referent, legitimate, expert, and coercive). The findings shows that Authoritarianism was significantly positively correlated with assertiveness but it was not significantly correlated with sanctions & legitimate power was significantly positively correlated with authoritarianism but coercive power was, contrary to what we had hypothesized, significantly negatively correlated.

Likewise the above researchers **Anja-Kristin, Abendroth, Silvia MelzerL, Alexandra Kalev,& Donald Tomaskovic- Devey (2017),** also talked about the same issue that is woman access to power & gender earning gap in their paper titled "women at work: women access to power & gender earning gap". The variables taken by the researcher are individual

characteristics & company characteristics & studied its effect on gender gap in earning & access to power. The result shows 1.the estimates are for gender earnings inequalities between men and women in the same workplaces and similar occupations, with similar accumulated human capital and family situations.

Similarly, **Sebastian C. Schuh ,Alina S. Hernandez Bark (2013),** wrote & studied Gender difference in leadership role occupancy: The mediating role of power motivation. The independent variable they have taken age, level of education, achievement motivation & impression management with mediating variable power motivation & dependent variable leadership role occupancy. The findings of the study reveal that 1.gender was significantly related to power motivation 2. Power motivation is significantly related to leadership role occupancy in comparison to male counterparts. Along with power there are few of the researchers who have also taken into consideration the access of leadership for women & men at work place.

In this regard, **Asima Mushtaq & Dr. Ishtiaq Hussain Qureshi (2016), i**n their paper on "Gender and Leadership Styles: A Conceptual Framework for Analysis" studied the combination differently male & female subordinations. The moderating factors they have taken in their study about style of leadership & overall its impact on organizational performance. The findings show that organizational performance, which is dependent on the leadership styles preferred by both the genders & Men tend to use task-oriented leadership styles while women generally use relationship oriented style of leadership.

European world talk about equal employment opportunities for employees in the workplace but still there is lot of gender discrimination and glass ceiling. Whether the females are working in the public sector or in the private sector they have to face the glass ceiling. Analyzing gender pay gaps across the wage distribution in eleven countries **Arulampalam et al. (2007)** found that the magnitude of the pay gap varied largely in different sectors and private and public organizations. That gap is maximum at the top level positions and low at the lower level management, which is generally referred to as 'sticky floor' effect.

It is observed by the **Mohamed Zainal (2009)** there are several other factors that hurdle the women promotability besides manager's perception including the work and family life conflicts. He further added, in assessing the phenomena of glass ceiling in Malaysia there are many factors that can affect the female employee promotion, but he focused on manager's perception toward women promotion. Gender bias environment is faced by women all over the world. Even in developed countries women face the challenges to their survival in job. Sub-continent is underdeveloped as compared to the European world. Women have to do take care of their kids and home besides their job. They are highly educated but they don't get a chance to avail the status in top management.

The same scenario is investigated by the **(Jain & Mukherji, 2010).** The gender stereotypes influences judgment and evaluation for the promotion of women in an organization. It affects the women motivation to hard work. Regardless of being highly educated, women remain in lower management level. Indian organizations are still lacking commitment to achieving workplace diversity. Women have to give up their career to take care of their kids.

Women can progress if they rely on maids and home assistance from other family members **(Jain & Mukherji, 2010)**. The impact of gender discrimination can be assessed by studying effects of wages, hiring, promotion practices or rated salary raise scales for female employees. There are stereotypes, which are of the view that the women should be paid less. Men should get priority on women during the whole career of her job. Even in developing countries female employees face the discrimination in pay. They are not given justified pay in comparison to the work they do. Gender discrimination is the phenomena that can be observed in every society. Females bear equal burden of work as men do but even then they are paid less than their colleagues.

Pakistan Social and Living standard Measurement (PSLM) survey (2004-2005) supports the findings of **Farooq & Sulaiman (2009)** that the females are under paid as compared with their co-men workers. This discrimination can be eliminated through the proper investment in education sector that can help women to be acquainted with the required knowledge and skill for the particular job. As found by the **Díaz & Sánchez (2011)**, there is a significant difference in pay for women than men in France, Germany, Italy, Spanish and United Kingdom. Potential wages are determined by the talent of the human capital while the actual wage differ in the sense that it is paid to employees depending on their ability to tranform their human capital, knowledge and experience into the earnings of the organization. Female employees do share their experience and knowledge equally as the men do, during their employment career. Employees are discriminated on what they can potentially earn and what actually they have been paid.

Employees work hard but they couldnot get the pay that is their right. **Leutwiler & Kleiner (2003)** found that the stereotypes among women, minorities, still exist and have an effect on placement of job, hiring, promotion and rewards and raises. If the best individual does not get the fair promotion just because of the fallacious stereotypes then the organziations productivity can decrease. If the organization is not responsive to employee complaint about this type of dicrimination then employee should contact US Equal Opportunity Employment Commission. Organizations should respond to the needs of the female employees if they are facing the wage discrimination. It can help improve the performance of the employees and ensure the performance of the organization.

**Channar et al. (2011)** analyzed the effect of gender discrimination on the employees' satisfaction and motivation, commitment and enthusiasm and stress level. They found that in

private sector women are more discriminated than they are in public sector. Gender discrimination lowers the job satisfaction and commitment. Women are less committed and enthusiastic toward job if they are discriminated on the ground of gender. Gender discrimination and stress level is highly positively related. If there is gender discrimination, then women are more likely to do work under stress.

Discrimination also decreases the employees' organizational commitment. It also affects the job satisfaction. As said by **Ensher et al. (2001)** job satisfaction and organizational commitment is important constituent of employee attitudes and behaviors that can be largely affected by the perceived discrimination. Organizations must follow the steps to decrease the perceived discrimination and increase the commitment of employees towards the organization.

Perceived discrimination results in increased work tension at one extreme and at the other it decreased the job satisfaction and organziational commitment **(Sanchez & Brock, 1996)**. When there is a discrimination in terms of wages, promotion and recognition, employees' commitment level towards the organization suffers a lot.

Employees who face discrimination in terms of compensation, job assignment, promotion, layoff and/or disciplinary actions are most likely to file the grievances than those who face no or zero gender discrimination **(Allen & Keaveny, 1985)**. Employees suffering from the discrimination are more likely to file the grievances towards the organization. There must be programs that develop the sense to curb the discrimination and enhance the organizational commitment. So that the employees enjoy employment satisfaction and enhanced organizational commitment.

According to **Gutek et al. (1996)** perceived gender discrimination among female employees was related to lower and decreased feelings of power and authority and job esteem. When there is a perceived discrimination female employees are more likely to feel the decreased powers and lack the job esteem and show lower organizational commitment.

Glass Ceiling has also an affect on Organizational Commitment which is addressed by following authors. **Dost et al. (2002)** found moderate level of relationship between glass ceiling and organizational commitment. Therefore, employee commitment towards organization is fairly affected by the glass ceiling. Organizations should develop policies to minimize the glass ceiling practices. They should give proper career advancement opportunities to females in order to retain highly skilled and qualified professional.

As quoted by **Jawahar & Hemmasi (2006)** when organizations do not give proper career advancement opportunities to women employees, they have to face unavoidably loss of competent, capable, skilled, experienced and knowledgeable professionals.

Similarly, female employee shows decreasing organizational commitment when they work in the environment which is highly dominated by the gender bias and men stereotypes **(Korabik & Rosin, 1991)**. This shows that gender biasness has an adverse effect on the commitment of female employees towards organization.

Organizational commitment is an established work-related attitude for measuring the correspondence between an employee and the organization. It is a psychological state that assesses the strength of an employee's desire, need and obligation to maintain membership with an organization **(Meyer & Allen, 1991).**

A highly committed employee is characterized as an individual who is willing to go the extra mile for the organization, maintain affiliation with it, and identify with its goals and values **(Meyer & Allen, 1991; Meyer, Kam, Goldenberg & Bremner, 2013; Steers, 1977)**. Thus, it is assumed that organizational commitment is a major factor that can differentiate highly effective organizations from the less effective ones.

Organizational commitment is associated with critical organizational outcomes such as turnover intentions, wellbeing, productivity and organizational performance **(Meyer et al., 2013).** Taking these outcomes into consideration, it is logical to aver that organizations may value committed employees since they are most likely to contribute the most to organizational effectiveness. As a personal attribute, age can have a strong influence on an employee's level of organizational commitment.

The view is based on findings of anecdotal and empirical fine-grained studies that suggested that age and organizational commitment may be related **(Abdul-Nasiru, Mensah, Amponsah-Tawiah, Simpeh, & Kumasey, 2014; Bal & Kooji, 2011; De Lange, Taris, Jansen, Smulders, Houtman, & Kompier, 2006; Macdonald & Levy, 2016; Salami, 2008).** Review of past studies in the organizational commitment literature revealed a three-fold age influence on organizational commitment.

In one category are findings that showed age had a positive significant relationship with organizational commitment **(Affum-Osei, Acquaah, & Acheampong, 2015; Ferreira & Coetzee, 2010; Keebler, 2012; Ogba, 2008; The Center on Aging & Work, 2011)**, and implied that older workers evinced a higher commitment to the organization. An intuitively appealing explanation for this attitude is that as workers age, access to alternative employment opportunities becomes less and this may elicit stronger emotional attachment to their present organization.

The second category consist of studies with contrary findings in that it was suggested age is negatively related to organizational commitment **(e.g., Abrams, Swift, & Drury, 2016; Bayl-Smith & Griffin, 2014; Kunze, Boehm, & Bruch, 2011; Redman & Snape, 2006)**. In essence, these findings, which showed that organizational commitment declined among older

employees may be an indication of waning emotional attachment to the organization as employees grow older.

Physiological changes that result in deteriorating physical and mental fitness occur as an individual cross age 25 **(Boersch-Supan, Duezguen, & Weiss, 2005; Skirbekk, 2008; van Ours, 2009)** and may contribute to an employee's negative feeling towards the organization.

Lastly are findings that surprisingly showed no significant age influence on organizational commitment **(Chui, Tong, & Mula, 2007; Lumley, 2009).** These studies do not support the view that age plays a significant role in organizational commitment, and suggested that any change in commitment is attributable to factors other than age.

Despite the remarkable increase in the existence of women in the workforce, the entry of women into higher managerial positions remains restricted. Various studies have confirmed this fact. Researcher wants to throw the light on need of equality which is only seen in policies practices but the fact is females are not taken as healthy competitor of male in professional role due to the social taboo & how these things are affecting their performance, job satisfaction, work life balances, stress level & their confidence. The purpose of this research is to find about the how much such kind of things creates problems in the life of female & the members related with them.

**Conclusions:**

A women's role has changed tremendously over the last few decades and women are making great contributions to the society. It may often appear that men are in charge, but women are encroaching as there is a seismic economic shift of power from men to women at least if not vertically but horizontally. However, despite this paradigm shift in women empowerment and development, there seems to be an invisible barrier that prevents women from reaching the top. This scenario has come to represent a variety of biases that prevent qualified minorities and women from advancing in the workplace particularly into mid-and senior-level management positions. Women still continue to dominate low-paying, low status, traditionally female occupations, such as secretarial work.

The study supports the opinion obtained in the literatures that glass ceiling has a noticeable impact on women career advancement, the results of the analyzed and interpreted data made strong unique and significant statistical contributions in explaining the impact on glass ceiling on stress, well-being, self-esteem, affective organizational commitment and job satisfaction among working female employees irrespective of whether she belong to private organization or government organization. In India, where the voice of women empowerment is high, government is taking efforts to improve the social status of women but women are still expected to be responsible for doing household chores and taking care of children while men are the bread winners, which can restrict women's career options. Some factors which are situational

in nature sometimes emerge as clear barriers to the growth of women, such factors include gender discrimination, lack of respect from male colleagues and insensitive handling of the multiple roles played by women. Family Commitment and relocation due to transfer of spouse's job also inhibited the growth of the women employees.

**References:**

- Abbas, Q., Hameed, A., & Waheed, A. (2010). Gender Discrimination & Its Affect on Employee Performance/Productivity. *Managerial and Entrepreneurial Developments in the Mediterranean Area*.

- Abeer, I.; Faisal, T. S.; Aimam, R.(2013). Mediating Role of Job Stress Between Workplace Discrimination Gender Discrimination- Glass Ceiling and Employee Attitudinal Outcomes Job satisfaction And Motivation in Banking Sector of Pakistan. *Middle- East Journal of Scientific Research,18(2),264-274.*

- Allen R. E., & Keaveny T. J.. Factors differentiating grievants and nongrievants. *Human Relations*, 1985; pp. 519-534.

- Appelbaum, Steven H., Naveen Asham, and Kamal Argheyd. "Is the Glass Ceiling Cracked in Information Technology? A Quantitative Analysis: part 1." *Industrial and Commercial Training*, 2011: 354-361.

- Arulampalam, Wiji, Alison L. Booth, and Mark L. Bryan. "Is There a Glass Ceiling over Europe? Exploring the Gender Pay Gap across the Wage Distribution." *Industrial and Labor Relations Review*, 2007: 163-186.

- Channar, Zahid Ali, Zareen Abbasi, and Imran Anwar Ujan. "Gender Discrimination in Workforce and its Impact on the Employees." *Pak. J. Commer. Soc. Sci*, 2011: 177-191.

- DeCenzo, David A., and Stephen P. Robins. *Human Resource Management.* New York: John Wiley & Sons, 1998.

- Delina, G., & Raya, R. P. (2013). A study on work-life balance in working women. *women*, *2*(5).

- Díaz, Ma Ángeles, and Rosario Sánchez. "Gender and Potential Wage in Europe: A Stochastic Frontier Approach." *International Journal of Manpower*, 2011: 410-425.

- Dost, M Khizer Bin, Zia Ur-Rehman, and Samia Tariq. "The Organizations having High Level of Glass Ceiling, has Lower Productivity due to LAck of Employee Commitment." *Kuwait Chapter of Arabian Journal of Business and Management Review*, April 2002: 93-103.

- Ensher, Ellen A., Elisa J. Grant-Vallone, and Stewart I. Donaldson. "Effects of Perceived Discrimination on Job Satisfaction, Organizational Commitment, Organziational Citizenship Behavior, and Grievances." *Human Reseource Development Quarterly*, 2001: 53-72.

- *Eurofound.* 2012 ___ 12-October. http://www.eurofound.europa.eu.

- Farooq, Mohammad, and Dato' Jamalludin Sulaiman. "Gender Earnings Inequality and Discrimination in the Pakistani Labor Market." *The Dialogue*, July-September 2009: 373-385.

- Gopal, R., & Chowdhury, R. G. (2014). Leadership styles and Employee Motivation: An empirical investigation in a leading oil company in India. *IMPACT: International Journal of Research in Business Management (IMPACT: IJRBM)*, *2*(5), 1-10.

- Gutek B. A., Cohen A. G., & Tsui A. Reactions to Perceived Sex Discrimination. *Human Relations*, 1996; pp. 791-813.

- Insh, Gary S., Nancy McIntyre, and Nancy K. Napier. "The Expatriate Glass Ceiling: the Second Layer of Glass." *Journal of Business Ethics*, 2008: 19-29.

- Jaffee, D. (1989). Gender inequality in workplace autonomy and authority. *Social Science Quarterly*, *70*(2), 375.

- Jain, Neera, and Shoma Mukherji. "The Perception of 'Glass Ceiling' in Indian Organizations: An Exploratory Study." *South Asian Journal of Management*, 2010: 23-42.

- Jawahar, I. M., and Pegah Hemmasi. "Perceived Organizational Support for Women's Advancement and Tirnover Intentions: The Mediating Role of Job and Employer Satisfaction." *Women in Management Review* 2, no. 8 (2006): 643-661.

- Khoreva, V. (2012). Gender inequality, gender pay gap, and pay inequity: Perceptions and reactions in Finnish society and workplaces.

- Korabik, K., and H. Rosin. "Workplace Variables, Affective Responses, and Intention to Leave Among Women Managers." *Journal of Occupational Psychology* 64 (1991): 317-330.

- Leutwiler, Jennifer, and Brian H. Kleiner. "Statistical Analysis for Determining Pay Discrimination." *Equal Opportunities International*, 2003: 1-8.

- Mohamed Zainal, Siti Rohaida Binti. "The Glass Ceiling Phenomenon in Malaysia: The Effect of Bosses' Perception of Family-Work Conflict and women Promotability." *Malaysia Labor Review*, 2009: 39-46.

- Mowday, Richard T., Lyman W. Porter, and Robert Dubi. "Unit Performance, Situational Factors, and Employee Attitudes in spatially Separated Work Units." *Organizational Behavior and Human Performance*, October 1974: Pages 231–248.

- Ryan, M. K., Haslam, S. A., Hersby, M. D., & Bongiorno, R. (2011). Think crisis–think female: The glass cliff and contextual variation in the think manager–think male stereotype. *Journal of Applied Psychology*, *96*(3), 470.

- Sanchez, J. I., and P. Brock. "Outcomes of Perceived Discrimination among Hispanic Employees: Is Diversity Management a Luxury or a Necessity?" *Academy of Management Journal*, 1996: 704-719.

- Sabharwal, M. (2013). Productivity and leadership patterns of female faculty members in public administration. *Journal of Public Affairs Education*, 73-96.