Pakistan Social Sciences Review
www.pssr.org.pk

RESEARCH PAPER

Nexuses between Glass Ceiling and Career Advancement of Women: An analysis of Punjab, Pakistan

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PAPER INFO	ABSTRACT
 Corresponding Author: moazamawarraich@yahoo.com	The endeavor of study is to manifest extensive matter of gender phenomenon and to present diverse definitions. Particular focus is given to those blockades which are producing impediments for women progression in career. The target population was the female staff belonging to the Private sector of district Faisalabad, Rawalpindi and Sargodha of Punjab province. Survey method was adopted and data was collected from 300 respondents contacted through multistage sampling techniques. Descriptive and inferential statistics were applied to verify the relationship among variables through SPSS. It was concluded that majority females agreed that women experienced "glass ceiling" in their occupational carrier, women faced intricacy to be promoted to higher-ranking positions and gender stereotypes down-graded the abilities of females. Shattering the glass ceiling involved a vital devotion on the part of institutions to take acts in development of people regardless of their gender.

Introduction

In 1978 on the BBC panel, Marilyn Loden called an invisible barrier to success for women during their careers as the "Glass Ceiling", 100 Women: Why I invented the glass ceiling phrase. The term "glass ceiling" refers to the invisible obstacles to achievement that many females come up against in their occupations. Management consultant Marilyn Loden coined the phrase almost 40 years ago but says it is still as relevant as ever. She used the term "glass ceiling" in 1978 during a panel debate about women's ambitions. As she listened, she noted how the (woman) panelists focused on the deficits in women's socialization, the self-deprecating ways in which females behaved and the weak self-image that many females allegedly carried.(Marilyn Loden, 2017).

The effect of the glass ceiling indicates the tendency of women to receive wide-ranging letters in profit and to stand up as they take advantage of their male counterparts. People who cross the glass ceiling still have far less power and less advantage than their male counterparts. Another view takes a look at the gender differences in decoration, changing the fact that women prefer to be in occupations that may fit with the stereotypes of women's gender since they earn more than the male-dominated profession. For instance, if they were pursuing a job in the male-dominated profession, they would probably receive two-thirds of the value of male's salaries within the similar industry (Gabriel & Schmidt, 2006).

The expression draws on a trend in which women aspiring to higher level positions find themselves hollowed out of these points by the honorable unseen (thus the mirror) but with very valid boundaries (resulting ceiling) which work to maintain high levels of discipline mainly in male area. A key frame of study has documented the spread of dispersal, and now so many scattered boundaries that stand in the way of gender equality in the leadership area (Eagly & Carli, 2007).

During this period, young men were randomly assigned to rooms; a random sample of male squads was "dealt" with Roman squads and female squads as companions. Therefore, they are able to take a look at how male soldiers randomly promote young female soldiers. They hope that the female candidate is in a inferior ranking than the male candidate. Adding strong records to a candidate's experience list improves applicant reviews, but it does not diminish gender prejudice. Though, with the recruitment of women into the squad, collective accommodation and their work has a strong effect on the belief in the leadership of the women in the male squads. After comparing the squad leader candidate, they will no longer discriminate against the lady soldiers of their squad. In-depth literature on vanguard research, correspondence research, and audit examinations is used to observe discrimination (Azmat & Petrongolo, 2014).

They have participated in peer-to-peer literature by examining peer-to-peer attitudes toward women who want to be leaders. They have observed advertising in a perspective that is close to ideal in matters of reduction of prejudice in the principle of inter-Muslim communication, especially in the same reputation, common goals, and cooperation and implementation options. Once they make equal choices by separating men and women according to estimates then they comply with current developments (Angrist, 2017).

For many qualified women, however, the need for assignment, success, and status is currently incomplete in agencies. Persistence with the exclusion of females from outside groups seems to be a sign of the lack of capabilities that they recognize in large-scale corporations. Probably a factor as to why they're doing so poorly is because of the low cost of this alternative. Fragile marketers of all kinds (no longer just women) usually cite the desire for independence, the choice to avoid formal enterprise boundaries, and the frustrations of their occupational advancement are causes to try to begin their own company. (Carter & Jones-Evans, 2012)

Conceptual Framework

Independent Variable	**Dependent Variable**
Glass Ceiling Effect	
Gender Differences	
Cultural Factors	Career Advancement
Workplace Environment	
Institutional Leadership Attitude	

Literature Review

Whalen (1996) argues that the term "glass ceiling" was first used in 1986 and has been around for fifty years. It has been a stumbling block to see the women take control of their own families, in World War II, most of the males went to war and females were left to look after the youth. After the war finished, more and more females stopped working. A large proportion continued this new trend. However, there were many obstacles to conquering women and various minorities.

According to Jaramillo (2003) the Feminist Majority Foundation has helped her challenge almost all of them by publishing a number of articles on "glass ceiling" in which it is stated that in any case, women should be promoted among the general public in companies. There are barriers to access. For some reason, it has been found that women are kept in jobs that do not hold high positions. The way the social system has changed over the centuries has created problems, which we are dealing with and trying to overcome. For the last thirty years, women have been committed to buying high quality, but that is not changing. The "glass ceiling" is formed when women in a society have to believe that they should have a domestic job or that their flexible jobs allow you to go home early to prepare food and live with your children.

According to Davidovich (2007) it is an honor to reject authoritative women from working permanently, who are eligible for execution. He added that "glass ceiling" barriers against females are nothing but a form of gender bias, a violation of principles. Meyerson and Fletcher (2000) argued that the inclusion of women in the workforce and the expansion of their role and position within the administration was not a matter of extension. Batool *et al*. (2012) with a sample of 120 (ninety academic and 30 administrative) conducted a study to explore the reasons why so few women face barriers to career advancement in terms of education.

According to Rai & Srivastava (2014) in the communal context that there is no such thing as a glass ceiling and they guide their argument because usually females move away from their activity at the center of the profession and the component There is a tendency towards work at the time. Jobs Risk Furthermore, he says that globalization has created a huge number of possibilities for service improvement.

Blau et al (2006) noted that women prefer their families to men and develop an additional complex course of movement for their professions. That is why investing in training and coaching is less effective for women, in addition to gaining knowledge at the back of career intervals. Women prefer their families to males and take a more drastic step towards their careers. That is why investing in education and training in schools is less useful for women, except that knowledge acquires in the intervals of career.

Vanala (2010) Women lack technical education and should be recommended to expand in this field as well. One of the best limits is to enjoy the benefits in a production or line supervisor. It is important for an organization that its leaders know all the stepladder of their pricing process. It's a must have, for any Affiliate, promoting any program. In general, the improvement in the career of a woman is the most advanced in the field of a single business enterprise and as a result the reason is thin. This is usually due to the wrong training of women. When women leaders are asked which elements are motivated for their profession, they identify factors as competent, business surprises, make themselves competent and capable.

Thurman (2009) it has recently been on paper what is the form of the first job after which you should be allowed to expand your profession. People think that after graduation, the basic job is more than enough for your destiny occupation. Based on this research, it appears that in times of recession, when college students should take the job that is offered to them, they will no longer be able to decide on the occupation that they want. The direction of will potentially affect. If career guidance cannot be given this time around, many women are driven into these "women' occupations". There are unique enterprise fields of exchange and generation, developed and manufacturing where many women cannot be seen as skeletal administrators. Yet these associations are also known as men's associations and of course it is extremely difficult for females to crack this deadlock.

Material and Methods

In this study, the researcher wanted to categorize the main individual, institutional and social impediments that influence the development of females. Quantitative study design was the most appropriate. The population includes the women employees belong to private sector of district Faisalabad, Rawalpindi and Sargodha. Researcher wanted to take opinion of women employees about glass ceiling effects on career advancement that's why researcher has selected women employees as respondents. The target population was the women employees working at different organizations of district Rawalpindi, Faisalabad and Sargodha of Punjab province. Data was collected from female employees 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 employees 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 test the relationship between variables.

Results and Discussions

Univariate Analysis

Following results are made by univariate analysis by the researcher, out of total 60% were agreed that that females faced disappointment to be endorsed to higher positions due to opinion that they were suited to empathetic position more than decision making position while 34% of the females were not agreed to the statement and 6% of respondents were neutral. Data manifests that the mainstream of the respondents was agreed. Schein (2007) also discussed in his study that perhaps the most significant obstacles for females in all countries is the constant stereotype that links administration with being male. Out of total 63% were agreed that patriarchal system deprives women of getting equal opportunities even having higher education and skills while 27% were not agreed and 10% of respondents were neutral. Shandana (2010) also discussed in his study that glass ceiling exists in our social order in shape of gender inequity. Organizations favor males at the higher management and the proportion of females at the top management is less than males.

Bivariate Analysis

Hypothesis 1: The more the gender differences are the less will be the career advancement

Table 1
Relation between Gender Differences and career advancement

Gender Differences	Career advancement			Total
	Low	Medium	High	
Low	5	49	23	67
	7.4%	73.1%	34.3%	100.0%
Medium	11	42	64	117
	9.4%	35.9%	54.7%	100.0%
High	57	47	12	116
	49.1%	40.5%	10.3%	100.0%
Total	73	128	99	300
	24.3%	42.7%	33.0%	100.0%

χ^2 value = 112.90 p = 0.000**
Gamma (λ) value = -0.567 p = 0.000**
  ** = Highly significant

Table 1 reflects a significant relationship (χ^2= 112.90, p = .000) between gender differences and women's career advancement. Gamma statistic declared a negative and significant (λ = -.567, p = .000) relation between the above discussed variables. It

means gender differences had negative effects on women career advancement. The data in the above-mentioned table clearly showed that if the women were having gender differences, then they had low (7.4%), medium (73.1%) and high (34.3%) level career advancement. If the women were having high level gender differences, they had low (49.1%), medium (40.5%) and high (10.3%) level career advancement. Therefore, the hypothesis "The more the gender differences are the less will be the career advancement" was accepted. Stahlberg (2002) also discussed that gender differences has constantly portrayed that males are generally appear as extra mediators and extra competent than women whereas women are appeared as more communicative than males.

Hypothesis 2: The more the cultural hindrance is the less will be the career advancement

Table 2
Relation between cultural hindrance and career advancement

Cultural Factors	Career advancement			Total
	Low	Medium	High	
Low	6	44	43	93
	6.5%	47.3%	46.2%	100.0%
Medium	26	61	51	138
	18.8%	44.2%	37.0%	100.0%
High	41	23	5	69
	59.4%	33.3%	7.2%	100.0%
Total	73	128	99	300
	24.3%	42.7%	33.0%	100.0%

χ^2 value = 81.42 $\qquad$ $p = 0.000$**
Gamma (λ) value = - $\quad$ $p = 0.000$**
0.595
** = Highly significant

Table 2 reflects a significant relationship (χ^2= 81.42, p = .000) between gender cultural factors and women's career advancement. Gamma statistic declared a negative and significant (λ = -.595, p = .000) relation between the above discussed variables. It means cultural factors had negative effects on women career advancement. The data in the above-mentioned table clearly revealed that if the women were facing more cultural hindrance, then they had low (6.5%), medium (47.3%) and high (46.2%) level career advancement. If the women were facing high level cultural hindrance, they had low (59.4%), medium (33.3%) and high (7.2%) level career advancement. Hence, the hypothesis "The more the cultural hindrance is the less will be the career advancement" was accepted. Shandana (2010) also discussed in his study that Glass Ceiling exist in our social order in form of gender inequity. Organizations favor males at the higher management and the proportion of females at the top management is less than males.

Obstacles or "Ceiling" to access appeared to be present in some areas. For example, at times women found it difficult to control especially in senior management. As more and more girls were unable to look beyond this stage, they also became a perceived barrier between the academic level and the basic stage of administration. There was not a single foundation within a career that had many cultural, organizational and masculine dimensions. Any technique designed to improve women's entrepreneurial space should take into account a number of factors to make it powerful. Examining the popular modern scenario, it was well known that despite this, women were under-represented in the administration. There was an ample evidence to suggest that many organizations had a "glass ceiling". Generally, it was examined that the employment scenario of women in the group of workers was also known as the "glass ceiling" and "sticky floor" lifestyle. Women were focused on positive professional groups and were represented in management. However, while some areas had improved the growing number of women was neither reaching its peak nor overcoming their professional separation within the personnel. Studies on women's career development had identified some of the structural and behavioral barriers that hindered women's advancement in organizations. Some of these barriers were metaphorically called "glass ceiling".

Conclusion

There are many reasons, for the private sector including the glass ceiling which are simply complex and numerous. There are more twists and turns in a woman's professional career because the male is clearly tall and this factor hinders the advancement of women in higher jobs. Women often have to covenant with the complexities of a dual roles as a working woman and mother and sometimes have to deal with issues that reduce their career advancement. Women officers carry the primary burden of domestic duties in testing a man and offer a few moments for additional authentic and unofficial oral exchanges that are important for their career advancement. Failure to stay late at work and reluctance to travel and relocate were noted. Personality is formed with the help of subculture and family. It is a reciprocal process and the way they look at others and the way they look at themselves. Moving from parents to their children is the beginning of their qualities. Parents usually agree that their daughters are weak, timid and dependent. They need to be limited by the male part of the globe. For these reasons, females cannot recommend or criticize. This is the first step to defeat the oppression. Even educated females have twin personalities and the income of women could not be measured as thebasic financial resources of the family members. Policy makers may also decide to make a difference if they take into account the expectations and support of their elders and others in their careers. The result of the observation shows that woman ranked by the directors and those in high positions around the work face more prejudice. The research also establishes that the administration supports it, despite the fact that this bias has been less than the results of the previous look.

Recommendations

➢ Every government organization must have awareness plan to change the attitude of its officials about the female's group of workers. The mainstream of respondents feels that as females they should do their part to express themselves in every class.

➢ To decrease unconscious biases when hiring and promoting employees, consider blindfolding your application and selection processes. Blind evaluations exclude information about candidates, such as their name, interests and experiences (not related to the position), which may reveal their supposed gender, race or ethnicity.

➢ Consider providing additional training for managers and executives because they are the people who hire and promote people. You must ensure that your leadership team can support individual contributors in all aspects of their occupation.

➢ Promotion should not be related to migration as in private sector. There needs to be a fundamental change. The woman, who is ready to relocate, must have the agency's neighborhood office in the area where the person wants to move.

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