



The Journal of **ARSYM**

A Publication of Students' Research of the
Annual Research Symposium in Management

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The Journal of ARSYM

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The Journal of ARSYM (JARSYM) is a refereed journal published bi-annually by the Faculty of Business Studies & Finance, Wayamba University of Sri Lanka. The aim of the JARSYM is to disseminate high-quality research findings on a variety of timely topics generated by the undergraduate and postgraduate researchers in the Wayamba University of Sri Lanka. Furthermore, it opens up avenues for the undergraduates involved in the industry to share their inventions, state-of-the-art discoveries and novel ideas. The main philosophy behind the JARSYM is to enhance the research culture within the faculty, thereby within the Wayamba University. All research articles submitted are double blind reviewed prior to publishing. Views expressed in the research articles are not the views of the Faculty of Business Studies and Finance, Wayamba University of Sri Lanka or the Editorial Board.

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The Impact of Glass Ceiling on Employee Performance of Divisional Secretariat Women Employees in Kurunegala District

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ABSTRACT

“Glass ceiling” is used to describe as invisible or artificial barriers that discontinue women from raising the corporate ladder to senior positions. Specially, it is an unseen and unreachable, strong barrier that impedes minorities and women from moving to the upper levels of the corporate ladder, regardless of their qualifications or achievements. There were several studies which had identified the presence of the glass ceiling and several negative effects of factors of glass ceiling. Women employee performance is more important to the developing countries. Different studies had identified that glass ceiling affect to women employee performance. But the thing is literature does not provide clear evidence on the impact of glass ceiling on women employee performance in Sri Lankan Context. The objective of the present study was to examine the effects of factors of glass ceiling on employee performance of Divisional secretariat women employees in Kurunegala District, because women employees are the important point of the Sri Lankan administrative system and their performances are more important to dealing with citizen in clear pathway with the dimensions of glass ceiling like as individual factors, organizational factors, family factors and social factors. For the purpose of the study primary data were collected through questionnaire from the sample of 346 women employees in Kurunegala District. Reliability test, Validity test, demographic analysis, descriptive analysis, regression analysis was performed in data analysis. The hypotheses of the study were accepted then it indicated the presence of the glass ceiling among the women employees in divisional secretariat offices in Kurunegala District. The regression analysis of the study was indicated the factors of glass ceiling had significance and negatively influence on women employee performance. Further results of the analysis had identified, Divisional Secretariat women employees of Kurunegala District were facing high level glass ceiling and the women employee performance were below the moderate level. Further study resulted that women employees’ performance is very low and there may be several factors which affects to the performance. Then the relevant authorities have to consider individual, organizational, family and social factors of glass ceiling and enhance the women employee performance.

Keywords: Glass Ceiling, Employee Performance, Women Employee

1. INTRODUCTION

The overall success of an institution in achieving its strategic objectives relies heavily on the performance of the employees. Employee performance is a function of ability to gain the overall strategic goals. The individual performance of an employee will lead to the organizational effectiveness. The success or failure of the organization depends on employee performance (Chi, 2017). Therefore, organizations are investing a huge amount of money on employee development (Hameed, 2012). In recent years, women as well as gender issues, have to turn into a major area of concern. Seminars, workshops are being held over the world to discuss women progressing in all areas of life. That is because of the most significant feature of the global labor market in the last half of the twentieth century, which is increasing the participation of women (Black, 1999). Female laborers participate more than 40% in many countries. It had been gradually increased (Waner, 2014).

Every country that has seen positive changes and trend in female labor force participation saw an increasing in the share of women who are employed. With sustained development, women make educational gains and the value of their time according to low level income, middle level income, high level income countries (Tzvetkova, 2017). There is considerably more variation across developing countries in labor force participation by women than by men. This variation is driven by a wide variety of economic and social factors, which include economic growth, education and social norms. An invisible, seemingly unbreakable barrier in the work place preventing the career ascension of women and minorities into the highest levels of their career path called “glass ceiling” (Kinick, 2007). By the way, the glass ceiling is a popular metaphor for explaining the inability of many women to advance past a certain point in their occupations and professions. There are several numbers of researches finding out the effect of the glass ceiling mainly link with the organizational performances and commitment and women employee’s career advancement through their performance & job satisfaction (Lathabavan, 2017).

To increase organizational commitment, career advancement, organizational effectiveness, most of the important thing is employee’s performances. Employee performance is higher in happy and satisfied workers and management. It is easy to motivate high performance to attain organization target (Kinick, 2007). Employee performance is directly or indirectly related to organizational performance, the researchers who (Kesari, 2016) content analysis in nine different factors found to be related to the construct in employee performance.

Every single country achieves its targets the most valuable factor is the economy of a country. There are two types of organizations in a country named private and public. Sri Lanka has the largest employee base in the public sector. Public sector organizations affect the productivity of the economy directly and indirectly. To manage perfectly, districts of Sri Lanka are divided into administrative subunits known as the “Divisional Revenue Officer” (D.R.O) division. Later it was named “Assistant Government Agent” (A.G.A) and currently, it is titled as divisional secretariat. These offices are one of the leading

government sector organizations directly work with the citizen. Therefore employee performances are very important to develop the country. According to the Ministry of Home Affairs, (2016), the majority of the employees are female.

Year	Female Employees		Male Employees	
2016	28,713	61%	18,555	39%

Source: Census of public & semi-government sector employees sector employment – final report (2016).

As a percentage, female employees are 61% and male employees are 39%. When considering the statistics, the percentage of women participation is high. When considering the top-level position of the administrative officers in the public sector, statistics according to the Ministry of Home Affairs,

Divisional secretaries by sex and year,

Year	Female Employees		Male Employees	
2014	97	31.7%	209	68.3%
2018	115	36.9%	197	63.1%

Source: Department of Census & Statistics, Ministry of National Policies & Economic Affairs, Final report (2016)

Accordingly, this study is mainly concerned with the effect of the glass ceiling on women's employee performance. Although various researches have been carried out to identify the impact of glass ceiling on women employee commitment, career advancement, women employee performance, but the thing is, factors of glass ceiling such as individual, organizational, family, social factors have not been focused on the women employee performance in the Sri Lankan context. So, the researcher found a research gap in this regard. By conducting this research, the researcher hopes to fill the existing research gap. There is no substantive empirical study has been conducted to impact of the glass ceiling on women employee performance of the administrative sector in Sri Lanka. The objective of the present study is to examine the impact of the glass ceiling on women employee performance. This study is important because it will examine the impact of factors of glass ceiling on women employee performance of divisional secretariat offices. The result can be used in the administrative sector of any organization who tries to understand glass ceiling. Based on the findings, relevant authorities can take some actions to increase women employee performance.

2. LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Gender Stereotype

Gender stereotyping is a procedure of judging female and the male on the base of their culturally and recommended roles, then assigning them in different classifications, limits the prospective of both females and the males (Agars, 2004). This can be simply mean, role fixation associated with the different genders and it is actually outlined, which particulates different individuals

because of the sexual characteristics sourced from various philosophies like conventional (Sabir, 2017). Gender Stereotype has vivid features, like in traditional women consider as weak for the working condition because of their slim and body figure (Helgeson, 2002), their duties & limitations (Borgida, 1999). The interests for gender stereotype discuss in 1995's the logical attraction with organizational supportive works (Acker, 2009, Sing, 2013).

The work environment restrict the women because the stereotypical attitudes, being selected decision-making process, promotions, other opportunities, handling some higher responsibilities of an organization (Acker, 2009). Gender stereotype is different from the glass ceiling because its behavior, other situations, it covers the whole area than the glass ceiling (Brescall, 2016), glass ceiling is such kind of part restrict higher position for women and minorities (Hoobler, 2016).

2.2 Glass Ceiling Effect

In the twentieth century, there was no study on the workers' problems (Acker, 2009). Ann Morrison introduced the glass ceiling in the 1980s and according to (Maxwell, 2007) glass ceiling a common trend is the hidden curtain that hides the natural talent of the women and retains all of the far from top management of an organization. Especially, it is an unseen and unreachable, strong barrier that impedes minorities and women from moving to the upper levels of the corporate ladder, regardless of their qualifications or achievements (Commission, 1995). Glass ceiling a term which comes to light in 1980 caught the attention of researchers including that research (Bell, 2002). The glass ceiling effect refers to obstacles that hinder the growth of women employees in the workplace and deprive them of achieving a leadership position in the organization (Crimes, 2007), is a gender bias (Bell, 2002). Lots of women have made significant progress by focusing on the work they have done in their careers, but because they face glass ceiling barriers, they are still rarely involved in top-level jobs in the works places (Helm, 2006).

In 1986's the word ceiling means that upper limits of the going to the career ladder or the cooperate ladder then glass simply means that the subtlety and transparency barrier (Schellhardt, 1986). According to the (Sabir, 2017) women encounter has varied obstacles that restrict women's potential to achieve fulfilling the career with a chance to go ahead from developing and promote the high levels. The glass ceiling disregards merit and achievement of females arise the reinforcing discriminatory barriers that can identify the harassment, gender bias, organizational norms, not favor women, hindering their career upward mobility, then it glasses ceiling is "barriers so subtle and transparent, yet so strong that it prevents women and minorities from moving the hierarchy (Skinner, 2005).

The barriers of women employees and the minorities face when they developing through their careers and termed as glass ceiling, that can identify the high attention in today's world, most of the women are limited to the lower and middle level of management position in the organization due to the glass ceiling syndrome (Keenawinna, 2015). The effects of glass ceiling vary different countries and in different types of economic sectors (Keenawinna, 2015).

Working women are readily gathering the required experience and the educational levels, this is concerning women and the minorities' encounter what is the term means that glass ceiling in the today's work place (Jayawardane, 2015).

2.2.1 Factors affect to the glass ceiling

The glass ceiling is present all over the world that can identify the factors that keep women away from the same place, through intensity may vary based on the nation or region (Srivasdthav, 2020). Several studies mention vary of factors that women have a lack of connecting the top-level management (Zaharieva, 2019). Researchers found the several types research dealing with varies of factors, individual factors, family factors, organizational factors; social factors (Remya Lathabavan, 2017). Glass ceiling syndrome is a strong and powerful variable it affects to restrict women, it is proven by the several kinds of researches like as Asian, African countries (Mai Ngo Khong, 2017), (sabir, 2017). There are many researchers had found several types of factors affected by the glass ceiling concept, it includes family factors, individual factors, organizational factors, and several types of varies of factors (Mai Ngo Khong, 2017)

2.2.2 Impact of glass ceiling

Several kinds of studies identify the impact of glass ceiling in different ways, there may be varies of consequences of glass ceiling (Remya Lathabavan, 2017). Glass ceiling has many outcomes, it is proven effective and cognitive beyond of organization and the individual (Srivasdthav, 2020). They feel membership in the organization and the employees positively and negatively. This glass ceiling effect impact positively or negatively to the organizations, employees, and the society (Srivasdthav, 2020). More degree of identification of an employee with the organization more conformity with the organization goals and it is indirect effect to the societal problem around the world (Dutton, 1994). Most of the research had found the glass ceiling affects the negative outcomes to the women employees, organizations, and the society.

2.3 Women Employee performance

Employee performance is higher in happy and satisfied workers and management find it easy to motive high performance to attain firm targets and employee could be only satisfied when they feel themselves competent to perform their job. (Angelo Kinicki, 2006).

The most significant feature of the global labor market is the increasing participation of women. According to (Uduwella, 2019) during the last two decades in the global labor market, there has been an increase in the proportion of women at lower management positions. Women contributed to more than 50% of the graduates.

Employee performance is individuals' behaviors regarding the self-control and the effective achievement of the organization's goals and other side employee performance generally refers to the amount of output generate from the job execution (P. Campbell, 1996). The employee is a key element of the organization and valuable asset. The success or the failure depends on the employee's performances (Abdhul Hameed, 2011). Productivity and output are

the results of employee performances (Abdhul Hameed, 2011). Employee performance is a collection of actions and behaviors that are under control of the individuals to contribute the organizational goal and objectives. Generally, refers the amount of output generated from job execution by an employee over the particular time period of an organization (Hellriegel, 1999).

2.3.1 Factors affect to the women employee performance

Research work of the factors affect to the employee performance, there are several kinds of factors like, team work, positive moods glass ceiling, personal support, task performance, self-efficacy, helping other co-workers affect to the employee performance in the organization. Especially researchers identified which glass ceiling is one of the main aspects for affect to the women employee performance in the organization situations.

2.4 Glass ceiling and the women employee performance

According to the (Anesh, 2013), find the glass ceiling on working women in the Durban, so they found that the glass ceiling is existing the South African Durban organizations. Factors are situational factors, family role, equal opportunities. Glass ceiling affect to the women employee growth and performance level their progressing in the organization.

The corporate culture affects to the negative relationship among the employee performance level with good condition. The sample size was 35 women employees for that study (Krueger, 2020). The hypotheses accepted with the female employees who were not perform well at the glass ceiling work condition in the organization then female employees were like to increase their effort to the organization but glass ceiling mainly influence, work through negative kinds (Buckalew, 2012).

(Diane, 2006), Effect of the stereotype about one's group as being true on oneself. Effect stereotype treat on women's performance of managerial task and explored gender role identification as a moderate of the stereotype threat effect. Conduct the research on the GC and the Coping Mechanism Academia and they find the due to their assigned social roles especially women who newly start their career (Omer Faruk Karagoz, 2020). According (M Khyzer Dost, 2012) in Pakistan exist the glass ceiling effect private a public organization. Employees' especially female employees are artificially restricted to be promoted in to top level positions. Glass ceiling affect to the organization's lesser productivity and lesser performance. (Mubbsher Munawar Khan, 2012), Found the significant effect of the glass ceiling on the women employee performance according to the Pakistan organization with special reference Lahore and Islamabad cities.

3. METHODOLOGY

The research methodology and procedure use to conduct this study and represent the ways of how the data will be collected in order to proceeds the research. Also, it describes the methods that have to be followed to achieve the objectives of the research. Research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Sekaran, 2006).

“Specification of the most adequate operations to be performed in order to test hypotheses under given conditions” called as research design (Beri, 2005).

Research philosophy contains important assumptions about the way in which view worldwide, these types of assumptions will underpin research strategy and beliefs choose as part of that strategy (Sounders, 2019). The first assumption in the pragmatism is ontology simply means, more or less the study of reality. And it describes the nature of reality; what rational impact does it possess on the society & surroundings. Typically, methods can be identified as analysis of the research and identify the research problem, questions and practical solution and outcomes. According this pragmatism is selected to the research as the philosophy. The research approach is the second layer of the research onion, it includes deductive and inductive and abductive approaches (Sounders, 2019). It is concerned with how theories and knowledge gained to the study. This is whether research should use the deductive approach in which develop theory and hypotheses and designed a research strategy to test hypothesis. As result of that in this research, most appropriate to use the deductive approach. It involves the development of a theory, subjected to a rigorous test through the series of propositions. Deductive approach is dominant research approach in natural science where the laws present the basis of predict their occurrence, explanation, allow the anticipation and permit them to be controlled.

According to the several types of research strategies this study conducts as deductive approach then most suitable strategy is survey strategy. Always survey strategy is usually associated with the deductive approach and it is most popular in business, management researches. There are several kinds of survey strategies like as, questionnaires, structured observation and structured interviews. The survey strategy allows collecting quantitative data which can analyze the quantitatively using descriptive and inferential statistics. In this study questionnaire is the most suitable survey strategy because this study conducts as explanatory and descriptive studies (Sounders, 2019).

This study adopts the quantitative method (using the questionnaire and documents) which is known as mono method (Sounders, 2019). Quantitative is predominantly used as synonym for any of the data collection techniques or data analysis procedure such as graphs or statistics that they are generates or uses the numerical data. The quantitative data are using questionnaires and structured observation analyzing and statistical procedure.

According to (Robson, 2002), Cross-sectional studies often employ the survey strategy and may be like in describe to incidence of a phenomena or explain factors are related in different organizations and done at particular point of time period. In this study cross sectional time horizon use to investigation concerned with the study of glass ceiling how to affect to the women employee performance.

The researcher developed a model to conceptualize the theoretical framework of the study.

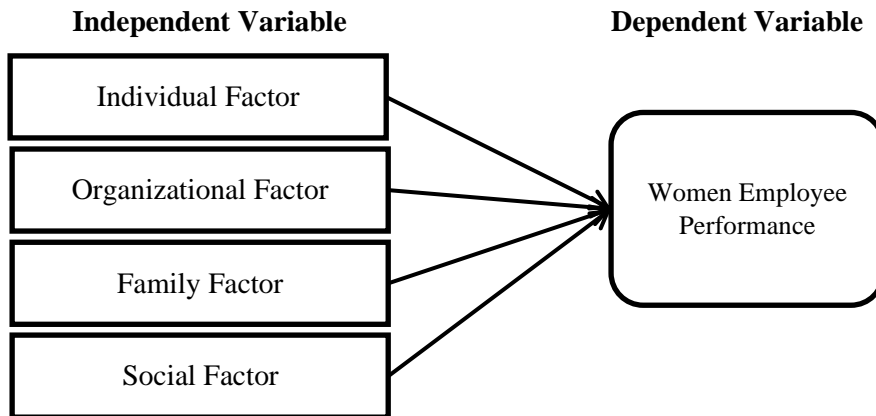


Figure 1: conceptual framework of the study

Source: Researcher constructed 2021

For this research a deductive approach was deemed suitable where it initiates with an in-depth review of literature to identify gaps in literature for which hypotheses will be formulated and tested. This will be a quantitative study in which attention will be paid to collecting numerical data. Under this research, the sample was 346 women employees working in Kurunegala Divisional Secretariat office, Ehetuwewa Divisional Secretariat office and Polpithigama Divisional Secretariat office located in Kurunegala District. Out of the 3347 populations, the researcher selected 346 as a sample based on the convenience sampling method, which is a non-probability sampling technique where the respondents were selected based on easy accessibility.

A survey strategy was selected as it facilitates gathering a massive amount of data. A questionnaire was used to collect data which comprises of five point-size scale questions. The questionnaire comprises of four independent variables namely, individual factor, organizational factor, family factor, social factor, in order to identify impact on women employee performance. Furthermore, several secondary sources such as journal articles, research papers, reviews, newspapers, magazines were used. SPSS was used in analyzing the data collected. Descriptive analysis, regression analysis was employed for further analysis.

4. RESULTS

The demographic data comprise with the age, marital status of the respondents, number of children, educational level and working experience of the respondents. Majority of the women employees are below 40 years accounting to 55.78%. Most of the respondents represent from the age group of 31-40, which had been valued as 37.57%. The sample was consisted with 14.74% of respondents who were more than 51. Marital status of women also a considerable factor of determining the actions and decisions. Majority of 80.06% women employee in divisional secretariat offices in Kurunegala District are married. Rests of the 19.94% of the total sample were single. Majority of the women employee have two children it is represents 43.35%. 13.58% of respondents had one child and 18.79% respondents from the total

sample were had three or more children. Most of the women employees had degree as their highest educational level and it was 57.80% from the total sample and 3.76% represent the degree incomplete educational level.

4.1 Descriptive Analysis

4.1.1 Normality Test

Descriptive statistics describe the behavior and nature of the data. The purpose of carrying out a descriptive analysis is to get a thorough understanding regarding both dependent and independent variables. For describing the descriptive statistics, a researcher had used frequencies, the mean and Skewness, Kurtosis.

Table 1: Normality Test Table

Variables	N	Mean	Skewness	Kurtosis		
	Statistics	Statistics	Statistics	Std. Error	Std. Error	
Individual Factor	346	4.0014	-1.927	.131	4.525	0.261
Organizational Factor	346	4.1048	-2.018	.131	5.023	0.261
Family Factor	346	4.0867	-1.381	.131	2.699	0.261
Social Factor	346	4.1698	-1.812	.131	4.465	0.261
Women Employee Performance	346	1.9225	2.223	.131	5.350	0.261

Source: survey data analysis

According to the table 1 Skewness values of the variables fall in the range +3 to -3 and Kurtosis is appropriate range -10 to 10. This denotes that the data collected for the sample of glass ceiling factors are normally distributed. Therefore, all the distribution can be considered to be Normal. Therefore, all distributions can be mentioned that it is possible to apply parametric test to carry out the research further.

4.1.2 Multicollinearity Test

Multicollinearity is a state of high interrelationships between independent variables. It is an important issue in the analysis of regression variances.

Table 2: Multicollinearity Test

Independent Variable	Collinearity Statistics	
	Tolerance	VIF
Individual Factor	0.483	2.072
Organizational Factor	0.383	2.610
Family Factor	0.465	2.149
Social Factor	0.509	1.965

Source: Survey data analysis

Comparing Tolerance values and Variance Inflation Factors it was found that the Tolerance values are higher than 0.2 and VIF values are less than 5. Therefore, the Tolerance values and the VIF values are within the expected range that prevents the multicollinearity.

4.2 Reliability Analysis

The reliability measure is identified to testing for both consistency and stability. This is one of the most important aspects of data analysis where the reliability of the data has to be established. The metric used to measure reliability is Cronbach's alpha which is a coefficient. This coefficient depicts how much various elements are negatively correlated to one another. The output value of the Cronbach's alpha will range between zero and one. Consistency specifies how well the items measuring a concept hang together as a set. The internal consistency reliability is unsatisfactory when the value is 0.06 or lesser and higher when it is greater than 0.7. Table 1 had summarized the reliability of the constructed questions to measure the glass ceiling and women employee performance.

Table 3: Reliability Analysis

Variables	Cronbach's Alpha	Decision Rule	Comment about Reliability
Individual Factor	0.793	0.793 > 0.7	Reliable
Organizational Factor	0.782	0.782 > 0.7	Reliable
Family Factor	0.776	0.776 > 0.7	Reliable
Social Factor	0.808	0.808 > 0.7	Reliable
Women employee performance	0.891	0.891 > 0.7	Reliable

Source: Researcher constructed 2021

According to the table 3, clearly presented Cronbach's alpha values are greater than 0.7. Therefore, it could be deduced from this that the data is reliable and suitable to continue with hypothesis test and descriptive analysis.

4.3 Validity Test

KMO test is a measure of how suited the collected data is for the factor analysis. The test is measure sampling adequacy for each variable in the model and for the complete model. The validity can measure using the Bartlett's test and according to the Bartlett's test to significant the variable its value should be reduce than 0.01 ($P < 0.010$). And also, validity measure through the average variance extraction and value should be greater than 0.5. KMO value should be greater than 0.5 ($KMO > 0.5$) in this research context to prove the validity.

Table 4: KMO & Bartlett's Test

Variable	KMO & Bartlett's Test	Bartlett's Test of Sphericity (Sig)
Individual Factor	0.738	0.000
Organizational Factor	0.756	0.000
Family Factor	0.697	0.000
Social Factor	0.768	0.000
Women Employee Performance	0.855	0.000

Source: Researcher constructed 2021

4.4 Regression Analysis

A regression analysis was carried out to identify the impact of independent variables on the dependent variable, which is women employee performance in divisional secretariat offices. According to the regression principles, hypothesis can be rejected provided that the F statistic is significant at 0.05. The β (Beta)

value facilitate in identifying the impact of the independent variable on the dependent variable. In this section analysis measures the relationship between factors of glass ceiling and women employee performance.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691 ^a	.477	.471	.46468

Source: Researcher constructed 2021

According to the above table shows the summary of the model. The figure “R” multiple correlation indicates that how strongly the multiple independent variables related to the dependent variable, R is represented by 0.691. It suggests the strong correlation between the factors of glass ceiling and women employee performance. It tells how much of the variance in the dependent variable, women employee performance explained by the R Square of the model is 0.477. This means that 47.7% of the dependent variable (women employee performance) can be explained by factors of glass ceiling.

Table 6: Model significance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	67.154	4	16.788	77.751	.000 ^b
Residual	73.630	341	.216		
Total	140.784	345			

a Dependent Variable: WEP

b Predictors: (Constant), IF, OF, FF, SF

Source: Researcher constructed 2021

According to the Sekaran (2003), ANOVA statistical tool can be considered as a tool used for hypothesis testing. The model is statistically significance as the p-value of 0.000 is below then 0.05 ($p < 0.05$). 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.

4.5 Hypotheses Testing

The study aims to identify how factors of glass ceiling affect to women employee performance in the context of the divisional secretariat offices in Kurunegala District. This will identify how glass ceiling will affect women employee performance based on various independent variables such as individual factor, organizational factor, family factor, social factor.

Table 7: Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	5.186	.187		27.693	.000
Individual Factor	-.259	.059	-.248	-4.391	.000
Organizational Factor	-.175	.061	-.180	-2.843	.005
Family Factor	-.119	.052	-.131	-2.284	.023
Social Factor	-.245	.052	-.258	-4.696	.000

a. Dependent Variable: Women Employee Performance

Source: Researcher constructed 2021

4.5.1 Hypothesis 1

H1 – There is a significant effect of individual factors of glass ceiling on women employee performance.

From studying the Coefficient table can explained that how much deviation occurs in dependent variable when shifting one unit of independent variable. As per the above data coefficient between individual factor of glass ceiling and women employee performance is -0.259 at (0.000) significance level. It implies one unit of change in individual factor of glass ceiling will affect to decrease women employee performance by 0.259. While one unit of change in individual factor of glass ceiling in negatively affecting to decrease of women employee performance at the 0.000 significance level.

So according to the regression analysis significant value should be less than 0.05 ($P < 0.05$). Then according to the regression table 4.10 result of the coefficient of the individual factor of glass ceiling was -0.259 and its respectively significant value is 0.000 and it is negative impact on women employee performance ($\beta = -0.259$, $p = 0.000$). Then H: 1 can be accepted.

4.5.2 Hypothesis 2

H2 – There is a significant effect of organizational factors of glass ceiling on women employee performance.

As per the above data coefficient between organizational factor of the glass ceiling and women employee performance is -0.175 at (0.005) significant level. It implies one unit of change in organizational factors of glass ceiling will affect to decrease women employee performance by 0.175. While one one unit of change in organizational factors of glass ceiling is negatively affecting to decrease women employee performance at the 0.005 significant level.

Then coefficient of glass ceiling of the organizational factor was 0.175 and its respectively significant value is 0.005 and it is negative impact on women employee performance ($\beta = -0.175$, $p = 0.005$). Then H: 2 can be accepted.

4.5.3 Hypothesis 3

H3 – There is a significant effect of family factor of glass ceiling on women employee performance.

According to the table 4.10, coefficient of the family factor of the glass ceiling is -0.119 at (0.023) significant level. It implies one unit of the change in family factor of glass ceiling will affect to decrease women employee performance by 0.119. While one unit of change in family factor of glass ceiling is negatively affecting to decrease women employee performance at the 0.023 significance level. Then regression analysis significant value should be less 0.05 ($P < 0.05$). Then according to 4.10 table results, coefficient of the family factor of the glass ceiling was 0.119 and its respectively significant value is 0.023 and it is negative impact on women employee performance. Then H: 3 can be accepted.

4.5.4 Hypothesis 4

H4 – There is a significant effect of social factor of glass ceiling on women employee performance.

According to the table 4.10 results, coefficient of the social factors of glass ceiling shows -0.245 at (0.000) significance level. It implies one unit of change in social factor of glass ceiling will affect to decrease women employee performance by 0.245. While one unit of change in social factor of glass ceiling in negatively affecting to decrease women employee performance at the 0.000 significance level.

Then regression analysis significant value should be less than 0.05 ($P < 0.05$). So, results of the above table 4.10, coefficient of social factors of glass ceiling was -0.245 and its respectively significant value is 0.000 and it is negative impact on women employee performance ($\beta = -0.245$, $p = 0.000$). Then H: 4 can be accepted.

Table 8: Summary of the Hypothesis testing

Hypotheses	Description	Results
H1	There is a significant effect of individual factor of glass ceiling on women employee performance	Accepted
H2	There is a significant effect of organizational factor of glass ceiling on women employee performance	Accepted
H3	There is a significant effect of family factor of glass ceiling on women employee performance	Accepted
H4	There is a significant effect of social factor of glass ceiling on women employee performance	Accepted

Source: Researcher constructed 2021

5. DISCUSSION

The main objective of the study was to identify the effect of the factors of glass ceiling on employee performance of the divisional secretariat women employees. For that, a sample of 346 were selected based on the convenient sampling technique and collected data were analyzed. All the variables were identified as reliable and normally distributed and hence the research was carried forward with the demographic analysis. The age composition denotes that the most of the women employees are below 40 years old. It was identified most of the women employees are working divisional secretariat offices in young age range. According to the marital status and having number of children of the women employees, also many of the women are married and the majority of the women employees have two children. Then it was identified women employees had several works to do both working place and home background.

As per the highest educational background analysis, it mainly denotes majority 57.80% women employees had a degree as their educational qualification. So it means they have the educational background to go ahead in their job positions. Analysis of the experience of the women in divisional secretariat offices majority of the women had 50.58%, more than 5 years working experience. So, they have more experience of working with any task in the office background. According to the descriptive analysis results, the average sample of the study had agreed on the factors of glass ceiling variables are resulted 3.89, 4.01, 4.08 and 4.16 mean values respectively individual, organizational, family and social factor of glass ceiling. It indicated the presence of the glass ceiling among the women employees in divisional

secretariat offices in Kurunegala District. The mean value of the women employee performance was 1.92 which was close to the disagree level.

6. CONCLUSION

The administrative sector is the backbone for the development of a country. Because every single country achieves their target, the most valuable factor is economy of country. There are two types of organizations in a country name as private and public. Sri Lanka has the largest employee base in the public sector. Public sector organizations affect to the productivity of the economy directly and indirectly. To manage perfectly, districts of Sri Lanka are divided into administrative subunits named as “Assistant Government Agent” (A.G.A) and currently, it titled as divisional secretariat.

These offices are one of the leading government sector organizations directly work with the citizen. According to the Ministry of Home Affairs, (2016) majority of the employees are female, as the main factor is women’s participation in public sector administrative offices. The main objective of the study was to identify the effect of glass ceiling on the women employee performance. It was more compatible with the previous research findings like as, (Anesh, 2013)& (Buckalew, 2012).

Firstly, the study has comprehensively determined the existence of a glass ceiling from the perspective of government divisional secretariat women employees in Kurunegala District. Secondly, the study has successfully found out the regression illustrating the significant impact like as individual, organizational, family and social factors of glass ceiling and the women employee performance of the divisional secretariat offices in Kurunegala District.

It means that women’s employee performance is significantly affected by the glass ceiling practices. Women employee performance is very important to a country like Sri Lanka. As this study resulted from performance is affected by the glass ceiling, government and the relevant authorities need to get actions on these problems and enhance the women employee performance. Efficient employees will supply good service for the public and it is positively affecting to the country. This study concludes glass ceiling affects the women employee performance significantly. Because of that all the relevant authorities and the government should get the relevant actions to reduce the glass ceiling to increase the women employee performances in Divisional Secretariat offices.

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. Women should develop their thinking patterns according to the social matters arising against to them. So they always think their positive minds with fresh ideas. Positive thinking patterns can avoid to any case in social problems.

This study is considering only public sector women employees in divisional secretariat offices. Because of that, this study result may be different when it applies to other private sector women employees. In this research had mainly

focused on the only the glass ceiling concept as the factor affect to the women employee performance. But there are many factors affect to the women employee performance.

The study, glass ceiling measure by only four factors like as individual, organizational, family and social factors but researchers found several types of factors affect to the glass ceiling (cultural factors, gender stereotyping, gender discrimination). Due to the Covid-19 pandemic situation researcher can't collect the data through simple random sampling method because the total number of the women staff do not attend daily for their works, the limited staff join to do their work in office premises. Then convenience sample method uses as data collection method. The study was based on women employees in Kurunegala District. Future studies can be conducted by expanding the geographical area and also in another sector.

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