

# Presenting a Model for Creating a Glass Roof as a Factor that Reduces Organizational Justice

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## Abstract

**Background:** Glass roof is one of the most important obstacles for women to reach the top management level of the organization and one of the important factors reducing organizational justice. The present study aims to design and develop a model for creating a glass roof for women in higher education.

**Material and Methods:** The research method was mixed in terms of the nature of the data. The first part was meta-combined. The statistical population in this section was 196 articles from prestigious domestic journals from 2013 to 2020, of which available methods selected 70 articles. The second part was the quality of the statistical community of organizational experts in higher education, 10 of whom were purposefully selected. The Delphi technique analyzed data. The third part was a little survey. The study's statistical population was female faculty members in the country's top ten universities (453 people). The number of statistical samples was calculated based on Cochran's formula of 112 people and selected by available sampling. Finally, confirmatory factor analysis, correlation calculation, and fuzzy expert system were used for data analysis.

**Results:** Since the target population confirmed the dimensions, components, and extractive indicators of the research model, the results showed that if managers pay attention to the category of job conditions, 34.25%, to the category of extra-organizational, 21.07%, if the individual condition is 20.10%, then the model of creating a glass roof with 75.42% will be the desired combination.

**Conclusions:** The most basic indicator and criterion affecting the glass ceiling of women is the working conditions, which along with individual and extra-organizational conditions, provide the basis for reducing or increasing organizational justice.

**Keywords:** Ethics, Organizational Justice, Glass Roof

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## INTRODUCTION

Organizational justice is one of the important concepts of organizational ethics and refers to an individual or collective judgments about justice or ethical issues. The research approach to organizational justice is a descriptive approach that examines the role of justice in organizations. Whether or not an event is fair depends partly on people's beliefs. In other words, research on justice is usually based on past events (which affect individuals' judgments) and the consequences of those events at the time of evaluation. It does not matter what is fair. This empirical view completes the basic framework of the approach of thinkers who want to prove by logical analysis what is objectively right or wrong. The feeling of justice has a strong effect on the behavior and attitude of employees [1, 2]. For example, when employees are treated fairly in the organization, they show greater organizational commitment, more

effective job performance, and better citizen-organizational behavior. Doing justice also helps reduce many workplace injuries such as stress, retaliatory behavior, layoffs, and sabotage.

In general, the dimensions of organizational justice are: Establishment of distributive justice related to the results of the allocation (salary allocation, reward, or punishment);

Establishing justice in a procedure that emphasizes allocation processes (how the organization makes policies and policies in allocating rewards or punishments);

Establish interactive justice that encompasses interpersonal relationships [3].

Gender discrimination is one of the important factors in the lack of organizational justice. Women and girls make up half of the population and half of the world's

capabilities. Gender equality, as a fundamental human right, is essential to achieving peaceful societies with full human potential and sustainable development. With the outbreak of the Industrial Revolution in Europe, the transformation of domestic work into factories, and the transformation of manpower into machine power, fundamental changes took place in the form and concept of work, and women's economic activity was extended to the factory in exchange for wages. Since then, women with higher education in science, in addition to production activities and factories, have been employed in other fields and various managerial positions [4].

It can be said that both gender and leadership are two complex social phenomena that have been constructed and addressed many times throughout history [5]. Research on gender issues in management began in the United States in the 1970s. Shine's research in this decade showed that the characteristics of a successful and ideal manager correspond to the characteristics of men in the eyes of middle managers. In 2011, he extended his initial study to Britain, Germany, China, and Japan, showing that the masculine view of management had not changed despite organizational, social, and cultural changes [6, 7]. Leadership models introduced during the 1980s and 1990s were mostly based on examples of male managers [8]. Since the early 1990s, due to the increasing presence of women in management positions, management style research has also focused on the specific behavioral characteristics of women in management [9]. Another reason for the widespread debate over women's leadership styles in this decade was that new research sought to identify more appropriate styles for contemporary situations [8]. This research has shown that the stereotypes about a successful manager have changed in a way that now refers more to female characteristics than male characteristics [10]. The problem with many women management studies with liberal and radical feminism is that they either eliminate or exaggerate the role of gender. Studies that emphasize similarities ignore the impact of gender, and studies that emphasize differences make the path to equality uneven. For this reason, this issue has been and is a major problem in organizational gender research [11]. These include being emotional, being able to dedicate oneself completely to others, being kind-hearted, helpful, kind, empathetic, sensitive to interpersonal relationships, paying attention to the feelings of others, being polite and speaking softly, and being the most important cliché. Gender is about men. It includes independence, pragmatism, competitiveness, self-confidence and ambition [12]. The expectation from women in many organizations is that they also have leadership styles to conform to gender stereotypes [13]. At the same time,

matching the stereotypes of agency with the behavioral stereotypes of a successful manager well illustrates the challenge of women to behave in managerial roles [14]. Gender role expectations can create prejudices about female managers and limit potential leadership behaviors in them. Even if female managers behave similarly to male managers, they are harmed by endangering perceived gender roles [15]. Because women's domineering and aggressive behaviors in interaction with men seem very disproportionate [16, 17]. This gives male managers much more flexibility in adopting leadership styles [18, 19]. In this way, women are judged and evaluated through their outputs and processes (management style), in which there is little flexibility [14]. The increase in the number of women in managerial positions has not been accompanied by correcting stereotypes about female managers. Important organizational positions are held by men and a limited number of biological women, essentially social men [20]. Many male managers believe that some female managers are different from others [21]. They are men and therefore have managerial abilities. Therefore, there is no female role model for female managers in organizations [22]. Iran is also unfavorable in terms of women's participation in management because in scales such as the percentage of parliamentary seats held by women, the proportion of women managers in the country's management, the ratio of professional women in the country's specialized jobs, and women's share of income Realized, women are not in a good position and are very weak in terms of access to the power structure [23]. While universities are expected to be the crystallization of the new position of women as the main centers of change and transformation in society, these centers are not in a favorable position for women's social transformation in terms of managerial positions and the low presence of women in university senior management is very evident [24]. In recent years, women have surpassed men in getting into universities. However, this process needs to be examined more closely. An overall increase in the process of accepting girls does not mean surpassing boys or even being equal to them [25, 26]. A look at the distribution table of the number of admissions shows that women are in a much lower position than men in many fields of education, such as industry [27]. In the fields that show an increase in the number of women at the associate and bachelor levels, the number of women at the master's and doctoral levels does not grow significantly. The same is true of the number of female faculty members. Statistics from the Institute of Higher Education show that out of 85,594 full-time faculty members and tuition fees at universities and higher education institutions, only 35.18% are

reserved for women [28]. This issue is more evident in the managerial positions of universities, and higher education statistics in 1399 show that among the top ten universities in the country, none of the ten university presidents and only 4 of the 53 university vice-chancellors are women. Only 5 out of 168 faculty heads and only 10 out of 198 staff directors are women. Such statistics can also be seen in higher education management positions in developed countries. According to numerous studies, female professors and managers in universities are still marginalized and the number of female heads and deputies is very small [29, 30]. Research conducted at EU university level shows that research and management in universities is fundamentally masculine [31]. An international study shows that in Australia, Belgium, France, Germany, Ireland and the Netherlands, women make up only a quarter of the faculty and only 10% of them are full professors [32]. In Germany, less than 28% of managerial positions are held by women. In Norway and Sweden, which have implemented excellent employment opportunities policies, women are present in only 17% of university management positions, and in Belgium, only 8% of university administrators are women [33]. Even in fields such as sociology, which have more feminine characteristics, women have a small presence in management positions. They are made up of women, 26% of whom are heads of colleges [34]. It seems that the decrease in the number of educated women faculty members and professors compared to men begins in a post-graduate process. However, this decrease does not affect the number of women in the hierarchy, but it is small compared to the number of female professors in university management who make decisions about scientific policies, and as a result, most of the key positions are available [28]. Thus, despite the growing presence of women in universities, their presence in managerial positions has not grown significantly. Therefore, this study seeks to explain the model of creating a glass roof with a desirable managerial approach in women in higher education. Explaining the factors that affect the lack of managerial positions in an important part of society, namely universities, will provide the basis for the production of new theories about the structure of employment and management of women and prevent the loss of their knowledge, skills and potential capacities.

In general, the management of women in any organization has been subject to the belief of some stereotypes of society. In most cases, these stereotypes alone are enough to oppose women's management.

Given what has been said, the main purpose of this study is to answer the following questions:

What is the pattern of creating a glass roof with a desirable managerial approach?

What are the dimensions and components of creating a glass roof with a desirable management approach?

What is the optimal combination of creating a glass roof with a desirable management approach?

## MATERIAL AND METHODS

The research method was exploratory and in terms of the nature of the data was mixed. This research was compiled in 3 parts:

The first phase was hybrid, and the dimensions, components, and codes of creating a glass roof were extracted through a systematic review of the literature, and the proposed model was presented. (Model exploration). The statistical population in this section was 196 articles from prestigious domestic journals from 2013 to 2020, of which available methods selected 70 articles.

The second phase was the qualification and adaptation of the model, which was the statistical community of organizational experts in higher education. The experts include professors from the University of Tehran, Iran University of Science and Technology, Amirkabir University of Technology, Shahid Beheshti University, and Tarbiat Modares University. Ten of them were purposefully selected. Examination of their demographic data showed that their average work experience was 16.5 years, and their average age was 45.5 years. It was an interview tool, and the data were analyzed by the Delphi technique.

The third phase was quantitative and survey (mathematical modeling). The statistical population of female faculty research in the top ten universities (Tehran, Ferdowsi Mashhad, Isfahan Industrial, Sharif Industrial, Shiraz, Tabriz, Iran Science and Technology, Amirkabir Industrial, Shahid Beheshti, and Tarbiat Modares Universities) under the auspices of the Ministry of Science, Research and Technology According to the ranking system of universities of Islamic countries in the Islamic World Science Citation Database (ISC), these universities were the top ten universities, Research and Technology of Iran in 2020 (453 people) and the number of statistical samples based on Cochran's formula is 112 Subjects were calculated and selected by available sampling. The demographic characteristics of the sample are presented in Table 1. The questionnaire was a 20-item questionnaire approved by experts. Finally, confirmatory factor analysis, correlation calculation, and fuzzy expert system were used for data analysis.

**Table 1.** Descriptive Statistics of the Percentage of Participants in the Statistical Sample

Variables / Status	Percentage
<b>Marriage</b>	
Married	87
Single	13
<b>Age</b>	
Under 30ys	4.3
30-35ys	15.1
36-40ys	24.3
41-45ys	26.5
46-50ys	19.2
Over 50ys	10.6
<b>Work experience</b>	
Less than 5ys	7.1
5-10ys	16.6
11-15ys	25.9
16-20ys	17.5
Over 20ys	32.9

**Table 2.** Content Validity Index Values for each of the Concepts

Concepts	Totally Related	Related but Need Review	Need a Serious Review	Number of Samples	CVR	Minimum amount of Validity	Result
Low mental and physical strength	8	1	1	10	0/9	0/79	confirmation
Low managerial ambition	9	1	-	10	1	0/79	confirmation
Women believe in patriarchy in the organization	9	1	-	10	1	0/79	confirmation
Existence of women believing in obedience to others	9	1	-	10	1	0/79	confirmation
Women are emotional	8	1	1	10	0/9	0/79	confirmation
The general priority of work culture for men	9	1	-	10	1	0/79	confirmation
Unrealistic confidence in women	9	1	-	10	1	0/79	confirmation
Difficulty combining job and family roles	9	1	-	10	1	0/79	confirmation
Institutionalization of gender roles and the division of labor system in the home	9	1	-	10	1	0/79	confirmation
Maternal responsibilities and requirements	10	-	-	10	1	0/79	confirmation
Organizational culture and patriarchal tendencies	9	1	-	10	1	0/79	confirmation
Being Under the supervision of female managers	10	-	-	10	1	0/79	confirmation
Lack of role model Lack of job balance policies	10	-	-	10	1	0/79	confirmation
Unclear job description of managers	10	-	-	10	1	0/79	confirmation
Macro policies of the country	6	3	1	10	0/9	0/79	confirmation
Personal and incomplete interpretation of religion	9	1	-	10	1	0/79	confirmation
Lack of support for women	9	1	-	10	1	0/79	confirmation
Women's legal restrictions on taking on certain jobs	9	1	-	10	1	0/79	disapproval
Lack of suitable job opportunities	9	1	-	10	1	0/79	confirmation
Threatening women's management for men's opportunities	9	1	-	10	1	0/79	confirmation

**Table 3.** Results of Kendall Coefficient Test to Evaluate the Degree of Consensus Obtained by Experts

Number	20
Kendall coefficient	0.756
Chi-square coefficient	295.521
Degrees of freedom	17
Confidence interval	0.000

## RESULTS

### Qualitative phase

#### First stage

In the model exploration phase, which used the Delphi technique, the dimensions of the management glass roof were extracted and ranked. In the first phase of Delphi, a questionnaire was provided to the members of the panel

of experts to identify the dimensions. At this stage, they proposed 19 of the 26 concepts as the most important

concepts for creating a glass roof and also proposed two concepts.

**Table 4.** Results of Axial Coding of Glass roof Creation Model

Dimensions /Concept/ Factor load /Item	Factor load	AVE	CR
<b>Individual</b>			
Individual feelings 0/45		0/56	0/87
Women being emotional	0/51		
Low managerial ambition	0/38		
Unrealistic confidence in women	0/52		
Individual beliefs 0/51		0/54	0/75
Women's beliefs to obey others	0/56		
Low mental and physical strength	0/46		
The general priority of work culture for men	0/48		
Personal stereo type 0/49		0/51	0/76
Women believe in patriarchy in the organization	0/38		
Difficulty combining job and family roles	0/41		
Institutionalization of gender roles and the division of labor system in the home	0/36		
<b>Job condition</b>			
Behavioral ability 0/47		0/56	0/87
Maternal responsibilities and requirements	0/49		
Organizational culture and patriarchal tendencies	0/46		
Being Under the supervision of female managers	0/46		
Lack of role model Lack of job balance policies	0/43		
Process reasons 0/61		0/54	0/75
Unclear job description of managers	0/55		
Personal and incomplete interpretation of religion	0/46		
<b>External organizational factor</b>			
Political causes 0/54		0/58	0/82
Women's legal restrictions on taking on certain jobs	0/48		
Lack of suitable job opportunities	0/45		
<b>Macro policies of the country</b>			
Social and cultural reasons 0/46		0/51	0/71
Threatening women's management for men's opportunities	0/45		
Lack of support for women	0/42		

**Table 5.** Fuzzy Input Numbers to Test the Mathematical Model

Occupational Conditions		Individual Conditions		External Reasons	
Fuzzy Number	Verbal Variable	Fuzzy Number	Verbal Variable	Fuzzy Number	Verbal Variable
-40,0,40	low	-40,0,40	low	-40,0,40	low
10,50,90	medium	10,50,90	medium	10,50,90	medium
60,100,140	high	60,100,140	high	60,100,140	high

**Table 6.** Fuzzy Output Numbers to Test the Mathematical Model

Model of Creating a Glass Roof	
Verbal Variable	Fuzzy Number
Very low	17/17 , 0 , 5/5
Low	27/42 , 25 , 5/5
Medium	32/67 , 50 , 5/5
High	57/92 , 75 , 5/5
Very high	82/117 , 100 , 5/5

**Table 7.** Optimal Combination of the Main Categories of Creating a Glass Roof

Model Dimension	Percentage	Optimal Combination of Glass Roof Model
Occupational Conditions	34/25	75/42%
External	21/07	75/42%
Individual Conditions	20/10	75/42%

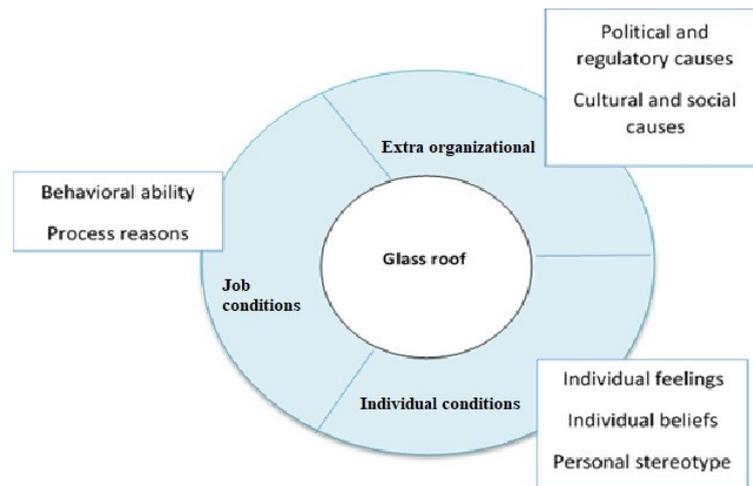


Figure 1. The Final Pattern of Creating a Glass Roof

Second stage:

According to the results of the first stage of Delphi, the questionnaire was closed in 20 concepts. The questionnaire was returned to the experts, and they were asked to comment on the concepts. In the second phase of Delphi, all 20 concepts were approved, and no concepts were proposed.

Third stage:

In the third stage of Delphi, ten questionnaires were distributed and received to receive the opinions of experts based on the analysis of the second stage questionnaire. At this stage, given that experts added no new indicators; Experts were asked to express their agreement only to each of the concepts and codes of management, human resources, education, and training following the document of fundamental change proposed by the members of the panel, the final results of all three steps are showed in Table 2.

Most researchers consider using percentage frequency for consensus when a certain percentage of votes is in a certain range. According to Table 2, the results of the answers of experts in the Delphi stage show that 100% of the respondents out of 20 concepts considered four concepts for the model of creating a glass roof. In the present study, the Kendall coefficient for determining the degree of consensus among the members of the experts has been used, the amount of which is given in Table 3. Since the Delphi stage was repeated twice, in the second round, an agreement was reached between the members of the expert group =  $W = 0.756$ , which indicates a high level of consensus in the opinions of experts.

#### Researcher-made scale for creating a glass roof

A researcher compiled this researcher-made questionnaire in the winter of 2020, and 112 people answered it based on a scale of five Likert options from very low = 1 to very high = 5. First, 25 questionnaires

were distributed and collected for test reliability in a period of 10 days, and the reliability of the test at this stage was 0.869 by Cronbach's alpha method. To evaluate the validity, in addition to the validity of the formal content approved by the experts, factor analysis was used for the validity of the structure.

Research data were reviewed and evaluated using scientific methods to investigate research questions. Because the research variables are composed of several dimensions, the construct validity of the questionnaire using exploratory factor analysis and confirmatory factor analysis and its convergent validity using the correlation of quantum management skills questionnaire with self-efficacy approach with components and indicators about data related to the total sample of 112 people were calculated. To evaluate and ensure the appropriateness of measurement models, two approaches were used to evaluate the validity and reliability of variables, including convergent validity and combined reliability (structural reliability), and evaluate the model fit indices.

Reliability was assessed using two methods: Cronbach's alpha and retest coefficient. To calculate Cronbach's alpha from the information obtained from the whole sample and to calculate the retest coefficient of the information obtained from 25 main sample people about whom the questionnaire was administered twice with an interval of four weeks; were used. After removing six incomplete questionnaires and three outgoing data, the data of 112 subjects were analyzed using structural equation software and LISREL and MATLAB software through structural equations and confirmatory factor analysis.

According to Table 4, the research results showed 3 main categories of 7 concepts and 20 codes. The main categories of input included individual feelings, personal beliefs, personality stereotypes, behavioral

empowerment, process causes, political causes and Regulatory, cultural and social causes are included in the model. Due to the fact that the amount of factor loads of all concept codes is more than 0.4 and also the average amount of extraction variances of each concept is greater than 0.5. Therefore, it can be said that the presented indicators measure the concepts of the main categories well and the model has convergent validity. In addition, the value of  $\chi^2$  and the degree of freedom df calculated through LISREL software in all categories indicate the relative suitability of all indicators. Also, considering that the CR value for all indicators of the main categories is more than 0.7, so it can be concluded that there is internal consistency between the indicators of the model and the model has structural reliability.

#### Quantitative phase: Mathematical modeling

To achieve the optimal composition, in the mathematical modeling section, the fuzzy expert system method was used, and to determine the inputs and outputs and inference rules, from the research literature and expert opinions, for fuzzy construction from the triangular function, and for the fuzzy average from min-max method and for fuzzy inference from Mamdani method was used in MATLAB software. Therefore, based on the model designed in this study, the three dimensions of external causes, job conditions, individual conditions, dimensions of the simulation model were determined. To fuzzy the inputs, each of the input variables were divided into three verbal variables using a fuzzy triangular number and converted to a fuzzy set according to Table 5.

To fuzzy the outputs, the output variable was divided into five verbal variables in each dimension according to Table 6 and converted into fuzzy numbers, and then the inference rules were set.

Since the designed fuzzy system has three variables outside the organization, job conditions, and individual conditions at the input, ideally for each output dimension requires " $3 \times 3 \times 3 = 27$ " of the law. Therefore, 27 rules were set for optimization. Finally, by analyzing the data obtained by the fuzzy inference system and comparing it with the mean fuzzy numbers for each question, the optimal combination of the three inputs of the glass roof model with the desired management approach was obtained and the results are shown in Table 7.

According to the data in Table 7, if the managers' attention to the category of job conditions is 34.25%, to the external category is 21.07%, to the category of individual conditions is 20.10%, then the model of

creating a glass roof to 75.42% of the composition will be desirable.

#### DISCUSSION

The purpose of this research is to design a model for creating a glass roof. In this study, first by identifying the important components in creating a glass roof by studying the theoretical foundations of the research, an attempt was made to confirm the important indicators of creating a glass roof by the Delphi method and it was found that 20 important indicators in creating a glass roof in Women are effective in higher education. After identifying the components affecting the creation of glass roofs by the meta-combined method, an attempt was made to rank the causes affecting glass roofs in the form of fuzzy logic and to form a favorable model for this model so that these solutions can be overcome through management solutions. The present study is in line with the findings of some researchers [15, 28, 30, 31, 35].

The results showed that the most important indicator and criterion affecting the glass ceiling of women was the working conditions, which consisted of the concepts of behavioral empowerment and process causes. Indicators related to job conditions (maternal responsibilities and requirements, organizational culture and patriarchal tendencies, female managers being supervised, lack of role model, lack of job balance policies, unclear description of managers' duties, personal and incomplete interpretation of religion) mean it. The adoption of policies and laws has always been less supportive of the existence and role of women in organizations, and the view and approach of these laws is to support men and improve the level of their responsibilities. This can make women less motivated to reach a managerial position, even in higher education, and in this situation, they prefer to pursue their rights less. Looking at the designed model, it can be said that the external factor, which is composed of the concepts of political and regulatory causes and cultural and social causes, is an important factor in creating a glass roof. In fact, it should be said that governments, by enacting laws that are more in line with men, in practice, create legal restrictions on the presence of women to hold various jobs. This issue is exacerbated when the individual himself experiences a kind of duality and conflict in the roles he assumes, and this issue creates a glass ceiling for them. Also, cultural gaps about the role of women in society and their employment have caused the glass ceiling to appear in the role of a cultural belief, and this issue causes discrimination in society and the position of women, of which higher education is an exception. It is not. Finally, it should be said that individual circumstances are the least effective factor in creating a glass roof, which may

partly reflect the fact that there is a safe environment for women to work in higher education, but unfortunately there are no conditions for fair growth. Have within the system. In fact, it can be said that women have to work harder than men to reach the positions of president in universities, and in many cases, the role of women is less than that of men and they do not have equal rights with men. Therefore, it is suggested that the policies and laws of the country play a greater role in supporting the role of women in society and organizations, so that, firstly, we can use the capabilities and dynamism of individuals in society and organizations, and secondly, a lot of psychological pressure from do not apply this way to working women. In fact, due to their feminine nature and cultural definitions of their position in the heart of society, women have many different roles that if the laws and government support institutions do not pay attention to their role, it can be said that society cannot move towards progress. Therefore, the government and its subordinate organizations should greatly reduce issues such as the glass ceiling by creating protection laws that understand the position of women.

## CONCLUSION

Human societies are made up of two genders. Meanwhile, women make up half of the population. If we accept the role and position of human beings as the basis and axis of development, we must also accept the role and position of women as half of the human society in development. Women in different societies have been forgotten from the past until now, and their participation in social affairs and activities was not taken into account,

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and their activities were limited to housework, marriage, and childbearing, and women, as a belief, did so. They had accepted. Today, women make up half of the world's population and make up two-thirds of the world's work. Therefore, the need to reconsider the position of women's participation in the economic, health and political sectors and create a reliable mechanism to strengthen their active participation to achieve sustainable development is one of the most important signs of justice in a society. But in less developed countries, managerial laws and powers are formulated and enforced based on the role of men, and we rarely see women in this cycle. Certainly a society striving for development must put the reduction of inequalities in all its political, cultural, social and economic dimensions on its agenda, especially gender-based inequalities, so that the program Experience more successful development policies.

## ETHICAL CONSIDERATION

Ethical issues (such as plagiarism, conscious satisfaction, misleading, making and or forging data, publishing or sending to two places, redundancy and etc.) have been fully considered by the writers.

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## CONFLICT OF INTEREST

The authors declare that there is no conflict of interests.

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