

How Glass Ceiling Perceptions Affect the Job Performance of Females in Saudi Arabia: Finding the Missing Link through Career Satisfaction and Work-life Balance Support

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ABSTRACT

Purpose: Drawing from gendered organization theory (GOT) and career construction theory (CCT), the current investigation aims to examine the link between the glass ceiling, career satisfaction, and job performance of females working in the Kingdom of Saudi Arabia. Further, we intend to look at career satisfaction as the explanatory factor and work-life balance support from the organization as the boundary condition.

Design/Methodology/Approach: Data from 178 female managers working in a variety of firms in the Kingdom of Saudi Arabia were used for the analysis of the proposed model. Structure equation modeling (SEM) and PROCESS Macro were used as the analysis technique.

Findings/Results: Results reveal significant direct and indirect impact of glass ceiling perceptions on job performance. This relationship is significantly mediated by career satisfaction and is moderated by work-life balance support from the organization.

Practical Implications: The current investigation identified the significant role of work-life balance support from organizations in mitigating the negative impact of the glass ceiling on the job performance of females. As Saudi Arabia is focusing on women's empowerment in its "Vision 2030", the firms operating in Saudi Arabia need to develop effective work-life balance support systems. It is also recommended that career support should be provided to females so their career satisfaction can be enhanced.

Originality/Value: This study makes significant contributions to the existing literature by exploring the link between glass ceiling perception in females and their job performance in the context of an important emerging market, Saudi Arabia, that strongly focuses on women's empowerment in its "Vision 2030". Using gendered organization theory (GOT) and career construction theory (CCT), career satisfaction is proposed as mediating factors that explain how the perception of the glass ceiling is translated into affecting the job performance of females and the role of work-life balance support from the organization in mitigating this negative impact.

Keywords: *Glass ceiling perceptions, Career satisfaction, Work-life balance support, Job performance, Gendered organization theory (GOT), Career construction theory (CCT)*