

THE GLASS CEILING VS EMPLOYEE PERFORMANCE IMPACT ON EMPLOYEES' SATISFACTION LEVEL IN THE ORGANIZATION.

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Abstract

Employee satisfaction and employee performance level always interlinked. But the glass ceiling also effect the employee performance level at organizations. Glass ceiling in any organization level always plays a very key role in improving the employee performance and to improve satisfaction level. The employee performance can be measured through a lot of ways e.g. employee turnover, employee contribution for organizational decisions, employee absenteeism etc. Employee satisfaction can be boosted through their better performance at organization like in assessment construction and their productivity level. On the bases of data which was collected from the two major cities of Pakistan (Lahore & Islamabad), it was acknowledged that employee satisfaction can be enhanced by keeping employees' performance on an ideal position and that thing can be achieved if the employees have to face low level of glass ceiling in the organization.

Keywords: Employee Performance, Employee Satisfaction, Glass Ceiling.

1. INTRODUCTION:

Literature states that when women are not promoted intentionally to the higher managerial positions vertically in any organization, this is called as glass ceiling in the organizations. Below a specific level they are allowed to move freely at any position. In that article our main focus is on the glass ceiling and its impact on the employee commitment level in any organization. Glass ceiling is a hurdle which is created artificially by the top management in any organization that restrict women to be ranked at higher levels. But in many other organizations men has also to face so many similar kinds of problems

too but they have very little proportion as compared women. Major portion of the people always prefer to have their female colleagues but they are against with having their bosses as female. This is the major reason why people create artificial hurdles in their organizations to restrict women to the higher classes.

Taylor (1911) was one of the earliest contributors who had identified the factors that are going to influence the performance of the employee during working and in overall scenario. He identified the concept of economic man which was meant that the income level or the reward system existed in the organization is the mainly the factor that may improve the performance of the employees. After that so many researchers had contributed in that concept. The most famous were Huselid (1995), Pfeffer (1994), Arthur (1994).

Due to increase in the qualified women force, the organization are now preferring that hiring the women is more beneficial for the organization and this is going to be predicted that that ratio will increase drastically over the coming years (Reskin & Roos, 1990; Blum, Fields & Goodman, 1994). According to Jackson, Brett, Sessa, Cooper, Julin and Peyronnin, (1991), the organizations can increase their productivity by increasing the team works in the organization of male female mix.

1.2 Review of the Literature and Hypothesis Development:

1.2.1 Glass Ceiling:

The inequality which is created on the work place between men and women is something which is referred to as "Glass Ceiling". It is a very emerging topic no a days and it is also fully covered by all kinds of media available in all over the world in the government and private sectors (Catalyst 1990; State of Wisconsin Task Force on the Glass Ceiling Initiative 1993; Canberra Bulletin of Public Administration 1994; U.S. Department of Labor 1991; Garland 1991; Scandura 1992). According to Morrison et al. (1987), glass ceiling is basically a concept used in a situation is the organizations where women are blocked to the higher positions in the organizational hierarchy.

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and its impact on the employee commitment level in any organization. Glass ceiling is a hurdle which is created artificially by the top management in any organization that restrict women to be ranked at higher levels. But in many other organizations men has also to face so many similar kinds of problems too but they have very little proportion as compared women. Major portion of the people always prefer to have their female colleagues but they are against with having their bosses as female. This is the major reason why people create artificial hurdles in their organizations to restrict women to the higher classes.

Wright (1989, 1997) identify in his research that 25 to 30% of the employees in the developed countries are women and among them the portion of higher level women is just 1% hardly. Fierman (1990), the women portion in the organizations in most of the US companies is very lower. But the women can move at any level in the lower levels of the organizations (U.S. Department of Labor, 1992). The share of women top level managers is increasing gradually with the passage of time but still there is a need of improvement (Fisher, 1992; Segal, 1992; Korn/Ferry International, 1990; Morrison, 1987; White and Van Velsor, 1987; The Center for Creative Leadership, 1987).

It was mid 1970's, when the concept of glass ceiling is being started (Rosen & Jerdee, 1974; Schein, 1973; Jerdee and Rosen, 1974; Solomon, Bishop, and Bresser, 1986; Stroh, Brett, and Reilly, 1992; Fierman, 1990; Freeman, 1990; Stewart & Gudykunst, 1982; Powell, 1993; cf. Freedman and Phillips, 1988; Larwood & Gattiker, 1987; Eberts and Stone, 1985; Shenhav, 1992).

Stump and London (1981b) finds that the decisions about management positions are manly divided into two different categories that should be keep in mind while promoting any employee in an organization. These are:

Job-Irrelevant Criteria:

These are those key points that should avoided while taking any organizational management promotional decisions like gender, race, attitude religious and ethnicity appearance etc.

Job Relevant Criteria:

These are those factors that should be preferred while promoting any employee on the job whether these are male or female like experience, educational level, seniority in their position etc.

Their idea is very effective tool which is still used now a days and it helps to control the impact of glass ceiling in any organization (Stump & London, 1981a; Barr and Hitt, 1986; Hitt and Barr, 1989; London & Stump, 1983).

1.2.2 Employee Performance:

According to Fiedler and House (1988); Maritz (1995); Ristow, Amos and Staude (1999), successful leadership helps in accomplishment of employees' need which results in active performance. Kotler (1988) claims that growing significance of leadership in organizations is because of major changes in business environment such as change in competitive forces and the desire for more involvement of total workforce. Cummings and Schwab (1973), claims that leadership is the most significant factor for judging the employee performance.

According to Maritz (1995) and Bass (1997) leadership is the most significant factor for examining the employee performance. For an organization to be outstanding, it need to have an outstanding leadership and provides as a model for growing organizations. Jones and George (2000) notes that leaders are efficient when they influence their subordinates by effectively achieving the organizational objectives. According to Bas (1995) leadership is the most important aspect for determining the organizational performance.

Compensation is the major element that affects the employee performance. If employees are satisfied that organization is offering a good compensation then their motivation level is enhanced and as a result their performance to work also increases. Robbins (2001) said when employees feel happy about their compensation they are more motivated towards their work and the performance of the company also boosts.

Cameron and Pierce (1996) said that all organizations use pay, promotion and benefits to give confidence to better performing employees. Management of the organization often anticipates depending on the power and responsibility of such employees and these expectations are different from organization to organization. Teseema & Soeters (2006) have described the significant relationship among employee performance and compensation practices. According to Shahzad et al. (2008) there is a direct link between employee performance and compensation practices.

Human resource management is considered the backbone of all businesses. To improve the performance, organizations are trying to improve the performance of human capital. Many researchers are trying to describe the relationship between organizational performance and the performance of employees. According to Cohen & Single (2001) there is lot of pressure on the management of the organization to turn into a friendlier one. Grover and Crooker (1995); and Scandura and Lankau (1997) have found that the sense of employees' obligation to organization become more positive when flexible time scheduling is being adopted by the organization.

Brandt, Krawczyk & Kalinowski (2008) examined that there exist a disagreement among personal life and employees' performance. According to Ali and Baloch (1999) commitment affect the personal life of employees which results in low performance of employees. Aminah (2008) said that work and family conflict is inversely linked to employees' performance. It is examined that work and family conflict decreases employee satisfaction, increases employees stress and decreases performance.

A lot of research has taken place which holds that inverse relation exists between conflict and performance level of employees. Hence it is assumed that there is negative relation between conflict and performance level of employees in Pakistan.

1.2.3 Employee Satisfaction:

Literature has shown that employee satisfaction factor is unique for each employee, and an employee who actively participates in training decisions have higher satisfaction. It is believed that when employees get chance to develop new skills and career opportunities, they enjoy their work and feel valued by the organization. Training is investment in employee and organizations have luxury to get higher employee satisfaction. Training is excellent vehicle for employee satisfaction (Shelton, 2001).

Training may indirectly effect employee satisfaction, but it plays vital role in learning new skills. Training is considered to be the motivational tool for attaining employee satisfaction (Al-Alawiyat, 2010).

One study found positive and significant relationship between training and development and employees satisfaction and discussed that training increases skills, knowledge and abilities of employees that ultimately impacts organization. According to a study training is one of the main

precursor among HR methods to increase the employee satisfaction (Absar, Azim, Balasundaram, & Akhter, 2010). Shaikh, Bhutto, & Maitlo (2010) supported that training and development programs incorporated for employees are productive source of satisfied workforce.

Past studies depict bidirectional relationship between employee satisfaction and job performance while recent studies give more insight of unidirectional relationship that employee satisfaction leads to job performance but weak relationship exists when job satisfaction was analyzed as a result of job performance. (Fried, et al., 2008). Similarly Choo and Bowley (2007), remarks that employee satisfaction and job performance are directly related and that job satisfaction is the result of job performance.

Performance dimensions e.g. task and contextual performance were found to be weakly associated with employee satisfaction and factors of job descriptive index (JDI) were more affected by employee satisfaction level (Shaikh, Bhutto, & Maitlo, 2012). Hong and Waheed (2011) investigated the link between motivation, employee satisfaction and job performance and found that motivation increases employee satisfaction which lead to increase in job performance. Khan, et al. (2012) investigated the impact of employee satisfaction on job performance and found that employee performance is considered to be the result of job satisfaction. Employee performance is measured by various factors like absenteeism, turnover, productivity and employee satisfaction (Gibson, 1990). Performance management system also focuses on employee satisfaction (Tinofirei, 2011). Works of Kirkman and Rosen (1999) and Stewart (2000) show that workers' autonomy has positive relationship with employee satisfaction and job performance.

1.2.3 Schematic Diagram:

The schematic diagram of the above mentioned variables is given below:

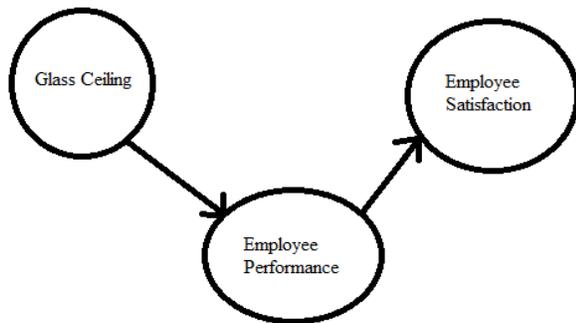


Fig 1: The glass ceiling affects the employee performance that will ultimately affect the employees' satisfaction level in the organization.

Hypothesis:

- H1:* Employee satisfaction level is directly related to employee performance level.
- H2:* Employee satisfaction level is directly related to employee performance level.
- H3:* Employee satisfaction level is directly related to glass ceiling.
- H4:* Employee satisfaction level is directly related to employee performance level and that is ultimately a positive result of the glass ceiling.

RESEARCH DESIGN:

Paradigms are models that serve as guidelines for researchers in their knowledge building process. Two major models are Quantitative or positivist and qualitative or constructivists. If the researcher wants to work on numbers, patterns, and relationships between variables and to make predictions, positivist is the right course of action. However if the purpose is to understand the social meaning out of a context or to get an enhanced look into the depth of data, qualitative is the optimal choice. Logical positivism or Quantitative method bases knowledge only on facts that can be observed and it rejects speculation or any kind of judgements about ultimate origins. As per the requirements of the research question, Positivism is adopted as the particular course of action.

Purpose of this research is explanatory which is used either to explain the nature of certain relationships, or establish differences among groups or the independence of two or more factors in a

solution. It can also be defined as a method or style of research in which the primary goal is to know and understand the trait and nature of relationships or associations that exist between dependent employee performance and independent variables i.e. employee satisfaction and glass ceiling.

In our study, our unit of analysis is individual. Our research question poses questions to be answered from corporate employee's point of view therefore these employees are the unit of analysis for this research study. Unit of observation is the entity *from which data is to be collected*; and in this case it is same as the unit of analysis i.e. an employee.

As per time dimension is concerned Cross-sectional approach for this research is used i.e. one needs to know something at one point in time. In this method many people or elements are investigated at one point in time. Its simpler and cheaper than longitudinal approach but change from one time to another cannot be measured.

Observation is the basic technique of getting information about an event or an individual. Now observation becomes a scientific device which uses in conducting research in a systematic manner with scientific attitude. In our research project all Five point Likert scale was established, having five response categories from strongly disagree to strongly agree. This helped respondents in answering questions as well as in the analysing the data. Closed-ended questions are further categorized into different kinds that covered different aspects about the independent variable as well as on different aspects of dependent variables. Researcher observed the behaviour of employees by filling questionnaire from 375 respondents for data collection. Out of these 375 respondents, 352 were answered correctly and 23 questionnaires were discarded. Thus total sample size of our research was 352 employees in public and private organizations. Data which have collected by the researcher is satisfactory and minimum chances of errors.

As mentioned from probability sampling specifically Stratified Random Sampling technique was used. Stratification method is used when the population elements comprise of homogeneous sub-sets that are heterogeneous externally. Such as strata for different industries were made that had similar companies within for example all telecommunication companies in a service industry, and that were heterogeneous as compared to other industry such as manufacturing and other. Generally in strata based sampling respondents have the equal chance of selected that helps in conducting a rationale

research study. The participants were selected at random but belonged to the required requirements for survey. The population was taken as narrowed as much as possible to keep the study at the level where approximate result can be obtained and can be generalized.

Survey was done by sending a preliminary notification letter to each member of top management in a company we were targeting. Favorable replies from employees lead to sending questionnaires to at least five staff members at different levels, in various roles and in different functional divisions.

The questionnaires were filled from both the genders male and female, with equal percentages taken as sample, who are the employees in the organizations that are to be studied in the current analysis. The willingness of the respondents was highly required in order to get the responses on the subject.

Descriptive Statistics:

	Mean	Std. Deviation	N
Glass Ceiling	2.55	1.034	352
Employee Satisfaction	2.80	1.198	352
Employee performance	2.91	.993	352

Above table provides descriptive statistics for the glass ceiling, employee satisfaction and employee performance.

T-Test:

	Test value = 3					
	T	df	Sig. (2-Tailed)	Mean Difference	99% Confidence Interval of the Difference	
					lower	Upper
Glass Ceiling	46.360	351	.000	2.554	2.41	2.70
Employee Satisfaction	43.854	351	.000	2.801	2.64	2.97
Employee performance	55.005	351	.000	2.912	2.77	3.05

Glass Ceiling

T- Value of trust is 46.360 which is positively related to employee performance with insignificant value of .000 which shows that employees considered glass ceiling as an imperative and significant independent variable important for Employee Performance.

Employee Satisfaction

T- Value of employee’s satisfaction is 43.854 with significant value of .000 which shows that employees have declared that employee satisfaction is an essential ingredient necessary for Employees performance. The employees have clear perception that employee performance

could not be completed without employee satisfaction. The efficiency of employees fairly improves when they are satisfied.

Employee performance

T- Value of Employee performance is 55.005 with significant value of .000 which shows that employees strongly believe that employee's performance is one of key elements in due course of job satisfaction and glass ceiling. Without such an attribute there is rare possibility of positive and strong employee satisfaction. Therefore glass ceiling becomes an essential factor responsible for employee's performance as reviewed various employees.

CONCLUSION:

In the table the glass ceiling affects the employee performance that will ultimately affect the employees' satisfaction level in the organization is measured. The table shows that there is a moderate level of interdependence between these variables. Thus glass ceiling has strong impact on employee satisfaction in an organization. So we will accept H4.

LIMITATION OF THE RESEARCH:

In this research we have questionnaires for our data collection and only the impact of glass ceiling on employee satisfaction and on employee performance was judged. Further study can also be done on the other factors that may have direct or indirect impact on employee performance. We used cross sectional method in this research which means that research will conduct once a time. But we can also use Longitudinal Method for the better results by making comparison of previous research with the current research. It will more helpful for the researcher and the organizations to take better decisions for achievements of the strategic goals.

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