

“THE ORGANIZATIONS HAVING HIGH LEVEL OF GLASS CEILING, HAS LOWER PRODUCTIVITY DUE TO LACK OF EMPLOYEE COMMITMENT”

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Abstract

Glass Ceiling has been a very emerging issue from the past couple of decades in both private and public sector organizations. Employees' especially female employees are artificially restricted to be promoted to the higher levels of the organizational hierarchy. This thing effects the commitment level of the employees on the work place also decreases their satisfaction level during working. Employee commitment and glass ceiling are interrelated. More there is glass ceiling in the organizations the lesser the employees are committed to perform their duties. The more the employees are committed, the more they will improve the productivity and the profits of the organizations. Based upon the data collected from two big cities of Pakistan, it was recognized that if the employees of the organizations are more committed with the decrease in the glass ceiling of the employees and that will increase their productivity level in public sector as well as in private sector organizations.

Keywords: Employee Commitment, Employee Satisfaction, Glass Ceiling, Organizational Performance

1. INTRODUCTION:

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).

There are so many researches have been done on finding the new methods to how to increase the commitment of the employees in the organization (Porter, Mowday, & Steers, 1982), as a result of these researches the organizational performance is dependent upon the organizational commitment. Voluntary turnover and different working behaviors' studies are playing a supporting role for employees' performance, organizational citizenship and absenteeism (Mowday et al., 1982; Meyer, Gellatly, Goffin, Paunonen, & Jack-son, 1989; Shore & Wayne, 1993; O'Reilly & Chatman, 1986; Mowday et al., 1982).

1.2 Theoretical Background and Development of Hypothesis:

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.

Literature stats 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.

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 Commitment:

There are so many researches have been done on finding the new methods to how to increase the commitment of the employees in the organization (Porter, Mowday, & Steers, 1982), as a result of these researches the organizational performance is dependent upon the organizational commitment. Voluntary turnover and different working behaviors' studies are playing a supporting role for employees' performance, organizational citizenship and absenteeism (Mowday et al., 1982; Meyer, Gellatly, Goffin, Paunonen, & Jack-son, 1989; Shore & Wayne, 1993; O'Reilly & Chatman, 1986; Mowday et al., 1982). However managerial perceptions of employee's commitment have not yet been taken into considerations irrespective of a lot of research in this area. All previous studies based employee mainly on the employee self-reports of commitment. Also managers are also contributing towards the commitment of the employees. These contributions are may also has an effect on the allocation of rewards on their behalf. The perseverance of this study was to prepare a solid method to judge the effectiveness of the employee commitment in the organization.

The focus of studying the psychology of the organizations is lower down the subjective assessment techniques in the organizations and to enhance correctness or these measures practically (Murphy & Cleveland, 1991). As a consequence, researchers have been focusing on the behavioral side of employee evaluation through job behavior aspects (Werner, 1994). Extensive, very different and effective side of managerial thinking's regarding the employees has been found which are not still addressed till now. This found a gap to find out the focus on rewarding employees personal attributes such as employee commitment. Initially, mainly the focus is on the appraisal systems on the personal characteristics that then makes the measures beneficial in the organization (Werner, 1994). Then, there is recent research evidence those personal aspects like temperament and employee performance is considered important (Werner, 1994; Borman, 1987; White, Pulakos, Borman, & Oppler, 1991). As a result, this becomes very significant in apprehending the check on the relationship between managerial perceptions and personal attributes of the employees.

A lot of research indicates that people often judge others on different basis like gender, race, and profession (Bem and Allen, 1974; Abelson, 1976). According to Fisk and Taylor (1984), it is better to enhance the structural development of the organization and then making them public for all the employees. Norman (1963) suggested that social psychology is resulted in the form of committed persons in the organizations. Persons evaluate each other based on the commitment level he has which is his distinct characteristic (Cantor and Mischel, 1979). Feldman's (1981, 1986) provides a frame-work by work on cognitive procedures for understanding how employee commitment can be used to develop the organizational assessments.

To understand the concept of employee commitment through organizational perceptions is to look at the related theory. A lot of different ways are there to define the organizational commitment in general (Morrow, 1983; Meyer & Allen, 1984; Mowday et al., 1982). Meyer and Allen (1984) indicated that employee investment in the organization may increase their commitment to the organization. Meyer & Allen (1984) also suggest another aspect of the organizational commitment that as a result of emotional attachment with the organization may also increase the commitment level of the employees. Two most famous measures of affective commitment are the Affective Commitment Scale (ACS) (Meyer & Allen, 1984) and the Organizational Commitment Questionnaire (OCQ) (Mowday et al., 1982). According to Meyer and Allen (1991), consistency of the employee services in any organization can be enhanced through both affective and continuance commitment which represents psychological states. The employees who want to be committed in the organization due to their primary focus will only still remain committed (Meyer & Allen, 1991: 67). A reasonable literature is available that is supporting the uniqueness of continuance and effectiveness of the commitment (Angle and Lawson, 1993; Meyer and Allen, 1984; Hackett, Bycio and Hausdorf, 1994; McGee and Ford, 1987; Meyer, Gellatly and Allen, 1990; Shore and Barksdale, 1991).

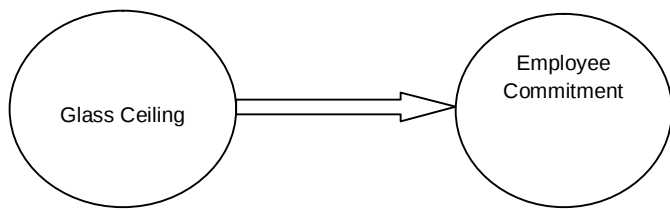


Fig 1: Effect of glass ceiling on employee commitment

1.2.3 Hypothesis:

H0: Employee commitment is independent with the glass ceiling in any organization.

H1: Employee commitment can be decreased with the effect of glass ceiling prevailing in the organization.

2. RESEARCH DESIGN:

2.1 Research objectives:

The objective of the research is to find that is there any relation between glass ceiling and employee commitment. Employee commitment has so many effects on the performance of the employees. The idea behind our research is to check out that how the committed employees work better as compared to lower committed employees in both public and private sector organizations through the glass ceiling.

2.2 The Purpose of Research:

The research that we had conducted is exploratory research and it is applicable equally on public as well as private organizations. The companies can increase their productivity by the way of increasing the commitment of its employees through making effective control on the glass ceiling.

2.3 Type of Investigation:

The study is a causal type of investigation. In our study we are basically trying to find the effect of glass ceiling on the employee commitment in an organization. The researcher interference is minimal in that study. That also has a great impact on the accuracy of the results.

2.4 Study Setting:

The research was conducted in non-contrived study settings or in other words we can say that in a natural environment which shows the real situation of the results is real case.

2.5 Unit of Analysis:

The study was organized in Rawalpindi and Islamabad regions. The main focus was on the registered organizations. Questionnaires were filled from the individuals belonging to different public and private organizations.

2.6 Sampling Design:

Convenient sampling was used for data collection. Total 350 questionnaires were duly distributed and collected after completing from Rawalpindi and Islamabad. Likert 5 point scale having two extreme ends was used for data collection.

2.7 Time Horizon:

It was a cross-sectional study; mainly the focus was on measuring the impact of glass ceiling on the employee commitment.

2.8 Data Collection:

Questionnaires are used to measure the employee commitment's impact on the employee satisfaction. These questionnaires are then analyzed through SPSS software.

3. SAMPLING:

In this research, data is collected from public and private sector employees from Rawalpindi and Islamabad. The total 350 respondents were approached for data collection. Out of these 350 respondents, 336 were answered correctly and 14 questionnaires were discarded. So total sample size of our research was 336 employees in public and private organizations. The respondent employees were from different department related to Human Resources, Information Technology, Audit & Accountancy and Technical Departments.

4. DATA ANALYSIS:

The data was collected through questionnaires are then entered in Statistical Package for Social Sciences (SPSS). Following tools were used for analysis:

4.1 Inter-item Correlation:

Inter-Item Correlation Matrix

	EC1	EC2	EC3	EC4	EC5	GC1	GC2	GC3	GC4	GC5
EC1	1.000	.070	-.222	-.298	.329	-.352	.084	-.147	-.001	.009
EC2	.070	1.000	.388	.168	.284	-.174	.088	.083	-.092	-.023
EC3	-.222	.388	1.000	.597	.369	.186	.028	.332	-.154	.071
EC4	-.298	.168	.597	1.000	.592	.188	.489	.279	-.064	-.240
EC5	.329	.284	.369	.592	1.000	-.209	.426	.150	.027	-.211

has moderately affected by the glass ceiling in any organization. So we will reject null hypothesis and accept alternative hypothesis.

6. LIMITATION OF THE RESEARCH:

In this research we have questionnaires for our data collection and only the impact of glass ceiling on the employee commitment was judged. Further study can also be done on the other factors that may have direct or indirect impact on employee satisfaction and employee satisfaction. 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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