



## Woman in Development and Politics

# The Effect of the Glass Cliff Phenomenon on the Formation of Organizational Obstruction and Organizational Silence with the Moderating Role of Perceived Organizational Support (Case Study: Female Employees of Tehran University)

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Article Info	ABSTRACT
<p><b>Article type:</b></p>	<p><b>Introduction</b></p>
<p>Research Article</p>	<p>Increasing research is being done on women as part of the workforce of the society, these researches support the fact that the empowerment of women plays an essential and important role in the development of societies because women have the right to choose and they can have a significant impact in advancing the society and developing its capacities. The results of the more research show that the absence of women in executive positions and senior decision-making ranks in organizations is a global phenomenon and gender is still considered an obstacle to women's career advancement in international arenas. The lack of career advancement of women in organizations can lead to several negative consequences such as organizational obstruction, organizational silence, and so on. This lack of career advancement of women in organizations is known as the glass cliff phenomenon. The glass ceiling is a phenomenon often experienced by women seeking to advance into management positions in organizations, where progress stalls or is so difficult that many leave the organization due to overwhelming stress. Women who have taken many successful steps in their promotion to executive positions, after breaking the glass ceiling, face obstacles called the glass cliff (Ryan &amp; Haslam, 2005). In fact, when employees see the organization as an obstacle in achieving their personal and professional goals and consider it harmful to their well-being, the concept of organizational obstruction is formed. Organizational obstruction is indicative of the quality of people's relationships with the organization. A point that should not be neglected is that sometimes people achieve the goals considered at the individual and organizational level, but since they have perceived the organization as the cause of the difficulty of this achievement process, they still consider it an obstacle on their way (Gibney et al., 2009). Organizational obstruction is defined by employees' perception of the extent to which the organization hinders their growth and well-being (Akhtar et al., 2020). On the other hand, one of the reactions that the dissatisfied workforce can show is passive behavior towards the organization and silence (Lotfi &amp; Maharat, 2022). If employees face obstacles regarding their job demands, or in other words, they are not noticed by managers; they will experience job frustrations and isolation in the organization, which leads to a phenomenon such as organizational silence (Erfanian Khazadeh, 2021). Organizational silence is a behavior on the part of employees in which they purposefully decide to withhold their opinions and concerns about organizational issues. In fact, organizational silence refers to a behavior in which employees do not present their opinions during the problems of the organization, or if they have knowledge and awareness about the path of development and progress of the organization, they are embarrassed to present it (Inandi et al., 2017). In this regard, Acara (2015) by examining the working conditions of women reached the conclusion that women face obstacles in achieving high-level positions in the organization. Tatari et al. (2020) studied the effect of organizational climate on passion and organizational silence with the mediating role of the glass cliff of female employees and concluded that the more women</p>
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feel the glass cliff phenomenon in the work environment; they have the less enthusiasm for their work and choose more organizational silence. Kocak (2019) in her study investigated the effect of perceived organizational obstruction on the decision to stay in the organization and the results showed that organizational obstruction has a negative effect on the workforce staying in the organization. According to this, the purpose of this research was to investigate the effect of the glass cliff phenomenon on the formation of organizational obstruction and organizational silence with the moderating role of perceived organizational support.

#### **Methodology**

The type of research was descriptive, correlational, and the statistical population consisted of 412 female employees in University of Tehran that through Morgan's table and simple random sampling 204 one were selected as a sample. In order to collect data, four questionnaires of glass cliff, organizational silence, organizational obstruction and perceived organizational support were used. The validity of questionnaires was checked in form face, construction, convergent and divergent. Through Cronbach's alpha coefficient, the reliability of the glass cliff questionnaire was estimated 0.89, organizational silence 0.85, organizational obstruction 0.72, and perceived organizational support 0.77. Research data analysis was done using SPSS 26 and Smart PLS software's at two descriptive & inferential levels.

#### **Results**

The results showed that the mean of glass cliff, organizational obstruction and organizational silence was higher than average and the mean of perceived organizational support was lower than average. According to the results, the glass cliff has a positive and significant effect on organizational obstruction and organizational silence. Also, perceived organizational support has a negative & significant effect on organizational silence and organizational obstruction. In addition, the moderating role of perceived organizational support in the effect of the glass cliff on organizational obstruction and organizational silence was confirmed.

#### **Conclusion**

In fact, when women receive more organizational support from the organization, they get out of withdrawal and passivity and show more participation in the organization's affairs. Thus managers of organizations should be aware of phenomena such as the glass ceiling and the glass cliff, and in general, gender discrimination institutionalized in the culture of the formation of organizations, which can be achieved through training courses for managers in in-service training programs. Since the research results show that women need more support, managers should open the way for women to enter senior management departments and try to empower them psychologically. According to the findings of the research and the effect of the perceived organizational support on reducing organizational obstruction and silence, managers who have more knowledge and understanding in this field should try to improve the perception of women in this field in different ways; For example, in the work meetings of the organization, by asking women's opinions at the beginning of the meetings, they can be given the feeling of being important and considered by the organization. Also in choosing managers for different departments of the university, despite the fewer number of women, provide more opportunities and chances for them than before.

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