

FEMALE GOVERNMENT SCHOOL TEACHERS, GLASS CEILING EFFECT AND ORGANIZATIONAL COMMITMENT

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Abstract

In business, the phrase "glass ceiling" refers to restrictions that hinder women from rising up the corporate ladder and achieving senior positions, regardless of whether these obstructions are real or imagined. Given the majority of teachers in Sri Lanka's educational system are female, it was hoped that this study would shed light on how the glass ceiling affects the level of organizational commitment shown by teachers at government schools in Anuradhapura. The fundamental data for this study were acquired utilizing a self-administered questionnaire from 62 female instructors in the Anuradhapura district of Sri Lanka. The data was analyzed using a number of techniques, including reliability tests, ANOVA tests, correlation analyses, regression analysis, and descriptive analyses by employing SPSS 23 version. The results of the study indicate that glass ceiling has a significant influence on the teachers and there is a negative impact on their organizational commitment. Based on the results recommendations are provided to minimize the effect of the glass ceiling on the organizational commitment among government school teachers.

Keyword: Glass Ceiling, Organizational Commitment, Government School Teachers

1. INTRODUCTION

In today's environment, the success of a firm is highly dependent on the management of its people resources. Considering that human capital is scarce, the most effective strategy for a firm to assure its long-term

success is to have people that are highly engaged, devoted, happy, and productive. Consideration of gender diversity must be taken into account when evaluating an organization's human resource capabilities. Everywhere in the globe, women's involvement in the workforce has risen gradually and is growing more diverse (Huseyinzade & Öztürk, 2019). The increased engagement of women in the labor market has had a direct impact on the expansion of the economy in recent years. Female employees account for more than 40% of the workforce in a number of nations, according to the Fortune 500 index. Changes in economic, social, and demographic variables have all had an impact on women's involvement in the labor field throughout the years (Omar & Davidson, 2001). Teaching and nursing are two occupations that are traditionally seen as being conducted only by women in the general public. A growing number of women are getting interested in a wide range of disciplines, not only those that have historically been associated with them. There are a range of variables that impact women's engagement in the labor field, including their education. A study conducted in developing countries by Verick (2014) discovered that women's participation in the workforce has been influenced by a variety of factors including economic advancement, educational attainment, attitudes toward family and partners, changes in social norms, and institutional frameworks such as rules and laws. Specifically, Verick (2014) believes that women's participation in the labor is critical in developing nations. Despite the fact that women account for a large proportion of the workforce, the vast majority of women are engaged in occupations that pay just the minimum or living wage. Women encounter a greater number of obstacles in the job than males. The

phrase "Glass Ceiling" refers to the barriers that women and minorities experience when they work their way up the corporate ladder to positions of leadership. In today's society, the topic of the glass ceiling has gained a great deal of attention because of the priority placed on gender equality and the elimination of prejudice. The glass ceiling has a significant impact on the lives of women and the success of businesses. In a number of studies, it has been shown that the glass ceiling effect is associated with increased organizational performance. Employees' commitment to the organization may deteriorate as a consequence of this development. According to a number of studies, the glass ceiling has a negative impact on the loyalty of women who work in the workplace. When it comes to the organizational commitment of women, it is important to take into account the engagement of teachers in any economy. If Sri Lanka's educational system were not supported by devoted educators, the country would be in serious trouble. Because women constitute the majority of those employed in the educational sector, this research focuses on the impact of the glass ceiling on teachers' commitment.

2. LITERATURE REVIEW

It is vital for a business to achieve its aims and objectives in today's competitive economic climate that male and female employees are treated equally (Filandri & Pasqua, 2003). Historically, women did the bulk of household tasks, such as child care. In today's culture, however, more women than men are engaged in a diverse range of vocations (Nilufer, 2019). Women in the workforce are important to any country's progress (Huseyinzade, 2019). Men face a range of problems during their professional life. However, it accounts for a negligible part of the entire population. Males love working with women as colleagues, but not as bosses (Dost et al., 2012). Women are getting more degrees from colleges and universities than at any point in history, and they are also working full-time (Huseyinzade, 2019). While female involvement in lower and middle management jobs has increased, the proportion of women in the upper echelons of management remains much lower than that of men (Dimovski, Skerlavaj, & Man, 2010). Employees' capacity to grow in their employment has a significant impact on their overall professional satisfaction (Rahman & Islam, 2019). Despite the presence of the glass ceiling,

inequalities between men and women continue to persist in the workplace. It tackles the concerns of women in the workplace on career advancement (Purcell, MacArthur, & Samblanet, 2010). There is no such thing as a glass ceiling when it comes to performance review. They face an obstacle just because they are female (Rahman & Islam, 2019). Women who want to break through the glass ceiling must exert considerable effort. A single glass ceiling does not represent the plethora of gender stereotypes that occur on a daily basis in both overt and covert ways across the globe (Bombuwela & De Alwis, 2013). The question of whether or not there is a glass ceiling is addressed in the early phases of glass ceiling research. On the other hand, statistical evidence indicates that the "glass ceiling" is a myth (Srivastava & Rai, 2010). Numerous researchers have examined the glass ceiling, identifying elements that contribute to its formation (Smith & Crimes, 2007), as well as its implications (Tiwari et al., 2019) and causes (Lathabhavan & Balasubramanian, 2017). Employee happiness and productivity are enhanced as a consequence of a company's commitment, which is crucial for the long-term success of the firm (Yavuz, 2010). A committed employee is one who values going above and beyond for the benefit of his or her employer. By acquiring a committed team of workers, it is feasible to boost productivity and efficiency (Aranki, Suifan, & Sweis, 2019). Numerous research investigations have shown elements and concepts that influence the level of commitment displayed by a firm. "Culture" and "gender bias" are two concepts that apply to a company (Imam & Shah, 2013). Discrimination on the basis of gender in the workplace has a negative effect on women's capacity to engage in organizational activities (Tiwari et al., 2019).

3. METHODOLOGY

The purpose of this research was to determine whether or not the "glass ceiling" had an impact on the degree of commitment among government school teachers in Anuradhapura District. The study can be identified as a quantitative research based on deductive research approach. Moreover it follows explanatory research strategy. Accordingly, a structured questionnaire was used to collect the data from the respondents in order to examine the relationship between glass ceiling effect and organizational commitment. The study used a structured questionnaire to collect data and it was distributed among 100 school teachers using stratified

sampling method. The questionnaire was consisted with two parts where the first part of the questionnaire was devoted to collect the demographic information of the participants where the second part was intended to collect the responses on glass ceiling effect and organizational commitment using five point Likert Scale. Moreover, the data analysis was performed by using Descriptive statistics, ANOVA, correlation and regression analysis by using Statistical Package for Social Sciences (SPSS) 23.0 version.

4. FINDINGS

With this study, the researchers sought to assess the effect of the glass ceiling on the organizational commitment of government school teachers in the Anuradhapura district. The research included 62 female

school teachers from the Anuradhapura area. The information was gathered via the use of a structured questionnaire where 100 questionnaires were distributed among the participants of and the study got only 62 completed responses, representing a response rate of 62%.

4.1. Correlation analysis

As shown in the table below, Pearson's correlation is a hypothesis-testing method that uses integers ranging from -1 to +1, with negative values indicating a negative correlation and positive values showing a positive correlation. As a result, the present investigation's correlation coefficients are shown in the table below.

Table 1: Correlation Analysis

	Glass ceiling	Organizational Commitment
	1	-.401**
Glass ceiling		.001
	62	62
Organizational Commitment	-.401**	1
	.001	
	62	62

** Correlation is significant at the 0.01 level (2-tailed).

As Shown in the table 1 correlation between glass ceiling and the organizational commitment is -0.401 and it is significant at 0.05(p<0.05). Thus, it can be concluded that there is a negative and significant relationship between glass ceiling and organizational commitment.

4.2. Regression analysis

In order to evaluate the objectives of the study, regression analysis were used and the findings are presented in the form of a Model summary, an ANOVA table, and a coefficients table as follows.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.401 ^a	.161	.147	.28278

a. Predictors: (Constant), glass ceiling

Source: survey data analysis

According to Table 2 the Adjusted R Square of the model is 0.147. This means that 14.7% of the variation of the dependent variable (Organizational commitment) can be explained by the glass ceiling. Remaining

variation of the dependent variable may influence by other factors.

Table 3: ANOVA Table

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	.921	1	.921	11.518	.001 ^b
Residual	4.798	60	.080		
Total	5.719	61			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), glass ceiling

ANOVA statistical tool can be considered as a tool used for hypothesis testing. Rendering to the ANOVA analysis, the model is statistically significant as the p-value of 0.001 is below than 0.05. It indicates that developed regression line is strong enough to predict the behavior of the dependent variable in accordance with the changes in Independent variable.

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4.272	.588		7.262	.000
¹ Glass ceiling	-.511	.151	-.401	-3.394	.001

a. Dependent Variable: Organizational Commitment

According to the table 4 the results of the coefficient of glass ceiling was -0.511 and its respective significant value is .001 and it indicates that glass ceiling has significantly influence on the teachers and there is a negative impact on their organizational commitment.

5. CONCLUSION AND RECOMMENDATIONS

Beginning with the conclusion that government school teachers in the Anuradhapura area are subjected to a glass ceiling and it was discovered that the glass ceiling characteristics had a significant influence on the degree of organizational commitment among female school personnel in the Anuradhapura District. The adoption of glass ceiling strategies has a significant influence on the loyalty of employees to their employers. It is critical for teachers to remain committed where education serves as the basis of the economy. As a consequence of this study's findings that the glass ceiling has an impact on commitment, the government and relevant authorities must take action to address these issues and boost teachers' dedication. The removal of the glass ceiling, as well as the elimination of prejudice and discrimination, may help to improve the culture of any organization. The glass ceiling and gender discrimination are key issues that businesses should address via educational initiatives. Therefore, relevant authorities must ensure that their recruiting and career management methods do not impair women's ability to progress in their respective sectors. Organizations should understand the advantages of eliminating the glass ceiling and innovate the way to change their organizational culture to create a biased and discrimination free environment. Organizations should also deliver programs and activities to educate employees' awareness on the gender inequalities and the glass ceiling issues. Further relevant authorities must guarantee that their recruitment and career management systems do not hold women back in their professional development.

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