

Impact of Glass Ceiling on Stress, Well-Being, Self-Esteem, Effective Organizational Commitment and Job Satisfaction among Working Women

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Abstract: *Even though there is a considerable increase in participation and subsistence of women employees in the workforce, the ingress of women into higher managerial positions remains restricted. Numerous studies have confirmed this fact that women in India and around the world face the problem of the glass ceiling and glass cliff. The researcher wants to throw the light on the 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 800 women employees who are working in different private and government organizations through a semi-structured questionnaire. 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

I. 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 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 exists & 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 the employer.

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The purpose of this study is to identify the factors behind the gender difference at Pvt. Education institutions in various forms especially for females in terms of invisible & visible barriers & I aim to find that how female employees face this inequality in the form glass ceiling & glass cliff barriers or do it exists for women at in educational institutions. Through this, an attempt is made to find out the possibility of stress as a moderating factor which also affects in combination with glass ceiling & glass cliff. The 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 the 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 analysis is to seek out about how much such kind of things creates problems in the life of female & the members associated with them.

II. LITERATURE REVIEW

David Jaffee (1989), talked about gender inequality at the 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 difference also affects the authority & autonomy at the 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 show 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 Kaley, & Donald Tomaskovic-Devey (2017), also talked about the same issue that is woman access to power & gender earning a 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 the gender gap in earning & access to power. The result shows 1.the

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estimates are for gender incomes differences between men and women with in the same workplaces and similar professions, with similar accumulated human capital and family conditions. 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 gender was significantly related to power motivation and 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 to leadership for women & men at the workplace. In this regard, Asima Mushtaq & Dr. Ishtiaq Hussain Qureshi (2016), in their paper on “Gender and Leadership Styles: A Conceptual Framework for Analysis” studied the combination differently male & female subordination. The moderating factors they have taken in their study about the style of leadership & overall its impact on organizational performance. The findings show that organizational performance, that depends on the leadership styles most well-liked by both the genders & Men tend to use task-oriented leadership styles whereas women usually use relationship- oriented style of leadership.

III. STATEMENT OF PROBLEM

Despite the remarkable increase within the subsistence of women in the workforce, the admittance of women into higher managerial positions remains circumscribed. Varied studies have confirmed this fact. The researcher wants to throw the light on the 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 how much such kind of things creates problems in the life of female & the members related to them.

IV. RESEARCH OBJECTIVES

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

V. HYPOTHESIS

1. **H1- H1-** Gender Discrimination – Glass ceiling & Glass Cliff have a significant impact on Job Stress among working female employees.
2. **H2-** Gender Discrimination- Glass Ceiling & Glass Cliff will have a significant impact on Self-esteem, Organizational Commitment, job satisfaction and well-being among working female.

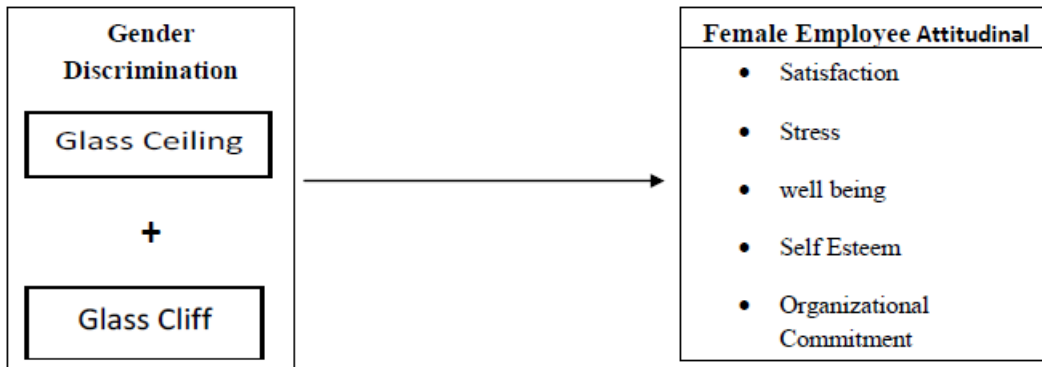
VI. RESEARCH METHODOLOGY

The research is carried out to find out the facts behind the various issues emerging nowadays at the workplace & becomes a problem for organizations to deal with it. Researches based on data collection & analysis gives an idea about the impacts & consequences concerning the problem. After having a deep concern with literature review & studies researcher has found there is a gap in studying glass ceiling on working female employees in private institutions.

A. Sample & Sampling Method

Responses were received from women employees working in private and government organizations. Minimum 1000 responses were expected from each type of organization; however, a total of 800 responses were received i.e. 400 from Private and 400 from Government employees. A Nonprobability Judgmental Sampling technique is used in this research to find the effect of the Glass ceiling on Stress and Job Satisfaction.

B. Frame work for Research



7. Data Collection

Primary data collection technique is used in this research where data is collected through a structured questionnaire distributed to women employees working in public and government organizations. The questionnaire is validated by

conducting a pilot survey on 30 women employees each from public and government organization. The Cronbach's alpha value obtained is 0.826; since the value is more than 0.80 the questionnaire is validated. The result is shown below:

C. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.826	.827	89

VII. DATA ANALYSIS

In order to study the impact of glass ceiling and glass cliff on stress, Self-esteem, Organizational Commitment, job satisfaction and well-being among women employees, data was collected through semi-structured questionnaire and responses received were analyzed using regression analysis technique, where the mean of factors representing each dependent variables is compared with glass ceiling and glass cliff.

Hypothesis 1: Gender Discrimination – Glass ceiling & Glass Cliff have significant impact on Job Stress among working female employees.

To study the impact of Glass ceiling & Glass cliff on Job stress among working female employees, linear regression analysis is applied using SPSS ver. 20 taking Job stress as dependent variable and mean of all factors representing Glass Ceiling & Glass Cliff as independent variables, where following results were obtained:

A. Impact of Glass Ceiling on Job Stress

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.957 ^a	.916	.916	.38755

a. Predictors: (Constant), Glass Ceiling

From the above table, the R square value is .916 and adjusted R square value is also .916 which says that job stress is 91.6% of glass ceiling; remaining 8.4% may include other parameters which influences Job stress, which states that there is a **very strong relationship** between the two

variables. Also, the R-value obtained is .957 which shows that there is a **very strong positive relationship** between Glass ceiling and job stress. This indicates that Job stress increases due to the increase in the Glass ceiling at the organization.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1300.652	1	1300.652	8659.716	.000 ^b
Residual	119.856	798	.150		
Total	1420.508	799			

a. Dependent Variable: Stress

b. Predictors: (Constant), Glass Ceiling

From the above ANOVA table, it is inferred that the F value is 8659.716 at a significance level of .000. The significance

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value is less than the alpha value of 0.05 ($p < 0.05$), which shows that the Glass ceiling has a significant impact on Job Stress among working female employees. Hence, the hypothesis i.e. “Gender Discrimination – Glass ceiling have

a significant impact on Job Stress among working female employees” is **accepted**.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.087	.034		2.534	.011
	Glass Ceiling	.963	.010	.957	93.058	.000

a. Dependent Variable: Stress

The above standardized beta coefficient table gives an impact of Glass Ceiling on Job Stress among working female employees. T value of Glass Ceiling obtained is 2.534 and significance is 0.011 and the probability is less than .05. Thus, Glass ceiling have significant impact on Job

Stress among working female employees. Hence the hypothesis i.e. “Gender Discrimination – Glass ceiling have significant impact on Job Stress among working female employees” is **validated**. Thus the linear equation is drafted as,

$$\text{Job Stress} = 0.087 + 0.963 \text{ Glass Ceiling}$$

B. Impact of Glass Cliff on Job Stress:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.939 ^a	.881	.881	.45986

a. Predictors: (Constant), Glass Cliff

From the above table the R square value is .881 and adjusted R square value is also .881 which says that job stress is 88.1% of glass cliff; remaining 11.9% may include other parameters which influences Job stress, which states that there is **very strong relationship** between the two

variables. Also the R value obtained is .939 which shows that there is **very strong positive relationship** between Glass cliff and job stress. This indicates that Job stress increases due to increase in Glass cliff at the organization.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regress	1251.757	1	1251.757	5919.369	.000 ^b
	Residua	168.751	798	.211		
	Total	1420.508	799			

a. Dependent Variable: Stress

b. Predictors: (Constant), Glass Cliff

From the above ANOVA table, it is inferred that the F value is 5919.369 at significance level of .000. The significance value is less than alpha value of 0.05 ($p < 0.05$), which shows that Glass cliff have significant impact on Job Stress among working female employees. Hence, the hypothesis i.e. “Gender Discrimination –Glass Cliff have significant impact on Job Stress among working female employees” is **accepted**.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.140	.041		3.437	.001
	Glass Cliff	.946	.012	.939	76.937	.000

a. Dependent Variable: Stress

The above standardized beta coefficient table gives an impact of Glass Cliff on Job Stress among working female employees. T value of Glass cliff obtained is 3.437 and significance is 0.01 and the probability is less than .05. Thus, Glass cliff has significant impact on Job Stress among working female employees. Hence the hypothesis i.e. “Gender Discrimination – Glass cliff have significant impact on Job Stress among working female employees” is **validated**. Thus the linear equation is drafted as,

$$\text{Job Stress} = 0.140 + 0.946 \text{ Glass Cliff}$$

Hypothesis 2: Gender Discrimination- Glass Ceiling & Glass Cliff will have significant impact on job satisfaction,

Affective organizational commitment, well – being, turnover intentions & self-esteem among working female

To test the impact of glass ceiling & glass cliff on job satisfaction, affective organizational commitment, well-being, and self-esteem among working female, linear regression analysis is applied on each factor separately using SPSS ver. 20 taking job satisfaction, affective organizational commitment, well-being, and self-esteem as a dependent variable and mean of all factors representing Glass Ceiling & Glass Cliff as independent variables, where the following results were obtained:

Impact of Glass Ceiling

Model	R	R Square	Adjusted R Square	ANOVA	Sig.
Well being	-.956 ^a	.915	.915	8557.874	.000 ^b
Self esteem	-.956 ^a	.914	.914	8450.207	.000 ^b
Organisatio Commitment	-.955 ^a	.911	.911	8203.606	.000 ^b
Satisfaction	-.948 ^a	.899	.899	7103.989	.000 ^b

From the above table the R square value obtained for well-being, self-esteem, organizational commitment, and job satisfaction is .915, 0.914, 0.911 and 0.899 respectively, also adjusted R square value obtained is more than or equal to 0.899. This shows that there is a **very strong relationship** between the two variables and the present model is very strong. Also, the R-value obtained in case of all the variables states that there is a **very strong negative**

relationship between the well-being, self-esteem, organizational commitment, and job satisfaction and the glass ceiling.

Impact of Glass Cliff

Model	R	R Square	Adjusted R Square	ANOVA	Sig.
Well being	-.941 ^a	.885	.885	6169.798	.000 ^b
Self esteem	-.941 ^a	.885	.884	6116.387	.000 ^b
Organizatio Commitment	-.939 ^a	.882	.882	5944.627	.000 ^b
Satisfaction	-.930 ^a	.865	.865	5112.513	.000 ^b

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The above table shows the relationship of well-being, self-esteem, organizational commitment and job satisfaction with Glass cliff. The R square value obtained for well-being, self-esteem, organizational commitment, and job satisfaction is .885, 0.885, 0.882 and 0.865 respectively, also adjusted R square value obtained is more than or equal to 0.865. This shows that there is a **very strong relationship** between the

two variables and the present model is very strong. Also, the R-value obtained in case of all the variables states that there is a **very strong negative relationship** between the well-being, self-esteem, organizational commitment, and job satisfaction and glass cliff.

The linear relationship of the variables with glass ceiling and glass cliff is also studied and it is found that:

A. Well Being:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.262	.033		-8.048	.000
	Glass Ceiling	-.911	.010	-.956	92.509	.000
	Glass Cliff	-.896	.011	-.941	78.548	.000

a. Dependent Variable: Well Being

The above-standardized beta coefficient table gives an impact of Glass cliff and Glass cliff on Well Being of working female employees. T value of Glass Ceiling obtained is 92.509 and of Glass Cliff is 78.548 and significance is 0.000 and the probability is less than 0.05. Thus, Glass ceiling and Glass cliff have a significant impact on the well-being of working female employees. Hence the

hypothesis i.e. “Gender Discrimination – Glass ceiling and glass cliff have a significant impact on Well-being among working female employees” is **validated**. Thus the linear equation is drafted as,

$$\text{Well Being} = 0.262 - 0.896 \text{ Glass Cliff} - 0.911 \text{ Glass Ceiling}$$

B. Self Esteem:

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.204	.033		-6.132	.000
	Glass Ceiling	-.923	.010	-.956	91.925	.000
	Glass Cliff	-.909	.012	-.941	78.207	.000

a. Dependent Variable: Self Esteem

The above-standardized beta coefficient table gives an impact of Glass cliff and Glass cliff on Self-esteem of working female employees. T value of Glass Ceiling obtained is 91.925 and of Glass Cliff is 78.207 and significance is 0.000 and the probability is less than 0.05. Thus, Glass ceiling and Glass cliff have a significant impact on the self-esteem of working female employees. Hence the

hypothesis i.e. “Gender Discrimination – Glass ceiling and glass cliff have a significant impact on self-esteem among working female employees” is **validated**. Thus the linear equation is drafted as,

$$\text{Self Esteem} = 0.204 - 0.923 \text{ Glass Ceiling} - 0.909 \text{ Glass Cliff}$$

C. Organizational Commitment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.143	.034		4.159	.000
	Glass Ceiling	-.939	.010	-.955	90.574	.000
	Glass Cliff	-.924	.012	-.939	77.101	.000

a. Dependent Variable: Organizational Commitment

The above-standardized beta coefficient table gives an impact of Glass cliff and Glass cliff on organizational commitment of working female employees. T value of Glass Ceiling obtained is 90.574 and of Glass Cliff is 77.101 and

significance is 0.000 and the probability is less than 0.05. Thus, Glass ceiling and Glass cliff have a significant impact on organizational commitment of working female employees.

Hence the hypothesis i.e. “Gender Discrimination – Glass ceiling and glass cliff have a significant impact on organizational commitment among working female employees” is **validated**. Thus the linear equation is drafted as,

$$\text{Organizational commitment} = 0.143 - 0.939 \text{ Glass Ceiling} - 0.924 \text{ Glass Cliff}$$

D.Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.128	.037		-3.463	.001
	Glass Ceiling	-.941	.011	-.948	84.285	.000
	Glass Cliff	-.924	.013	-.930	71.502	.000

a. Dependent Variable: Satisfaction

The above- standardized beta coefficient table gives an impact of Glass ceiling and Glass cliff on job satisfaction of working female employees. T value of Glass Ceiling obtained is 84.285 and of Glass Cliff is 71.502 and significance is 0.000 and the probability is less than 0.05. Thus, Glass ceiling and Glass cliff have a significant impact on job satisfaction of working female employees. Hence the hypothesis i.e. “Gender Discrimination – Glass ceiling and glass cliff have a significant impact on job satisfaction among working female employees” is **validated**. Thus the linear equation is drafted as,

$$\text{Job Satisfaction} = 0.128 - 0.941 \text{ Glass Ceiling} - 0.924 \text{ Glass Cliff}$$

VIII. FINDINGS OF THE STUDY

The above analysis shows that there is a very strong relationship between the glass ceiling & glass cliff with wellbeing, self-esteem, organizational commitment, and satisfaction. However only stress showed a positive relationship with glass ceiling as well as a glass cliff. This shows that the glass ceiling and glass cliff has a direct positive impact on stress of women employees. Increase in glass ceiling will increase the level of stress among women employees. At the same time, an increase in the class ceiling will decrease the well-being, organizational commitment, self-esteem, and level of satisfaction among women employees. Hence, the hypothesis i.e. Gender Discrimination- Glass Ceiling & Glass Cliff will have a significant impact on job satisfaction, Affective organizational commitment, well – being, & self-esteem among working female is validated.

X. CONCLUSIONS

A women's role has changed tremendously over the last few decades and women are making great contributions to 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 situation has returned to represent a spread of biases that forestall qualified minorities and women from advancing within the workplace notably into mid-and senior-level management positions. Women continue to

dominate low-paying, low status, conventionally female professions, such as subsidiary work.

The study supports the view obtained within the literature that glass ceiling contains a noticeable impact on women career advancement. The results of the analyzed and interpreted data created strong distinctive and significant statistical contributions in clearing up 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 belongs to a private organization or government organization (p < 0.05). Results also confirmed that women employees are under stress most of the time and this leads to low job satisfaction among them.

In India, where the voice of women empowerment is high, the 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 breadwinners, which can restrict women’s career options.

Some circumstantial factors generally emerge as a pellucid impediment to the progress of women; such factors include gender difference, lack of admiration from male coworkers and callous handling of the various roles played by women. Family Commitment and relocation due to the transfer of spouse’s job also inhibited the growth of the women employees. Family Commitment and relocation due to the transfer of spouse’s job additionally inhibited the advancement of the women employees.

XI. MANAGEMENT IMPLICATIONS

This study helps the organization to understand that there needs a different approach to treat women employees. They also deserve to be promoted and they should not be deprived of what they are capable to achieve. If this issue is taken care of, then their organizational commitment and job satisfaction will increase and this will lead to positively affect the profitability and growth of the organization.

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AUTHOR PROFILE



Dr. Makrand Upadhyaya's primary areas of research fall within the domains of Consumer behavior: Choice, Justification, Emotion, and Giving. His developing area of expertise involves the psychological aspects of time, money, and happiness---including its connection to Satisfaction and Loyalty. In another stream of research, a great deal of his work explores the role of Strategic Board-Room Leadership. Dr. Upadhyaya has received 'Faculty Distinguished Scholarship Award' in fall 2007 from Research Council, India. His scholarship is growing with publications in leading journals. Professor Upadhyaya's research addresses questions that help CEO's and CMO's measure the effectiveness of their successful consumer behavior strategies, and improve the efficiency of their decision making.

Dr. Upadhyaya is the Head of Department for Marketing at the College of Business Administration and teaches graduate marketing courses: Consumer Behavior, Marketing Management, Internet Marketing, Global Marketing, and Market Research. Professor Upadhyaya brings excellence and innovation into the classroom through his Case-Method and Case-in-Point style of instruction in both on-site and on-line classes using--Blackboard, and eCollege (ClassLivePro). Prior to receiving his doctoral studies from University of Rajasthan in India, (Marketing).

Dr. Upadhyaya had worked over ten years in various leading national and international universities. His teaching focuses on giving student's a strong foundation for critical and analytical thinking processes and how e-businesses can effectively use customer relationship in general and the Internet marketing in particular.

Dr. Upadhyaya adheres to academic rigor GPA targets of his College and had maintained an excellent score of 3.25 out of 4.0. He had also consistently maintained high student evaluations above 4.50 out of 5.0. He had taken sessions in more than twenty five Management Development Programmes on the issues like Managerial Effectiveness; Consumer Behavior; Communication Skills; Behavioral Skills for Managers; Interpersonal Skills; Customer delight; Stress Management, and other related issues. Some of the important organizations where he has conducted management training programmes are: Rajasthan Financial Corporation, Bank of Rajasthan, Lanco Power.