

# The relationship between glass cliff and the effectiveness of managers and burnout in female employees of the executive organizations of Golestan province

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**Abstract:** This study aimed to investigate the relationship between the glass cliff and the effectiveness of managers and burnout in female employees of the executive organizations of Golestan province. The statistical population was all female executives of Golestan province, who were randomly selected as a sample based on Morgan's table and 384 people. A questionnaire was used to collect data, and the data were analyzed using Pearson correlation and regression. The results showed a significant negative relationship between the glass cliff and the effectiveness of managers. Other findings also showed that the relationship between glass cliff and burnout is positive and significant.

**Keywords:** glass cliff, burnout, managers effectiveness, human resources

## Introduction

One of the most critical resources of any organization is its human resources, and the constituents of this force are people with countless needs who, if their needs are met and have sufficient motivation, will use their talent and skills in the organization's services. Organizational success and progress also depend on human resources (Rashidi et al., 2012). What is significant today is that many organizations run the risk of reducing the productivity and effectiveness of their employees or losing them. The leading cause of burnout is enduring work stress for a long time

with much work. In an organization, the organization's structure may be designed so that there is too much complexity, focus, and formality, so these can cause disinterest in work, inconsistency of the specialty or profession in which the person is working, and beyond capacity.

Moreover, the talent for jobs, etc., leads people to burnout (Farajpour, 2001). Burnout is a decrease in a person's ability to adapt to stressful factors and a syndrome consisting of emotional fatigue, depersonalization, and a decrease in the sense of self-sufficiency that can occur among people who perform some human service. Feeling tired is the main feature of burnout and the main feature of this complex syndrome. When people describe their own or others' burnout experience, they often refer to the experience of fatigue. An effective manager achieves long-term goals or lasting success. It is not enough for a work unit to have high performance in one day, but it must achieve this performance every day. Psychologists concluded that the effectiveness of leadership might depend not only on the individual characteristics of leaders but also on the nature of the situation in which leaders and subordinates interact and the needs and characteristics of their followers (Alavi, 2002). Accordingly, researchers shifted from a feature-based approach to a situational approach to examine the nature of leadership. The abilities, characteristics, and behaviors necessary for leadership effectiveness may change in response to changes in organizational goals and the needs of followers. The quality required to succeed in one field may not be sufficient for another and may even reduce production (Yassin et al., 2014).

Studies in different countries show that the lack of proper presentation of women in executive positions and senior decision-making ranks is a global phenomenon. Research also shows that gender is still a common obstacle to women's career advancement in many international arenas and that women's advancement to senior executive levels appears to be blocked by other invisible barriers beyond the term glass ceiling. The glass cliff describes this phenomenon well. Many studies that have been done on women's career advancement have been mainly in the field of glass roofs (Nazari et al., 2018). It is now essential to examine whether women who have broken the glass ceiling are as successful in their acquired managerial careers as men. What challenges and problems do they face in their leadership role? The presence of women in the workplace and related issues has been one of the central issues in cultural diversity management in recent decades and has become the focus of numerous researchers (Nasiri, 2014). One of the main issues in this area has been the promotion of women to higher levels of management, which is a phenomenon called the glass cliff. The glass cliff encloses all margins of women's appointment to managerial positions (unsafe). This phenomenon indicates that women are more likely than men to fail in managerial positions, and if we consider the relationship between performance and gender, it turns out that the units that women manage are mainly in crisis. (Safarzadeh et al., 2012). Therefore, this study aimed to investigate the relationship between the glass cliff with the effectiveness of managers and burnout in female employees of the executive organizations of Golestan province.

### **Methodology**

The research method was descriptive-correlational. The statistical population was all female executives of Golestan province, who were randomly selected as a sample based on Morgan's table and 384 people. In conducting the research, after providing a preliminary explanation about the measurement tool and the test's purpose, the method of answering the tests was explained in detail to the participants. Regarding ethical considerations, after obtaining the consent of individuals and giving the necessary information, they were assured that the information received will be used only in this research and will be protected from any abuse. A researcher-made questionnaire made by Nasiri Valik Nabi et al. (2014) was used to measure glass cliff. This contains 15 items that are completed based on a five-point Likert scale. The validity of this questionnaire has been confirmed, and its reliability has been reported using Cronbach's alpha method of 0.87, which indicates the optimal reliability of the measurement tool. The Crittner and Krinsky questionnaires were used to measure management effectiveness. The scale for answering the questionnaires was a five-point Likert scale. Burnout was measured using the Maslach questionnaire. This test, developed by Maslach (1981), has twenty-two items and measures emotional fatigue (emotional exhaustion), depersonalization, and lack of self-efficacy in professional activity. This questionnaire has 25 questions with a scoring scale (5-1) from very low to very high. The minimum score is 25, the maximum score is 125, and the average is 75. A higher score equals more burnout, and a lower score equals less burnout. Maslach and Jackson (1981), in a study of 420 people (96% female and 31% male) using Cronbach's alpha, calculated the internal consistency of the questionnaire for frequency of 0.83 and intensity of 0.84. Pearson correlation was used to analyze the data.

## Results

Table 1 presents the descriptive characteristics of the research participants.

**Table 1.** Results related to demographic variables and context of research participants

		Frequency
Education	Associate Degree	55
	Bachelor	128
	MA	201
	<30	21
Age	40-30	105
	50-41	201
	50>	57
Work Experience	<10	38
	20-10	185
	20>	161

Pearson correlation was used to investigate the relationship between variables. The results are presented in Table 2. The results showed a significant negative relationship between the glass cliff and the effectiveness of managers. Other findings also showed that the relationship between glass cliff and burnout is positive and significant.

**Table 2.** Correlation between research variables

Burnout	Managers effectiveness		
0.54	-0.48	r	Glass cliff
0.001	0.001	p	

The glass cliff regression analysis results with the effectiveness of managers and burnout are presented in Table 3. It can be concluded that the variables of managers' effectiveness and job burnout are significant ( $p < 0.05$ ). According to this table, in the first model, the regression model of managers' effectiveness based on the glass cliff is statistically significant, so the glass cliff can predict the effectiveness of managers and can explain 23.4% of changes in managers' effectiveness. In the second model, the burnout regression model based on the glass cliff is statistically significant, so the glass cliff can predict burnout and explain 29.1% of the changes in burnout.

**Table 3.** Summary of Regression Model Results to Explain the Effectiveness of Managers and Burnout Based on Glass cliff

Model - Predictive variables	<i>F</i>	<i>R</i>	<i>R</i> <sup>2</sup>	<i>B</i>	<i>β</i>	<i>t</i>
Model 1: Managers' effectiveness	174.542	0.48	0.23			
Constant				134.841		22.715
Glass cliff				-1.852	-0.531	-12.328
Model 2: Burnout	124.262	0.51	0.29			
Constant				190.222		25.843
Glass cliff				1.315	0.583	12.429

## Conclusion

This study aimed to investigate the relationship between the glass cliff and the effectiveness of managers and burnout in female employees of the executive organizations of Golestan province. The results showed a significant negative relationship between the glass cliff and the effectiveness of managers. Other findings also showed that the relationship between glass cliff and burnout is positive and significant. These findings are based on the results of

Ahmadi et al. (2015) on the effect of glass cliffs on the performance of female managers and employees of the Ministry of Sports and Youth, Nasiri et al. (2014) on the negative effect of glass cliff on job motivation and organizational silence. ) Is consistent with the negative effect of a glass roof on job growth. For example, Safarzadeh et al. (2012) showed a significant positive relationship between organizational climate and job motivation with civic organizational behavior in female employees. Nasiri Valik Bani (2014), in his research entitled "Study of glass cliff on job desire with the mediating role of organizational silence on female employees of Bu Ali University of Hamadan," stated that glass cliff has a significant, direct, and negative relationship on job desire and organizational silence has an effect It is direct, positive and meaningful. Also, the effect of organizational silence on job motivation is negative and significant, and the indirect effect of the glass cliff on job motivation mediated by organizational silence is negative and significant. In a study conducted by Shabani Bahar and Sharifi Eskandari (2016) entitled Determining the relationship between organizational silence and job burnout of employees of sports and youth departments in Hamadan province, organizational silence was stated could be an obstacle to expressing ideas and opinions of individuals and causes analysis. They provided people with job burnout. Although women still have a small presence in leadership roles, their presence in management positions is more significant than ever, which is explained by the wide range of "unique abilities" of women (Adler, 2000). Pointing to the benefits of using various gender management methods (female and male), it is clear that women are typically better than men in teamwork and communication and in applying human skills in the business process (Wilson, 2006). In another claim, women have the soft skills of human resources management that organizations need more today. In addition, the presence of women in organizations promotes a healthy and ethical culture.

Organizational communication and the promotion of innovation are facilitated (Babaei, 2011). Recent evidence and research show that the number of women who have broken the glass roof and reached top positions in organizations now faces another challenge after reaching the position of manager: the glass cliff—called (Rin and Haslem, 2005). The glass cliff covers all margins of women's appointment to precarious management positions. This phenomenon indicates that women are more likely than men to be appointed to managerial positions with a high risk of failure and criticism. Considering how it works and gender, it turns out that the units run by women are mainly in crisis (Rin and Hasselm, 2005). Studies by Professor Hasselm and his colleague Ryan clearly show that Shareholders do not take companies with a female board seriously and instead overestimate companies with all-male members, which may be because shareholders feel Women are less efficient than men. The appointment of women to the board signifies that the company is in crisis (Zarghamfar, 2014). Create a clear set of organizational values, and develop an ethical charter to guide the behavior of employees to take the necessary measures.

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