



**RESEARCH PAPER**

**Implications of Glass Ceiling on Women's Career Advancements in Punjab, Pakistan**

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**ABSTRACT**

This study is conducted to explore the effects of glass ceiling on career advancement of women in Pakistan. Population of the study includes female employees functioning in Private Sector of Punjab Province. Population of the study was female staff belongs to Private sector of district Faisalabad, Rawalpindi and Sargodha. Survey method was adopted and data was collected 300 respondents contacted through multistage sampling techniques. Descriptive and inferential statistics were applied to check the association among variables through SPSS. It was concluded that majority of women were agreed that they are facing 'glass ceiling' in their professional carrier and intricacy in their promotion. Majority of the women had the consent that gender stereotypes down grade the capabilities of females. Cracking the glass ceiling needs a significant commitment on the part of associations to take acts in progression of inhabitants despite of their sexual category

**Introduction**

Glass ceiling is classified the third type of gender discrimination along with overt inequity and sexual harassment (Bell et al., 2002). Glass ceiling can be described as a sign of invisible impediments parallel to glass and females can observe the high level places but they are not capable to achieve those places and they are like ceiling to them. Those blockages stop females from attaining significant high level positions with prominent rank and income at their offices. Result of this incident is that females consider that they don't have ability and skills to reach the high ranking positions or administrators don't consider them a feasible candidate for development and consequently they are not capable to finally provide their efforts for the development of country (Shafiq, 2014).

It is commonly manifest the similar employment opportunity by all associations however it is accepted that the similar privileges and places are not pleasant for females primarily in small states. Researches light on the details that females face hurdles at place of work due to the demographic inequity. Those hindrances and difficulties are recognized like Glass Ceiling. Female employees face disappointment in their promotion to high level places due to the belief that they are appropriate to sympathetic position than decision making position (Imran, 2013).

Glass ceiling is explicated as a prejudiced obstruction which prevents females from rising to high ranking positions of power or liability in an association. It is primary perimeter to professional growth that facilitates to eradicate representation of females in senior position of any segment. At the derivation of the glass ceiling lie down diverse features that linger females away from getting what males are enjoying at office. These impediments emerge from fixed thoughts of viewing women ailing physically and emotionally. It is believed that management and administration thoughts for females vary from males (Wani, 2013).

Glass ceiling effect refers to the hurdles that prohibit females from reaching to the high level positions in their organizations (Al-Manasra, 2013). Conversely; glass ceiling is a versatile fact because it is the cause and effect of numerous features. At times the causes and effects are noticeable but sometimes they are tough to observe. Though, outcome of diverse studies have validated the reimbursements of eliminating the glass ceiling in the association to incorporate the bringing in of a bigger pool of endowment to make the institute additional representative, principled, creative, inventive and economically successful (Northouse, 2013). The blockages that direct to the under-representation of females in management and high level administration positions are usually depicted in articles as glass ceiling (Barreto et al., 2009).

The perception of professional marginality described as an employee who is an arithmetical shortage in his profession. Illustrations of professional marginalities comprise: male nurses, female construction workers, male teachers, and female surgeons. The idea centers on marginalities at the professional point and does not take into relation real gender work of their association. The vision occupies awareness of suitable gender responsibilities and communications. It recommends that gender works have unusual impacts on males and females in their place of work. In agreement with the assumption, females are additional liable to obtain community reaction when flourishing in a male-dominate profession (Tamkins, 2004).

The unconstructive reaction comes from societal customs concerning gender responsibilities and stereotype mindsets, which has a prospective to generate prejudice in assessments of females in their offices (Heilman et al., 2004). Contemporary literature demonstrates females in male-dominated organizations are viewed as fewer skilled in their profession while stating orthodox femaleness.

Though, after articulating a stereotypically manly management approach, females are seen as flourishing but not well liked by their colleagues (Bergman, 2008).

Glass ceiling is explained as the phenomena about females getting an ample difference in their salaries and rank like they achieve additional knowledge as compare to their male colleagues. Even females who beat the glass ceiling are facing a smaller amount of authority and smaller amount of advantages as compare to their male colleagues (Forbes, 2009).

### Conceptual framework

Independent variable	Dependent variable
<b>Glass Ceiling Effect</b> <ul style="list-style-type: none"> <li>• Gender Discrimination</li> <li>• Gender Stereotypes</li> <li>• Social Roles</li> <li>• Organizational Behavior</li> <li>• Wage Differences</li> </ul>	Career Advancement

### Literature Review

According to Insch, McIntyre and Napier (2008) Glass ceiling is explained as hidden obstructions that impedes female staff from being promoted to the high level places in associations despite of their skills and accomplishments. Jaramillo (2003) The Feminist Majority Foundation has completed the apprehension concerning the "Glass ceiling" in different articles which express that there are tranquil impediments for females to take them the higher level in the mainstream of institutions. Various sources disclosed that females are employed in occupations that do not direct to senior level places. Females are indomitable for attaining higher education in the few decades. The glass ceiling was generated after a culture made females suppose that they should take care of home and kids or having easy jobs so they can go their residence earlier for arranging food and to spend time with their kids.

Meyerson and Fletcher (2000) demonstrate regardless of the distended involvement of females in labor force and attaining places in management, glass ceiling still subsists. Batool *et al.* (2012) carry out a study with a sample of 120 to find out the factors that women are fewer in educational places face obstructions in their occupational progress. Shandana (2010) discovered that glass ceiling exist in societal order in shape of sexual bias. Many associations favor males at higher management the proportion of females at higher management is too small as compare to men. Hyder and Maqsood (2009) carry out a research on sticky floors and occupational division 7about Pakistani milieu. The research revealed women are engaged in little paid and a smaller amount of skill required occupations and gender based division into earnings was significant.

Uzma (2004) has discovered in her study that character is formed by the traditions, environment and relatives. It's a reciprocal procedure, the manner people watch you and the manner you are watching yourself. Perspective of parents regarding their children derives their character. Parents usually suppose that their daughters are delicate, timid, and weak. They need to be restricted by the manly part of the globe. Due to certain reasons females are not able to instruct or complain. It is the prime step of crush and oppression. Still the capable females have the twin character dedicated and delicate. Other finding of research was the wages of women are not calculated as main economic source however as extra to the salary of their males. Those outcomes are not appropriate for advanced and extremely urbanized families wherever complete independence is given to females.

According to Lockwood (2004) Glass ceiling is a conception that most often refers to obstructions faced by females who effort, or desire, to achieve high level positions (as well as high earnings levels) in firms, administration, teaching and nonprofit institutions. It can as well refer to ethnic and cultural minorities and males when they face blockades to development. Öztürk (2011) discussed that glass ceiling is the common name of occupational hurdles faced by females in their public life. These difficulties commonly can be separated into three categories as personal, governmental and societal. Assuming multi-role, function and level of liability woman believe such as mother, spouse and being an employee. Function and accountability role level and character preference and views, lack of self-confidence, uncertainty, not civilizing themselves, not taking challenges in occupation and not preferring endorsement are the impediments from personal factors.

According to Taşkın (2012) Association's accessible traditions, lack of political views, mentor -counselor, sponsor, guide and incapability to contribute in private communication networks are impediments stemming from managerial factors. Obstructions happening from societal factors can be supposed occupational division and stereotypes. Tomasky (2013) argued that in political affairs, even Hillary Clinton, who is considered the "mainly influential woman in American politics" discussed her experience of being "kidded, ridged and chided in boardrooms across the nation" just because she fortified women's problems. Female staff experienced a gendered double bind. Females are either more masculine or self-possessed or females are more feminine and stretchy. If women presentation seems too self-possessed and masculine they may be seen as competent but not charming but if their presentation is too feminine they may be seen as attractive but unskillful.

## **Material and Methods**

To comprehend the troubles those create hurdles in female's development to senior positions. Quantitative study design was the most suitable. The population contains the female staff belongs to private sector of district Faisalabad, Rawalpindi and Sargodha. Researcher wants to take perception of female employees about glass ceiling effects on career advancement that's why researcher has selected female

employees as respondents. The target population was the female staff working at different organizations of district Rawalpindi, Faisalabad and Sargodha of Punjab province. Data was accumulated from female staff through multistage sampling techniques. At 1st stage researcher has selected three districts Rawalpindi, Faisalabad and Sargodha using simple random sampling technique. At next stage 100 female workers were chosen from all districts by using convenient sampling technique. Sample of 300 respondents was taken from 3 districts of Punjab, Rawalpindi, Faisalabad and Sargodha. Questionnaire was constructed to collect quantitative data and SPSS was used to draw the analysis. Descriptive and inferential statistics were applied to check the association among variables.

## Results and Discussion

### Univariate Analysis

Following results are made by univariate analysis by the researcher, out of total, 42.3% of females were gave the consent that female staff face glass ceiling in their professional career and 18.3% were strongly agreed while 24.0% of the females were not agreed and 15.0% were strongly disagreed to the statement. .3% was neutral. Data manifests that the mainstream of the respondents were agreed. Shandana (2010) discussed that glass ceiling exist in our communal order in shape of gender discrimination. Organizations support men at the high level positions and the proportion of women at the top administration is less than men. Out of total only 39.7% were agreed that women face intricacy in their career advancement and 21.0% were strongly agreed while 25.7% were not agreed and 12.3% were strongly disagreed. 1.3% of respondents were neutral. Cortis and Cassar (2005) elaborates that gender stereotypes are putting a stop to female staff from getting senior positios. They elucidates that females in senior level positions are not fairly presented in offices and they are in an inclined position as they are minor.

### Bivariate Analysis

Hypothesis No 1 More the effects of glass ceiling lesser will be the career advancement

**Table 1**  
**Relation among Effect of Glass Ceiling and Career Advancement**

Effect of Glass Ceiling	Career advancement			Total
	Low	Medium	High	
Low	5	78	85	168
	3.0%	46.4%	50.6%	100.0%
Medium	7	23	8	38
	18.4%	60.5%	21.1%	100.0%
High	61	27	6	94
	64.9%	28.7%	6.4%	100.0%
Total	73	128	99	300

	24.3%	42.7%	33.0%	100.0%
$\chi^2$ value = 149.10	$p = 0.000^{**}$			
Gamma ( $\lambda$ ) value = -0.830	$p = 0.000^{**}$			
** = Highly significant				

The above mentioned table shows the significant relationship ( $\chi^2= 149.10, p = .000$ ) between the effect of glass ceiling and career advancement. Gamma statistic declared a negative and significant ( $\lambda = -.0830, p = .000$ ) relation among above discussed variables. It means glass ceiling had negative effects on women's career advancement. Data in above mentioned table manifests that if the women facing low level effect of glass ceiling then they had low (3.0%), medium (46.4%) and high (50.6%) stage career advancement. On the other side if the women facing high stage effect of glass ceiling then they had low (64.9%), medium (28.7%) and high (6.4%) stage career advancement. So, this hypothesis "More the effects of glass ceiling lesser will be the career advancement" is accepted. According to Lockwood (2004) Glass ceiling is a notion that refers to hindrance faced by female staff who tries to attain the high level positions in different organizations.

Hypothesis 2 More the gender discrimination lesser will be the career advancement

**Table 2**  
**Relation among Gender Discrimination and Career Advancement**

Gender Discrimination	Career advancement			Total
	Low	Medium	High	
Low	5	27	21	53
	9.4%	50.9%	39.6%	100.0%
Medium	49	69	61	179
	27.4%	38.5%	34.1%	100.0%
High	19	32	17	68
	27.9%	47.1%	25.0%	100.0%
Total	73	128	99	300
	24.3%	42.7%	33.0%	100.0%

$\chi^2$  value = 17.42  $p = 0.002^{**}$   
Gamma ( $\lambda$ ) value = -0.224  $p = 0.003^{**}$   
\*\* = Highly significant

The above mentioned table shows the significant relationship ( $\chi^2= 17.42, p = .002$ ) between gender discrimination and women's career advancement. Gamma statistic declared a negative and significant ( $\lambda = -.224, p = .003$ ) relation among above discussed variables. It means gender discrimination had negative effects on women's career advancement. Data in above mentioned table depicts that if the women facing gender discrimination then they had low (9.4%), medium (50.9%) and high (39.6%) stage career advancement. While if the women facing high stage gender discrimination then they had low (27.9%), medium (47.1%) and high (25.0%) level career advancement. So, this hypothesis "More the gender discrimination

lesser will be the career advancement" is accepted. Erik (2006) also validate that females are discriminated through glass ceiling effect and they bear more from glass ceiling effect.

### **Results and Discussions**

The major spot is that males having additional earning capacity consume it extra competently, they effort extra point and smartly, the skills and certificates they have obtain. As compared to the skills and certificates a females obtain and the fewer labor they did on tremendously demanding profession. Female doctors attend fewer patients as compared to male doctors; female lawyers confer with fewer customers as compared to male lawyer. This leaps beginning entirely commendable ambition from females to give additional occasions to their family members. Result is that female who is prepared to crack the glass ceiling unwilling to the attempt. This is evident that glass ceiling is a complex subject. It strains diverse features that need to be resolved. In order to figure out the perceptions it's crucial to explore the causes of this issue. Nationally and internationally, females present a reasonably unemployed basis of capacity for high level places in associations. Even though enhancement has been made all over the globe however impediments in progress of females subsists along with family aspect, gender bias and civilizing features.

### **Conclusion**

Female's professional passage inclines to be additional winding and interrupted as compared to males who are unsurprisingly make longer and this object obstructs females progress to high ranking places. Females regularly needs to convention through the impediments of twice situations as working lady and mother. At times they have to do compromise which reduce their advancement. Females having children are often appears to be less productive and devoted as compare to those with no kids. Since due to these factors females are mostly placed in center parts comparatively the conditions that appoint decision making places. Females' representation on senior positions is comparatively minute as compare to males. There should be several changes regarding cheering competent females to overcome the impediments that women faces in their careers. Smashing the glass ceiling requires a foremost devotion on the branch of organizations to take action in encouraging females regardless of their gender or conditions and for males to take a dynamic element as associates in executing this transformation. Glass ceiling hinders not just females but also entire civilization. This ultimately deprives the economic system from innovative experts, fresh resources of creative talent. To struggle efficiently in this era we should discharge the absolute competence of our occupational force. The time has arrived to smash the Glass Ceiling.

### **Recommendations**

- People views about female staff as emotional or less proficient must be changed.
- Organizations should be clear regarding policies associated to employment and promotion.
- Harassment strategy must be executed by associations. Proper complaint centers must be formed for female staff to account their issues.
- Every association should conduct gender audit on annual basis.
- Organizations should be obvious about the policies related to recruitment and endorsement.
- Policies should be implemented regarding Gender discrimination.



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