A STUDY ON THE PERCEPTIONS OF GLASS CEILING AND WORKPLACE BURNOUT

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Abstract

This study examined the relationship between women's perceptions of the glass ceiling and workplace burnout. The concept of glass ceiling beliefs encompasses psychological barriers perceived by women that hinder their career advancement. This study explores how these perception influence burnout, focusing on the psychological composite of female employees. A sample size of 465 female employees participated, providing data through survey measuring glass ceiling and burnout level. The study identifies four specific glass ceiling beliefs: denial, resistance, resignation, and acceptance. Structural Equation Modeling (SEM) was employed to test the hypothesis, revealing that denial and resilience are negatively related to burnout, whereas resignation and acceptance are positively related to burnout. The findings highlight the significant role of glass ceiling beliefs in predicting burnout, emphasizing the need for organizations to address these

perceptions to enhance female employees' well-being and career progression. Practical implications suggest incorporating these beliefs into human resource practices to create a supportive work environment and reduce burnout.

Keywords: Burnout, Women employees, Glass Ceiling (GC), Workplace barriers.

INTRODUCTION

The concept of glass ceiling beliefs refers to the psychological perspective on women's perceptions regarding the existence of barriers to their advancement in the workplace. In this study, we have examined the connection between views about the glass ceiling and subjective career features, such as work engagement and burnout, as they are influenced by the psychological composition of female employees (Tanure et al., 2014). Recent initiatives aimed at enhancing organizational performance have started to focus on promoting positive organizational behavior and positive emotions, such as work engagement, while also addressing negative behaviors like burnout. The goal is to improve positive psychology and minimize negative behavior of the employees in the organization. This study examines the correlation between women's perception of the glass ceiling and burnout, which is a significant factor to consider in regard to women's careers in this particular context.

LITERATURE REVIEW

These efforts have been supported by various studies conducted by Rahim and Cosby (2016), Bakker et al. (2014), Seligman and Csikszentmihalyi (2014), Yalabik et al. (2013), Hakanen and Schaufeli (2012), and Halbesleben (2010). Work engagement is a good measure that is defined by qualities such as energy, commitment, and deep involvement (Bakker and Leiter, 2010). On the other hand, burnout is a negative concept that leads to unfavorable results (Bakker et al., 2014; Schaufeli and Salanova, 2013; Maslach et al., 2001). Given the rise in women's involvement in the global labor market (Moghadam, 2015), it is imperative to examine the advancement of women's careers, as it reveals a discrepancy between the availability of qualified women and the demand for higher-level positions (Vanderbroeck, 2010; Eagly and Carli, 2007). The purported imperceptible obstacle is symbolically referred to as the glass ceiling. This study examines four glass ceiling beliefs: denial, resistance, resignation, and

acceptance. Burnout holds a significant role in the field of organizational studies due to its correlation with higher employee turnover rates and decreased levels of work engagement and performance (Rahim and Cosby, 2016; Scanlan and Still, 2013; Halbesleben, 2010).

Burnout

Burnout is a condition characterized by a combination of weariness, cynicism, and decreased effectiveness in one's professional role (Maslach et al., 1997). Exhaustion refers to a continuous condition of physical, cognitive, and emotional depletion, accompanied by low energy and weariness. This condition arises from high job demands and difficulties in both work and home life (Wright & Cropanzano, 1998). The second dimension, cynicism, pertains to an apathetic disposition towards work and one's colleagues, resulting in a gradual loss of interest in one's job. Ultimately, loss of professional efficacy pertains to diminished perceptions of proficiency and accomplishment, both inside one's occupation and the organization in which one is employed (Maslach et al., 1997). Work engagement and burnout have been extensively studied in the field of occupational health psychology (Bakker et al., 2014; Bakker et al., 2011). Research has shown that work engagement is a strong predictor of positive results for both individuals and organizations (Schaufeli, 2015; Bakker and Demerouti, 2008). On the other hand, burnout has been found to have detrimental consequences for employees and organizations (Rahim and Cosby, 2016; Hakanen and Schaufeli, 2012; Hakanen et al., 2006).

Hypothesis

On the basis of our survey of literature, we have formulated the following hypotheses:

H1. Denial is Negatively Related to Burnout.

Disregarding the existence of the glass ceiling within the business contributes to the increased confidence of women, as stated by Wrigley (2002). These instances involve certain shared traits that contribute to the advancement of both men and women in their careers (Fagenson, 1990). According to Carver and Scheier (2002), women have an optimistic outlook and anticipate positive outcomes for themselves. As a result of this optimism, they tend to exhibit high levels of work engagement inside the business

(Xanthopoulou et al., 2009). According to Barkhuizen et al. (2014), there is a negative correlation to burnout.
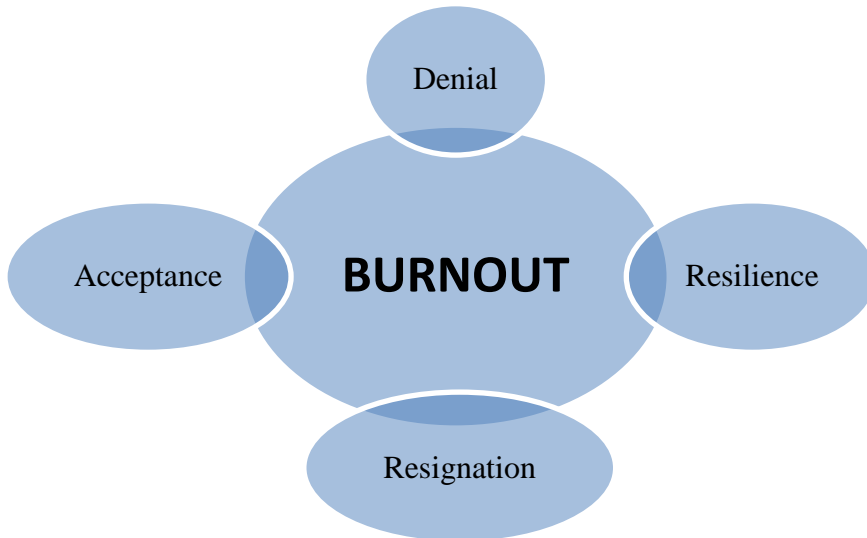

Figure 1: Conceptual model

H2. Resilience is Negatively Related to Burnout.

Wilson and Ferch (2005) assert that personal autonomy and optimism are crucial factors in fostering resilience in the workplace. The studies conducted by Smith, Caputi, and Crittenden in 2012 and Bakker and Leiter in 2010 have shown a correlation between certain factors and reduced levels of burnout. Additionally, Taku's research in 2014 has also found a similar association. Based on this reasoning, we have developed the hypotheses H2 mentioned above.

H3. Resignation is positively related to burnout.

Recent studies indicate that men have a higher likelihood of advancing in their careers compared to women, even when women hold the same level of education and skills (LaPierre and Zimmerman, 2012; Eagly and Carli, 2007). Regarding the belief in resignation, women perceive few prospects for improvements in work conditions. Under such circumstances, individuals may either persist in their dissatisfaction and unhappiness while employed by an organization or opt to resign and pursue self-employment (Walker and Webster, 2007). Given the circumstances, both employee

turnover and job dissatisfaction have a positive correlation with burnout (Timms et al., 2015; Rayton and Yalabik, 2014; Scanlan and Still, 2013). Based on the literature studied, we have developed the hypotheses H3 mentioned above.

H4. Acceptance is positively related to burnout.

A major setback in the participation of women in the labor market is family responsibilities (Appelbaum et al., 2011; Yang, 2011). The glass ceiling belief "acceptance" makes women prefer family goals over career goals. Acceptance can be considered as a psychological application of Hakim's (2003) preference theory, which explains women's choices in regards to career and family and also predicts an increasing trend in women taking up work through different routes, such as flexi-time jobs, part-time jobs, and work-from-home. Either way, with or without these alternate working arrangements, women generally have more difficulty in working out a balance between work and family responsibilities and experience more work family conflict (Yavas et al., 2008). Work family conflict positively relates to burnout (Halbesleben, 2010; Rupert et al., 2009). Some previous studies show a positive relationship between burnout and acceptance (Smith, Caputi and Crittenden, 2012). On the basis of these ideas, we have formulated the above hypotheses H4.

Methods Participants and procedure

The sample comprised 467 people. The personnel were directly provided with the necessary number of surveys and a cover letter guaranteeing confidentiality. Participation in this study was entirely voluntary and limited exclusively to female employees. Out of the 250 survey questionnaire sets that were given, 240 were returned, resulting in a response rate of 93.3 percent. After excluding questionnaires with missing or insufficient data, a total of 467 questionnaires (response rate: 89.8 percent) were used for further data analysis. The average age of the participants was 36.40, with a standard deviation of 8.7.

Measures Glass ceiling beliefs

The measurement of glass ceiling beliefs was conducted using the CPS (Smith, Crittenden, & Caputi, 2012). The CPS evaluates individuals' levels of denial (consisting of ten things), resistance (consisting of eleven items), resignation

(consisting of ten items), and acceptance (consisting of seven items) about the glass ceiling. A Likert scale consisting of seven points was employed, ranging from 1 (indicating strong disagreement) to 7 (indicating strong agreement). The items were evaluated using a rating system that ranged from 1 (indicating significant disagreement) to 7 (indicating strong agreement). The evaluation of burnout was conducted using a revised edition of MBI-GS (Schaufeli et al., 1996).

DATA ANALYSIS

The study model was tested using the Structural Equation Modeling (SEM) methodologies included in AMOS 21.0 (Arbuckle, 2012). The quality of the model was assessed by performing Confirmatory Factor Analysis using maximum likelihood estimation. The adequacy of the models was assessed using the following criteria: relative $\chi2$:($\chi2/df$)o3, root mean square error of approximation (RMSEA) of $\leqslant 0.08$, standardized root mean square residual (SRMR) of $\leqslant 0.06$, normed fit index (NFI) of $\geqslant 0.90$, comparative fit index (CFI) of $\geqslant 0.90$, and Tucker-Lewis index (TLI) of $\geqslant 0.90$ (Byrne, 2013; Hooper et al., 2008; Hu and Bentler, 1998). Cronbach's alpha, average variance extracted (AVE), composite reliability (CR), and average loadings (AL) were employed to assess the reliability and validity of the measures.

RESULTS

Descriptive statistics

Table I shows the descriptive statistics of the study variables, which include the means, standard deviations, internal consistency, and correlations. The correlations between the variables were aligned with the anticipated direction.

Table no. 1: Mean and standard deviation

Variable	Mean	SD	1	2	3
1. **Denial**	4.23	0.85			
2. **Resilience**	4.96	0.90	0.31		
3. **Resignation**	2.67	0.90	-0.16	-0.37	
4. **Acceptance**	2.17	0.72	-0.29	-0.39	0.45

Notes: n=467. *p < 0.05, ***p<0.001

Measurement Models

In order to determine if the different elements in our model were separate from each other and to assess the impact of any shared technique bias, we performed Harman's one-factor test (Podsakoff et al., 2003). However, the results of the test did not show a single factor. The six component model has a Comparative Fit Index (CFI) of 0.94, a Tucker-Lewis Index (TLI) of 0.94, a Root Mean Square Error of Approximation (RMSEA) of 0.05, and a Standardized Root Mean Square Residual (SRMR) of 0.04. The results indicate a strong alignment with the data, as evidenced by a $\chi 2$ value of 1,993.26 with 1,021 degrees of freedom (n=467). The $\chi 2$/df ratio is 1.95, which is below the significance level of 0.01. Furthermore, the constructs have a separate character, and there is no significant impact of bias on the outcomes (Doty and Glick, 1998). Therefore, we have chosen this ultimate measurement model for subsequent studies.

Reliability and validity measurement

Table II presents the specific information regarding the reliability and convergent validity. All the variables exhibited good internal consistency, with values exceeding 0.70 (Nunnally et al., 1967). The measurement model meets the requirements for reliability and convergent validity, as it fulfills the criteria of CRW0.60 and AVEW0.50 (Bagozzi and Yi, 1988; Fornell and Larcker, 1981). Table I provides supporting data for the model's ability to distinguish across different constructs. Upon examining the correlation matrix, it is evident that there are no pairings of variables that exhibit a correlation over 0.70 (Anderson and Gerbing, 1988). Furthermore, it is evident that all of these values are smaller than the square roots of the AVE for the relevant factors, as demonstrated in Tables I and II (Fornell and Larcker, 1981).

Results of Model testing

Figure 1 visually displays the findings of the analysis. The findings of the structural equation modeling (SEM) indicate that all of the hypotheses were accepted with a minimal confidence level of 0.05. This provides support for all of our assumptions, ranging from H1 to H4.

DISCUSSION

Theoretical implications this study focused on women's beliefs about glass ceiling as predictors of important career outcomes – work engagement and burnout. Our main hypotheses were largely supported by the data. We have thus extended previous research results in the fields of work engagement and burnout as the consequences of the glass ceiling beliefs. The relationships between the three components of the burnout are also a major contribution of this work. With regard to women's glass ceiling beliefs, this study is the first to investigate their relationship with burnout.

Table No. 2: Reliability and convergent validity

Variable	Cronbach's $\propto$	CR	AVE	AL	$\sqrt{AVE}$
1. Denial	0.88	0.90	0.51	0.72	0.72
2. Resilience	0.90	0.90	0.50	0.79	0.71
3. Resignation	0.85	0.95	0.66	0.81	0.80
4. Acceptance	0.89	0.89	0.73	0.85	0.82

Notes: CR, composite reliability; AVE, average variance extracted; AL, average loading
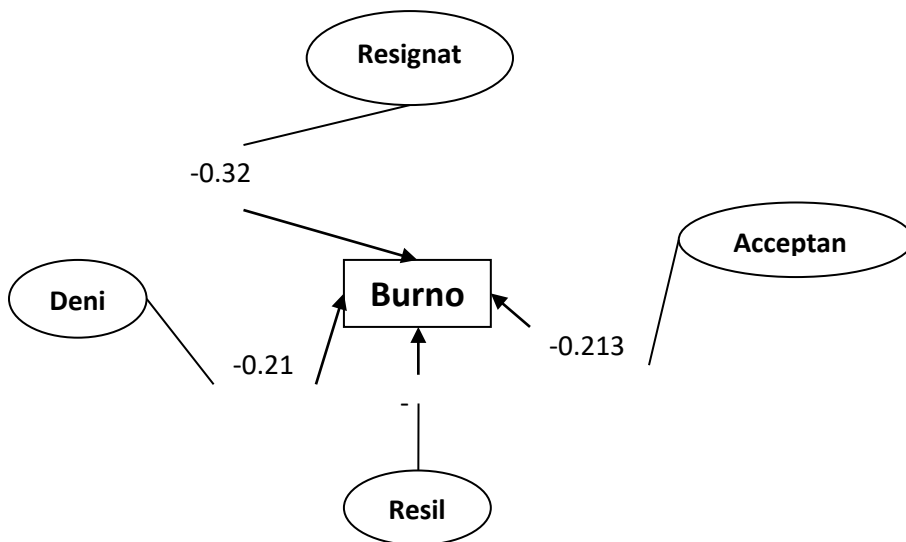
Notes: n=467. *$p < 0.05$, ***$p<0.001$

Figure 2: Research model

Sources et al. (2007) linked women's burnout to socioeconomic, job, lifestyle, and health issues, however they did not consider psychological elements such as women's beliefs and attitudes on their belief in the glass ceiling. This study examines women's perceptions and convictions on the glass ceiling and their correlation with burnout. This study demonstrates that all ideas related to the glass ceiling are predictive of burnout, making a significant contribution to the existing paradigm.

PRACTICAL IMPLICATIONS

Beliefs regarding the glass ceiling exhibit substantial correlations with burnout. This study demonstrates the significance of examining such ideas for the purposes of human resource activities in businesses. The CPS might be regarded as a prerequisite for recruitment, training, succession planning, promotion, and counseling. This study would have organizational ramifications by assisting in talent retention and creating a supportive work structure and atmosphere for female employees. Consequently, this would result in enhanced productivity among staff members and subsequently elevate the overall effectiveness of the firm. This survey on glass ceiling beliefs can inform the development and implementation of policies tailored to the personality and behavioral attributes of female employees. These policies aim to enhance job effectiveness and overall well-being in the workplace. Engaging in such activities will facilitate the empowerment of women in the industrial sector.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

Further investigation into these potential consequences will require longitudinal investigations. Despite the potential influence of method bias on the study's findings, we have confidence in our results. This is because all the scales used in the study were multi-item scales with high reliability. Such a consistent pattern of results helps alleviate concerns about common method bias (Spector, 1987). Furthermore, it is important to note that our findings could be affected by the uniformity of the sample, as the study specifically focused on female employees within a single professional area. Conducting future research on individuals across various professional sectors will assist in making these findings more applicable to a wider population. Conducting similar studies in sectors such as defense and security forces, which are predominantly male, would offer more valuable insights into the phenomenon of glass ceiling beliefs.

In conclusion, the findings of our study indicate that holding glass ceiling views is a strong predictor of experiencing burnout. It is important to acknowledge that our research only examined a limited number of career-related factors. Examining the effects of various career factors can lead to a more thorough comprehension, ultimately enhancing employee well-being through interventions in organizational management.

CONCLUSION

The findings of this study indicate that the perception of a glass ceiling is a significant predictor of experiencing burnout. The optimistic ideas on the glass ceiling, which include denial and tenacity, and the pessimistic beliefs, which encompass resignation and acceptance, make conflicting or contradictory assertions. Therefore, it is important to encourage positive ideas about the glass ceiling and to manage negative beliefs through the provision of suitable training or counseling to prevent burnout. This study aims to overcome the obstacle of the glass ceiling by acknowledging the perceptions held by female employees on the glass ceiling. Consequently, it seeks to facilitate the progress of women in their careers, empowering them both financially and socially.

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