Journal of Development and Social Sciences
www.jdss.org.pk

RESEARCH PAPER

Impact of Glass Ceiling (GC) on Organizational Performance (OP): Moderating Role of Employee Satisfaction(ES)

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PAPER INFO	ABSTRACT
	The study focuses on employee satisfaction, as it is one of the major ingredients for better performance. In business originations, performance of overall organizations depends on the satisfaction level of employees, however various techniques have been applied to enhance the satisfaction, but couldn't succeed completely. Workforce includes female population as well, and one of the issues they face is Glass Ceiling and that leads to low satisfaction and hence towards below average organizational performance. A sample of 225 was selected, and through a valid and reliable instrument, data were collected. The data were screened and then analysis was carried out through applying various tests. The results show significant impact of the contributing variables including glass ceiling on the dependent variable.

Introduction

Every organization consists of certain group of people who work for their organization and they are accountable to their higher authorities. The organizational structure consists of activities such as task allocation, supervision, decision making which leads towards the achievements of organizational aims and goals. The organizational structure directs the procedures and operations through which routine tasks are carried out. This further leads to the allocation of responsibilities and tasks to different groups, departments and individuals. For efficient performance every organization must be innovative, efficient and flexible enough so that employees can get some space for creativity. Similarly if employees are creative enough they can help in providing different innovative ideas through their active participation,

Along with this, the responsibilities are allocated to different departments and individuals. It is a responsibility of an organization to allocate the right person for the right position. Employees along with qualification must have experience or special training for the desired position. Each and every individual has its own demands and needs. It is important for an organization to take care of employee needs and satisfaction. Employee safety is also one of the major concerns for an organization. If employees do not feel safe in their organization they might not perform well. On other hand employees are the part of

organization, their ideas and viewpoint holds value equally as everyone else. They as a worker somehow know better about the internal factors which needs to be improved and how the operations must be carried out in a better and efficient way. Also the fact that when employee realizes that an organization is showing concern towards them and also the organization is providing them with flexible and caring environment then this behavior of an organization leads towards the organizational trust. And if an organization is successful in gaining the trust of an employee this means they can perform well for the organization as well, this also means that better employee performance leads towards good organizational performance. The employer can use the employee satisfaction survey to examine the employee satisfaction level. And also discuss the reasons and results with by giving a proper feedback. By this employee also becomes satisfied in a way that organization is very much concerned about their thoughts and viewpoints.

For an organization it is very challenging to maintain their performance along with the other factors which impacts the organizational goals and objectives. These factors not only disturb the organization environment but it also impacts the Organizational Performance. Organizations work day and night to achieve their goals and objectives so that they can get the desired results and accomplishments. As organization consists of group of people who help the organizations to accomplish their goals, these certain group of people has some expectations from their organization. The Organizational Performance is impacted by many factors such as racial discrimination, unhealthy work environment, less job security, glass ceiling, lack or resources and so on.

All these factors play a major role in Organizational Performance as all carry equal effect. Discrimination might be a major problem while impacting the Organizational Performance.

Glass Ceiling is also said to be a never ending conflict, which is existing in almost every other organization. Discrimination refers to the treating of an individual or an employee unfairly because of some characteristics such as caste, race, social background, color or many other reasons which makes them different from others. One of the most common discrimination practices which takes place in almost every work field is gender discrimination.

Both men and women are working with equal effort and they both carry equal burden as well, but still due to some reasons women are considered to be less efficient as compared to men. Many reasons may count such as biological or psychological difference, which might create impact and leads towards gender discrimination. Women as compared to men don't prefer taking risk, they think a lot about all sort of consequences and they mostly prefer taking safe way while taking any sort of decision. While talking about men, they do not hesitate while taking any risk or any sort of decision. There could be one other reason that women mostly face tough time, this might be because they have to manage to give their best at workplace and along with it they have some family responsibilities as well. Especially for a married woman having children, she has to do the job to manage finances and also having equal burden of responsibilities regarding upbringing of her children. Women going through pregnancies need special accommodations i.e. maternity leave, less work timings etc. Men relatively carry fewer burdens, there is some case like when a man is a single father and he is managing both at the same time. But it is not in the most of the cases. Men can give their best to the organization and due to this they are easier to rely upon as they can work in extended office hours, they can visit sites, they do not have any problem even if they are being transferred to any other city for any project or

company requirement. By keeping in view all the reasons being discussed above, we come to know that women have to manage most of the responsibilities alongside with the organizational tasks, as compared to men. And due to these men have higher chance of promotion and they are given more opportunities as compared to women. Such type of discrimination is called as **Glass Ceiling**. This word was first came in use by feminists which shows that the barriers do exist in an organization for women, that stops them to achieve higher positions and advancements in their careers.

Due to these factors, it is clear that the employees should be satisfied with their organization and overall performance and input which they are giving while working for their organization. But due to the existence of glass ceiling, the fear of getting discriminated might cause the dissatisfaction among the employees, especially female employees. Every employee is having demands and requirements to meet the criteria of **satisfaction**. Employee Satisfaction can be achieved by fulfilling some of the criteria which leads to the satisfaction of the employees working in an organization in such a way that they become more engaged with their work and organization.

Organizational Performance is one of the major concerns in an organization. In order to survive in an organization, an organization must have a good productivity. The Productivity itself has gone through many phases in history to come up to the organizational level. It actually began in mid 1700s. In 1794 with the invention of cotton gin, it removed the seeds from cotton plants. This eventually led to the higher rate of production and leading towards U.S. leading export.

This sense of productivity somehow led to the concept of efficiency i.e. less effort, less time and more productivity.

Similarly with the advancement of technology, the production rates also increased. This also leads to more employment opportunities. But somehow there was some problem in productivity in 1900s during World War I. Labor force and Industrial production suffered widely after World War I between 1918 and 1920. Suddenly after 1929 stock market grew again.

After World War II, the introduction of women into the workforce was observed in large numbers in some nation. And due to this they had major implication of the way productivity has been playing its important role in an organization. Three years after World War II number of women continued to grow according to the U.S. Department of Labor. By 1975 mothers of children less than 18 year old were working women. This also further highlighted the demands and needs of women at work and at home.

The personal computer was invented in 1970s and World Wide Web was introduced in 1980s. This helped organizations to stay more organize and productive. Similarly employees work and performance were monitored more effective and efficiently.

Technology like artificial intelligence is now making it much easier in this era to collect customer and audience data in just a click of few buttons. This further linked to better customer handling and tactics to engage the audience with the help of different marketing strategies with the help of technological advancements.

Video software like Zoom, Google Meet and management tools like Trello, Jira and Asana helped organizations to maintain their productivity especially during this pandemic COVID-19 which started in 2019.

Literature Review

Glass Ceiling

Marilyn Loden was the first one to use term "Glass Ceiling" during 1978 speech. Wall Street Journal termed Glass Ceiling by Marianne Schriber and Katherine Lawrence in 1978 at Hewlett-Packard. *"The term glass ceiling is seen as a barriers or transparent barriers which stops them from achieving certain level just because of their gender."***(Morrison et al. 1987)** At National Press Club the concept was highlighted in the meeting of Women's institute for the Freedom of the Press in Washington DC. Glass ceiling was defined as a barrier to promotion patterns which stops qualified women to get promotion (Albrecht, 2003).

In March 1984 this term was used by Gay Bryant, the former editor of Working Women magazine. In an [Adweek](#) article written by Nora Frenkel, Bryant was reported as saying, "Women have reached a certain point - I call it the glass ceiling. They're in the top of middle management and they're stopping and getting stuck. There isn't enough room for all those women at the top. Some are going into business for themselves. Others are going out and raising families". He also used the term in 1984 in a chapter of the book "The Working Women Report".

Similarly "Glass Ceiling" term was used in Wall Street Journal as an article: "The Glass Ceiling: Why Women Can't Seem to Break the Invisible Barrier that blocks them from the Top Jobs".

"Women's progress and development within an organization can be enhanced by the individual characteristics which every individual holds within themselves" **(Fagenson, 1990).** With the passage of time the term "Glass Ceiling" became popular. Many people shared their feedback as well as different ideas and opinions. Some of them believed that this concept is a myth just because mostly women prefer to stay at home due to burden of responsibilities and house chores. And for this reason they show their less interest and dedication to office work. And similarly due to these reasons they do not advance into executive positions. The continuing public debate, reported by Lynn Morley Martin (US Labor Department Chief) the results of research project "The Glass Ceiling Initiative", which investigated the low numbers and women minorities in executive positions. This further reported the new term which defined the artificial barriers and biasness which stops the qualified individuals from advancing upward in their organizations to the high management positions".

Organizational Performance

David Alman stated that *"The definition of productivity carries different concepts and understanding such as anything what makes the better functioning of an organization and by improving the ways or to do things in a better way"* It is the goal of almost every organization to give its best as each and every organization has its competitors (Bakotić, D. 2016). Every organization is striving hard to give its most productivity so that they can become more recognizable in a society. Organizational History shows the continuous efforts of humans to meet the challenges which were continuously being faced by politics,

culture and technology. In early stages organizations usually consisted of basic needs such as hunting activities, agricultural activities. Later with the advancement and the increase of demand and supply of the population the productivity level also began to increase.

At first only the labor workforce need began to increase but after the World War the number of working women also increased in organizations. With the passage of time technological advancements also helped in organizational activities which further helped in improving Organizational Performance. Such as the invention of Personal computers and World Wide Web, it was now becoming much simpler to handle work tasks in an efficient manner. Now much software such as Zoom, Google Meet, Skype and other video conference software are helping the organizations to spread out their productivity at international level as well. As David Alman states; *"Organizational Performance is all about checking and enhancing the effectiveness and efficiency of the organization of all sectors, i.e. public or private."*

Employee satisfaction

The question arises that "What is employee Satisfaction?" So as stated by (Lam et al., 2001) *"Employee satisfaction could be defined in a way as providing them with a battery pay and by making them feel secure."*

In other words we can also say that the extent to which and employee feels more secure, comfortable and confident in an organization environment, we call it as employee satisfaction. As defined by (Nancy C. Morse., 1997)) *"The term satisfaction could be referred as the level of employee's needs, demands and desires being fulfilled."*

It is responsibility of an organization to take care of employee needs. Similarly when an employee feels that organization is taking care of employee's basic needs this causes employees to be satisfied from their work. It is stated by (Hunter &Tietyen., 1997) *Employees seem more productive and loyal only when they are happy or satisfied with their work (Sageer, 2012).*

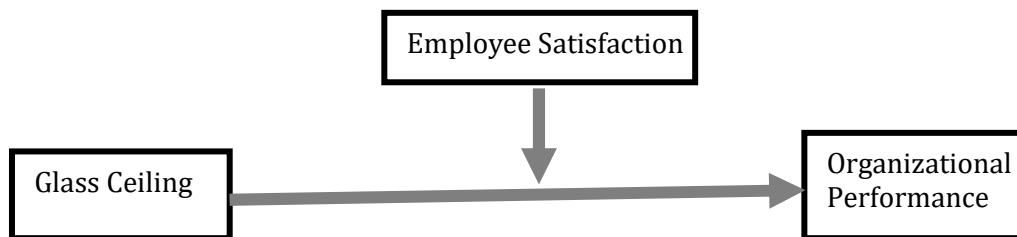## Glass Ceiling and Employee Satisfaction

In an organization, different employees belonging to different levels come together to work as a team to achieve organizational goals. This teamwork develops a motivational factor in employees to give their best. The motivational factors can vary in many ways, some employees get motivated by rewards and some get motivated by recognition. It is up to the organization to recognize the employee needs and demands so that there motivational level can be increased by their requirement. Similarly as there are some factors through which the employees can get motivated easily, on other hand there are also some factors due to which the employees can get less motivated, which further leads to lower satisfaction of employees. The factors may include, gender discrimination, discrimination in cast, religion, social background etc. But one factor which dominates all the other factor is Gender discrimination i.e. Glass ceiling. It is already stated that Glass Ceiling is an invisible barrier which stops women to achieve higher positions in an organization, no matter how much qualified and competent they are. Women are considered to be less efficient when it comes to organizational tasks. Although after the World War, the number of working women has increased, but sill women are working hard to get equal positions as men. This can be due to number of responsibilities they hold as married women or as a working mother. They cannot handle multiple tasks at the same

time. So this is how we can relate that Glass ceiling has been a reason for low employee satisfaction.

Employee Satisfaction and Organizational Performance

As we know that employees are the assets of an organization. There satisfaction and their needs are the first priority of an organization. Employee satisfaction directly impacts the Organizational Performance in such a way that if employee is less satisfied from their organization, they will automatically be less creative and less efficient. Each and every employee has their own mindset and their own ideas. Employees working at lower level can better relate the organizational activities and demand of the customers because they are the ones dealing with the customers directly. When top level management values and cares the ideas and contribution of low level employees in decision making, employees feel happy and more satisfied. Similarly happy and satisfied employees feel more confident and more creative while working and presenting new ideas. It is obvious that to survive in a market the organization must be innovative. And while implementing and decision, employee's ideas and advice must be given equal importance. This will automatically give rise to Organizational Performance.

Theoretical Framework

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                    │  Employee Satisfaction  │
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┌─────────────────┐                          ┌──────────────────┐
│  Glass Ceiling  │ ───────────────────────▶ │  Organizational  │
│                 │                          │  Performance     │
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Hypotheses

H1. Glass Ceiling has a negative impact on Organizational Performance.

H2. Employee Satisfaction moderates the association between Glass Ceiling and Organizational Performance**.**

Material and Methods

The purpose of this study is to find out the problems which lead to gender discrimination and the factors related to them, similarly their impact on organizational performance which is majorly being impacted due to the discrimination which is being practiced in the organizations. The study is also carried out to highlight the problems which might be arising in a workplace and how to deal with it in a best and efficient manner. The data collection and analysis in the study gives clear image about the consequences and the effect which are related to the problem.

Population and Sample

Banking Sector in Pakistan is consisting of Foreign Banks, Islamic Banks, Commercial Banks, Microfinance Banks etc. The study focuses on the banking sector in Islamabad. The study is further limited to ZTBL – Zarai Taraqiati Bank Limited Head Office

Islamabad. The targeted population consisted of number of female employees in Bank of Islamabad. The questionnaire will be spread among the female employees of Bank.

Instrumentation

The following data was collected through a questionnaire using five Point Likert-Scales. It has four sections. The questionnaire consists of questions related to the variables to verify the existence of relationship between them. First section, Glass ceiling consisted of twenty-six items and it includes barriers i.e. Internal Business, Structural Barriers, Societal Barriers, Governmental Barriers, Situational Barriers, and Personal Barriers. These barriers were mentioned because they play an important role when it comes to the existence of glass ceiling. Similarly the second section consists of questions regarding the Employee Satisfaction, it contains nine items. The third section consists of 4 items which further has subdivisions. All these three sections are to check the validity of the data. Similarly the fourth section (last section) consists of the data collection regarding to the personal information of the respondent.

Data Collection

The purposed research should be having a sample size of 30-500, a sample for more than 200 is enough and sufficient. For this study total 370 questionnaires were floated and 100 questionnaires were floated online out of which 70 responses were obtained. And 270 questionnaires were floated through lenient sampling method, 155 replies were obtained.

Data Analysis

It is the most important part as it consists of summarized data after the data collection. The data interpreted through the questionnaire which were floated and further examination this data is entered into SPSS- Statistical Package for the Social Science after screening. Different tests were used to check the validity and reliability of the hypothesis testing. Increase in glass ceiling will lead towards the increase the level of stress among the women employees. The Age of specific individual is present in the questionnaire in Section IV i.e. the personal information. While talking about gender we are only targeting female population among bank employees, as our study is focusing on the impact of female employee satisfaction criteria. Around 60% Female employees are below 30 years old. And 40% of the female employees are 31-40 years old. Similarly 50% of the female employees have more than 3 years of job experience, and on the other hand 50% of them are having less than 3 years of job experience. As well as the details about individual regarding their education and experience is also examined through survey – questionnaire. At the same time, an increase in the class ceiling will definitely impact the, organizational commitment, confidence level, and the satisfaction level among female employees. Hence, the hypothesis i.e. Gender Discrimination- Glass Ceiling will have a significant impact on organizational performance

Reliability Statistics

Reliability is also known as the consistency of measure. It produces the parallel results under the constant or similar conditions only if it is having high reliability. Similarly reliability is said to be the characteristics of a set of test scores which is linked to the amount of random errors for the process of measurements. Values ranging between 0.00

and 1.00 which indicates that 0.00 means much error and 1.0 means no error, these errors of values usually indicate the amount of error in scores.

Table 1
Reliability Statistics

	Cronbach's Alpha	N of Items
Glass Ceiling	.783	26
Organizational Performance	.869	9
Employee satisfaction	.945	15

In the above table we see the value of Cronbach's alpha i.e., 0.783. The vale should be more than 0.7; this means it is accepted value. Whereas N=26. Related to Organizational Performance, in the above table we see the value of Cronbach's alpha i.e., 0.869. The vale should be more than 0.7; this means it is accepted value. Whereas N=9. Similarly, related to Employee Satisfaction, in the above table we see the value of Cronbach's alpha i.e., 0. 945. The vale should be more than 0.7; this means it is accepted value. Whereas N=15.

Results and Discussion

Demographic Analysis

Demographic analysis is known as a tool which is used to build a better understanding of age, gender, education and experience of a population and how it is showing it is relating to the problem and the factors which are impacting to the subject. People of specific age, gender, experience and education are grouped. And after through further screening and testing their relationship is checked that whether they are giving the significant impact on each other or not. While talking about gender we are only targeting female population among bank employees, as our study is focusing on the impact of female employee satisfaction criteria. Around 60% Female employees are below 30 years old. And 40% of the female employees are 31-40 years old. Similarly 50% of the female employees have more than 3 years of job experience, and on the other hand 50% of them are having less than 3 years of job experience.

Table 2
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Age	225	1.00	2.00	1.4178	.49429
Education	225	1.00	3.00	2.5644	.67253
Gender	225	2.00	2.00	2.0000	.00000
Experience	225	1.00	2.00	1.4667	.50000
Valid N (listwise)	225				

As shown in the table minimum and maximum values are being listed along with Age, Education, Gender and Experience. All the minimum values are ranging between 1.00 and 2.00. Similarly Mean and Standard Deviation is also being calculated. The Standard deviation of gender is 0.00 because only female employees were target as sample. Age holds a mean score of 1.4178, the mean score of Education is 2.5644, the Gender holds a mean score of 2.0000 and Experience mean score is 1.4667.

Table 3
Age

		Frequency	Percent	Valid Percent	Cumulative Percent
	Below 30	131	58.2	58.2	58.2
Valid	31-40 Years	94	41.8	41.8	100.0
	Total	225	100.0	100.0	

Table 4
Education

		Frequency	Percent	Valid Percent	Cumulative Percent
	High School	23	10.2	10.2	10.2
Valid	Bachelor's Degree	52	23.1	23.1	33.3
	Masters/PhD	150	66.7	66.7	100.0
	Total	225	100.0	100.0	

Table 5
Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	225	100.0	100.0	100.0

Table 6
Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
	Less than 3 Years	20	57.1	57.1	57.1
Valid	3 or more Years	15	42.9	42.9	100.0
	Total	35	100.0	100.0	

From the above demographic analysis and Pie charts we conclude that 58.2% respondents were age of Below 30 and 41.2% respondents were between age of 31-40 years. Similarly, 10% of respondents are qualified up to High school, 23.1% respondents are holding Bachelor's degree and 66.7% are Masters/PhD qualified. On the other hand 57.1% respondents are having Less than 3 year experience and 42.9% respondents are having 3 or more year experience. While talking about gender, this study was completely based on female employees and the perceived fairness regarding promotion and other activities in an organization, so the questionnaires were only filled by female employees. That is why the Valid Percent of female demographic table is 100%.

Correlation Analysis

It is basically a statistical method which is used to measure the intensity of the relationship among the variables to monitor their association. In other words correlation analysis calculated the change in on variable impacting the other variable and other significant changes takes place due to the other variable. Similarly if there is low correlation means that there is a weak relation among the variables. In this research we analyze quantitative data which has been collected through basic research method such as surveys – questionnaire. We have checked the relationship and significant connection of

the Glass ceiling on the organizational performance with the moderating role of employee satisfaction. As on variable impacts the other similarly high impact of glass ceiling will highly impact the organizational performance which can be seen in the details of the questionnaire provided.

Table 7
Correlations

		Glass Ceiling	Organizational Performance	Employee Satisfaction
Glass Ceiling	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	225		
Organizational Performance	Pearson Correlation	-.540**		
	Sig. (2-tailed)	.000	1	
	N	225	225	
Employee Satisfaction	Pearson Correlation	-.659**	.786**	1
	Sig. (2-tailed)	.000	.000	
	N	225	225	225
**. Correlation is significant at the 0.01 level (2-tailed).				

The following table shows positive association between all the variables. This means Glass Ceiling, Organizational Performance and Employee Satisfaction are positively correlated to each other.

Regression Analysis

It is a set of statistical methods which is used for the estimation of the relationship or the association among the variable. It does not only shows the relationship of variables or we can say that how one variable is impacting the other variable showing positive or negative relationship between them. This method can also be utilized to assure and analyze the strength of relationship between the variable in future as well.

Table 8
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.037	.393		2.636	.009
	Glass Ceiling	-.069	.097	-.039	-.712	.477
	Employee Satisfaction	.779	.056	.760	13.783	.000

a. Dependent Variable: Organizational Performance

Table 9
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786a	.618	.615	.41977

a. Predictors: (Constant), Employee Satisfaction, Glass Ceiling

Multiple regression analysis is being performed to examine the role of Employee Satisfaction on Glass Ceiling and Organizational Performance, as indicated in the table above. R square equal to. 618, $p < 0.05$ the findings show that Employee Satisfaction contributes to excellent Glass Ceiling, implying that if Employee is satisfied then, he would eventually create a great impact on Organizational Performance

Table 10
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798a	.637	.632	.41057

a.   Predictors: (Constant), Glass Ceiling, Moderating Variable, Employee Satisfaction

The above table shows the value of R i.e. R=0.789. Similarly, the value of R^2 is also calculated i.e. R^2= 0.637.

Table 11
Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.009	1.565		-2.562	.011
	Moderating Variable	-.705	.212	-1.673	-3.326	.001
	Employee Satisfaction	2.951	.656	2.880	4.502	.000
	Glass Ceiling	1.527	.489	.869	3.122	.002

a. Dependent Variable: Organizational Performance

The value of Beta in above table for Glass Ceiling is 0. 869, for Employee Satisfaction the beta value is 2.880.

Multiple regression analysis is being performed to examine the role of Employee Satisfaction on Glass Ceiling and Organizational Performance, as indicated in the table above. R square equal to ,637. $p < 0.05$ the findings show that Employee Satisfaction contributes to excellent Glass Ceiling, implying that if Employee is satisfied then, he would eventually create a great impact on Organizational Performance.

Hypotheses Testing

In this study we are having four hypotheses which shows how Glass Ceiling is linked with Organizational Performance, similarly how it is linked with Employee Satisfaction. On the other hand through hypothesis it is also tested that how employee satisfaction is associating with the Organizational Performance, similarly the moderating relationship between the Glass Ceiling and Organizational Performance is also examined.

H1. Glass Ceiling has negative and significant impact on Organizational Performance.

H2. Employee Satisfaction moderates the association between Glass Ceiling and Organizational Performance**.**

Through the above hypothesis it is clear that there is a positive association between the variables and they are directly linked to each other. Glass Ceiling is having a direct and positive link with the Organizational Performance and the Employee

Satisfaction as well. Similarly the Moderator is also showing a positive and direct association with the Organizational Performance and how the Moderator i.e. Employee Satisfaction is moderating the relationship.

Table 12
Hypotheses Testing

Hypotheses	Approved/ Rejected
H1 – Glass Ceiling has a negative and significant impact on Organizational Performance.	Accepted
H2 - Employee Satisfaction moderates the association between Glass Ceiling and Organizational Performance.	Accepted

Conclusion

In this study we are examining the impact of gender discrimination on the Performance of an organization with the factors which are interfering in the relationship i.e., the satisfaction of the employees. After the demographic analysis it was found that around 60% Female employees are below 30 years old. And 40% of the female employees are 31-40 years old. Similarly 50% of the female employees have more than 3 years of job experience, and on the other hand 50% of them are having less than 3 years of job experience. Similarly the gender of the population is specific i.e. female population, as the study is only focusing on the sufferings of female employees in an organizations when it comes to top level management approach or promotion as it is a hurdle which is almost faced by every women in a working environment. This is also most probably because of the burden which they carry, because most of the married women cannot continue to give their complete time to the organization and their work. Similarly there are other barriers as well such as societal barriers, governmental barriers, Internal Business Structural Barriers, Situational Barriers and Personal Barriers which creates a hurdle for women to give its best at the workplace. It means the impact or association which was predicted was correct. Similarly the research predicted is correct and in the same way it means that our study holds great importance and it is advantage to many other industries other than banking sector in which female employees might be facing issues regarding their position in an organization. The problem can be minimized in such a way by keeping in view the employee equal rights as all the employee hold equal and significant role in an organization because they are also contributing in the productivity of an organization. They are also well aware of the organizational operations and activities as all the other male employees. by keeping in view, the problem, the female employees can be given equal rights by giving them right to take part in decision making, they should be given equal opportunities, their basic requirement should be kept in view. This is all because women carry all the burden together and they are equally capable as men but unfortunately due to such reasons they cannot give their maximum input. Therefor it is the responsibility of an organization to grant them maternal leave, flexible working hours and also give them equal positions as men.

Recommendations

Based on conclusion we come to know that there should be different practices and approach to treat female employees, they also carry equal right to get promoted and they should be given confidence that they can achieve much more. If there factors are taken care of, this will definitely increase the level of employee satisfaction and organizational performance leading towards the positive growth of an organizational performance. This

study also identifies that when there is Glass Ceiling existing in an organization in any form then there is a chance that there might be a blockage in the advancements of female workers towards the senior management positions. Similarly, if an organization wants to develop a sense of equality in workplace environment, then organization should mostly focus on the performance based system for promotion instead of using gender as a barrier for promotion of the employees. Best practices regarding partnership among the both male and female workers should be enhanced positively by developing the better understanding between all the employees male or female.

Along with these practices awareness programs should be conducted regarding gender equality where both male and female workers equally show their participation. In this way both male and female will understand their position in a better way. Similarly they will come to know the requirements and problems of each other. Through this healthy bonding they will work more comfortably and this will create good organizational performance.

The fourth variable can be added which can be marital status of female participants which might create a major impact in future research conducted. Similarly the barriers could be for male or transgender as well, this is because there are some organizations which might prefer women or provide suitable environments for women rather than men.

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