

A REVIEW OF THE EFFECTS OF THE "GLASS CEILING" ON EMPLOYEE
PERFORMANCE, WITH A FOCUS ON WOMEN

¹**Suganya. M**, Assistant professor, Department of Management Studies, PSN College of Engineering and Technology, Melathediyoar, Tirunelveli. suganyavalan.91@gmail.com

²**Madhubala.N**, Assistant professor, Department of Management Studies, PSN College of Engineering and Technology, Melathediyoar, Tirunelveli. mukima8754@gmail.com

³**Kavya. P**, Assistant Professor, Department of Management Studies, PSN College of Engineering and Technology, Melathediyoar, Tirunelveli. pkavya098@gmail.com

⁴**Mr.Vaitheesh. M**, Assistant Professor, Department of Management Studies, PSN College of Engineering and Technology, Melathediyoar, Tirunelveli. vaitheeshmuthu13@gmail.com

⁵**Karpaga sankari**. Assistant professor, Department of management studies, PSN Engineering college, Melathediyoar, Tirunelveli, ksankari1997@gmail.com

Abstract

Worker execution level and representative fulfilment are frequently connected. Yet, the unfair restriction affects the associations' worker execution level. In any association level, biased-based obstruction typically has a particularly significant role in improving worker performance and raising the degree of satisfaction. Several methods, such as worker turnover, representative commitment to authoritative decisions, representative non-appearance, and others, can be used to measure the representative presentation. Improved performance at the association, such as in evaluation development and efficiency level, can aid in worker fulfilment. Based on data collected from Hyderabad and Secunderabad, two of Telangana's major cities, it was determined that maintaining employees' exhibition in the ideal position can improve representative fulfilment. This was determined to be possible provided that the employees face little to no discriminatory restriction within the organisation.

Keywords: Employee Performance, Employee Satisfaction, Glass Ceiling.

Introduction

According to writing, it is referred to as an unachievable rank in organisations when Women are not purposefully elevated to the upper administrative positions upward in any association. They may move freely in any direction under a specific level and at any position. The prejudiced based hindrance and its impact on the worker responsibility level in any association are the article's main points of emphasis. Discriminatory restrictions are barriers that are ostensibly put in place by the senior management of any organisation to prevent women from being positioned at more important levels. But in many other associations, men must also deal with a wide range of challenges that are similar to those faced by women, though to a much lesser extent. A large number of people typically really. This is the primary reason people create fictitious barriers in their organisations to exclude women from the upper echelons. It was perhaps one of the first things that was understood to affect how a person presents themselves both while working and in general. He understood the concept of the monetary man, which meant that the association's pay scale or prize structure was primarily the factor that may affect the representatives' ability to exhibit themselves. Following then, countless analysts made contributions to that notion. The association is currently in favour of hiring women since it is more profitable for the association due to the growth of the certified female workforce, and it is projected that this percentage will dramatically increase.

Objectives of the study

1. To have an insight into the concept of Glass Ceiling
2. To know the impact of Glass Ceiling on the performance of employees
3. To understand the magnitude of ill effects of Glass Ceiling

Review of Literature

Glass Ceiling:

The phrase "Biased based obstacle" refers to the difference that exists between individuals at work. It is a highly relevant topic these days, and a variety of media outlets that are available worldwide, in both public and private spaces, have fully covered it (Impetus 1990; Province of Wisconsin Team on the Unfair limitation Drive 1993; Canberra Release of Policy management 1994; U.S. Branch of Work 1991; Wreath 1991; Scandura 1992). According to Morrison et al. (1987), the concept of unjustifiable hindrance is primarily used in cases when women are barred from higher positions in the hierarchical order.

According to writing, it is referred to as a biased-based hindrance in the associations when women are not purposefully promoted to higher administrative positions upward in any association. They are permitted to move freely in any direction under a specific level. Our main focus in that piece is on the unachievable rank and how it affects the level of representational responsibility in any organisation. Discriminatory restrictions are barriers that upper management in any organisation fabricates to prevent women from being positioned at higher levels. Nonetheless, in several different relationships, men must also deal with a myriad of challenges that are similar to those faced by women, though to a far lesser extent. Despite the fact that a sizable portion of people want to have female lovers, they are against having female managers. This is the main argument for people creating fictitious barriers in their associations to keep women in the upper classes.

According to Wright (1989, 1997), between 25 to 30 percent of workers in developed nations are women, and among them, just around one percent of higher-level workers are women. According to Fierman (1990), the percentage of women in relationships is significantly lower in a large portion of US associations. In any event, women are free to advance at any level within the lower echelons of affiliations (U.S. Division of Work, 1992). The number of women in positions of leadership is growing rapidly with the passage of time, although there is still room for improvement (Fisher, 1992; Segal, 1992; Korn/Boat International, 1990;

Stump and London (1981b) finds that the decisions about organization positions are manly isolated into two extraordinary orders that should be keep in mind while propelling any delegate in an affiliation. These are:

Work Pointless Norms:

These are those focal issues that should avoided while taking any legitimate organization extraordinary decisions like direction, race, attitude severe and personality appearance, etc.

Work Significant Guidelines:

These are the things that should be taken into consideration when advancing any expert hands, whether they are male or female, such as knowledge, level of education, position in their field, etc.

Their way of thinking is a very useful tool that is now in use and aids in reducing the negative effects of repressive restrictions in any association (Stump and London, 1981a; Barr and Hitt, 1986; Hitt and Barr, 1989; London and Stump, 1983).

Employees Performance

According to Fiedler and House (1988); Maritz (1995); Ristow, Amos, and Staude (1999), productive authority aids in meeting workers' needs, which results in effective execution. According to Kotler (1988), the need for greater involvement from the entire labour force and significant changes in the economic climate have led to the development of the concept of authority in associations. According to Cummings and Schwab (1973), the primary factor in deciding whether to carry out a representative execution is authority.

Authority is the key element for inspecting the representative exhibition, according to Maritz (1995) and Bass (1997). An organisation must take unusual effort in order to stand out from the crowd and serve as a role model for other, budding organisations. According to Jones and George (2000), pioneers are effective when they have a positive effect on their subordinates by really achieving the hierarchical goals. According to Bas (1997, S7), the hierarchy's execution is primarily determined by

authority.

The most important factor influencing employee performance is pay. When employees are confident that their employer is paying them fairly, their motivation level rises, and as a result, so does their level of commitment to their jobs. According to Robbins (2001), employees are more motivated to do their jobs and the organization's image improves when employees have a positive attitude on their compensation.

All associations use compensation, advancement, and benefits to convey assurance to better performing representatives, according to Cameron and Puncture (1996). The association's executives assume that these delegates will have authority and responsibility, although these presumptions differ from association to association. Teseema and Soeters (2006) illustrated the crucial connection between worker performance and remuneration practises. According to Shahzad et al. (2008), there is a direct link between employee execution and pay rehearsals.

When all else is equal, the executives see their human capital as the cornerstone. Associations are seeking to work on the presentation of human resources in order to work on the display. Many experts are seeking to explain the relationship between authoritative performance and the display of representatives. Grover and Crooker (1995); Scandura and Lankau (1997); and others have found that when the association embraces flexible time booking, the feeling of representatives' commitment to the association improves.

Brandt, Krawczyk, and Kalinowski (2008) examined the possibility of a conflict between personal life and professional presentation. According to Ali and Baloch (1999), responsibility affects each worker's individual existence, which results in subpar performance from representation. According to Aminah (2008), the hardship of working and raising a family is not related to the display of representation. It has been determined that juggling work and family obligations reduces employees' sense of fulfilment, raises their stress levels, and impairs their performance.

A ton of exploration has taken up which holds that opposite connection exists among struggle and execution level of representatives. Thus it is expected that there is negative connection among struggle and execution level of workers in Telangana.

Employees Satisfaction:

Research has demonstrated that each representative's level of worker fulfilment is unique, and that a representative's level of fulfilment is higher if they actively participate in making decisions. It is understood that whenever representatives have the chance to develop new skills and career opportunities, they engage in their work and feel valued by the organisation. Representatives are interested in preparation, and organisations go out of their way to increase worker satisfaction. Getting ready is a fantastic vehicle for employee satisfaction (Shelton, 2001).

Although preparation can indirectly affect professional contentment, it plays a crucial role in learning new skills. It is believed that preparation is the motivating tool for achieving worker fulfilment (Al-Alawiyat, 2010).

The development of representatives' skills, knowledge, and capacities through training ultimately has an impact on the organisation, according to one review that identified a favourable and significant relationship between training and promotion and workers' satisfaction. According to a research, one of the basic precursor HR strategies to increase employee satisfaction is preparation (Absar, Azim, Balasundaram, and Akhter, 2010). According to Shaikh, Bhutto, and Maitlo (2010), representative preparation and enhancement programmes are a valuable source of contented workers.

While recent studies have revealed a more unidirectional relationship between representative fulfilment and work execution, past studies have shown a bidirectional relationship between worker fulfilment and occupation execution. However, a weak relationship exists when worker fulfilment is compromised due to occupation execution. (2008) Seared et al. Comparatively, Choo and Bowley (2007) state that job satisfaction and job performance are directly associated and that job satisfaction is a result of job performance.

Task and logical execution aspects of execution were seen as having only a tenuous connection to worker satisfaction, while occupation enlightening record (JDI) components were more influenced by representative fulfilment level (Shaikh, Bhutto, and Maitlo, 2012). According to Hong and Waheed's (2011) investigation on the relationship between motivation, worker fulfilment, and job execution, motivation increases representative fulfilment, which in turn increases job execution. According to Khan et al. (2012)'s investigation on the relationship between worker satisfaction and job execution, representative execution is thought to follow from occupation fulfilment. Several factors, including truancy, turnover, efficiency, and representative satisfaction, are used to measure worker performance (Gibson, 1990). Representative satisfaction is also at the centre of the executive's framework for action (Tinofirei, 2011). Efforts by Stewart (2000) and Kirkman and Rosen (1999) demonstrate that laborers' independence has positive relationship with worker fulfilment and occupation execution. 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 Testing

H1: There is relationship between employee performance and Satisfaction

H2: There is relationship between Glass Ceiling and Satisfaction

Research Methodology

Standards are templates that serve as guidelines for experts in their process of developing knowledge. Quantitative or positivist and subjective or constructivist models are both important. Positivism is the best strategy if the scientist wants to make assumptions about data, examples, and correlations between variables. Yet, subjectivity is the best option if the goal is to understand the social significance of a particular circumstance or to acquire a better understanding of the depth of knowledge. Quantitative strategy or intelligent positivism compiles data only in relation to perceptible reality and rejects theory or any kind of judgements concerning extreme starting positions. Positivism is taken up in accordance with the requirements of the exploration question.

The rationale behind this investigation is that it uses comparisons between groups or the freedom of at least two parts in an answer to explain the idea of specific connections. It may also be described as an approach or way of looking at things where the main goal is to understand the nature and characteristics of relationships or affiliations between subordinate representative execution and free elements like representative fulfilment and discriminating constraint.

Persons serve as our review's primary unit of analysis. These employees are the focus of this investigation because our examination question provides conversation starters to be answered from the perspective of company representatives. The source of information to be gathered is known as

the unit of perception; in this case, it is the same as the unit of examination, such as a worker.

Cross-sectional methodology is used for this study in accordance with the temporal aspect, for instance, one has to be aware of something at a specific time. This method explores a large number of people or elements at once. Although it is less expensive and more complex than longitudinal approach, change from one period to the next cannot be calculated.

The basic method of learning information about a person or an event is perception. These days, perception has evolved into a tool for logical reasoning that entails organising inquiry in a methodical and logical manner. In our examination project, a five-point Likert scale with five reaction classes—emphatic disagreement to solid agreement—was built out. Respondents were helped by this when answering questions and analysing the data. Moreover, closed-ended questions can be categorised into a number of different categories, each of which covers a different angle on the independent variable as well as different ward factor subsets. By collecting data from a survey of 375 respondents, scientists were able to see how representatives behaved. Out of these 375 respondents, 352 had their questions properly answered, and 23 surveys were.

Explicitly Separated Irregular Testing was used, as referenced from likelihood inspecting. When the population components consist of homogenous remote sub-sets that are heterogeneous, separation technique is used. For instance, layers for different industries were created that contained comparative organisations inside them, such as all media transmission organisations in the help sector, and that were heterogeneous when compared to other industries, such as assembling and other. In most cases, respondents to layers-based examinations have the same ability to select an option that aids in guiding a rationale with study exploration. The members were picked randomly, although a location with the required conditions for study had been found. acquired and can be summed up. The population was kept as small as possible while still being considered in order to keep the review at a level where an estimated outcome could be obtained.

The study was completed by sending an initial notice letter to each member of the top management in the organisation we were focusing on. Excellent responses from the representatives prompt the sending of surveys to around five staff members at various levels, in various jobs, and in diverse utilitarian divisions.

Equal numbers of male and female respondents from the polls were used as a test to determine which association representatives will be the focus of the continuing investigation. It was highly anticipated that the responders would be keen to hear people's opinions 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 correlated with employee performance with an insignificant value of.000, showing that employees viewed glass ceiling to be an important independent variable that was necessary for employee success.

Employee Happiness

T-Worth of representatives' satisfaction is 43.854 with a significant worth of.000, indicating that workers believe that representatives' satisfaction is a crucial component for workers' performance. The representatives understand very well that worker execution cannot be completed without worker satisfaction. When these are met, representatives' efficacy arguably increases. Employee performance The execution of the worker has a T-Worth of 55.005 and a crucial value of.000, demonstrating that representatives firmly believe that the worker's display is an important factor in determining if an occupation will be completed and whether a certain rank will be attained. Without this feature, there is a fascinating opportunity for successful and reliable representational fulfilment. As a result, unreasonable obstruction becomes a key factor accountable for employees' behaviour when observed by other representatives.

Conclusion

The table estimates how the unreasonable impediment affects the representative presentation, which ultimately affects the workers' level of association satisfaction. The table demonstrates that these parameters are moderately dependent on one another. In this way, discriminatory restrictions negatively impact employee satisfaction in a company. Thus, we will mention H4.

Limitations

We used surveys in this study to gather information, and we only evaluated how discriminatory restrictions affected employee and representative performance. It should also be feasible to conduct further analysis on other factors that could potentially have an impact on how well workers perform. In this investigation, we used a cross-sectional technique, which denotes that results will be presented once every period. But, by comparing analysis of prior study with momentum research, we can also incorporate longitudinal technique for the better results. It will enable professionals and organisations more in making better decisions for achieving the crucial goals.

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