Impact of Glass Ceiling on Women’s Career Development: A Case of Sahiwal & Okara City

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Abstract
The objective of this study is to find that glass ceiling is a barrier in women career development and influence of gender inequality, stereotyping on advancement and contribution of women in top level management. This study is based on the descriptive quantitative design. Data was collected through survey method using close ended questionnaire. The population selected for this study were female employees working at lower, middle and higher levels of selected private colleges and universities of Okara and Sahiwal. Collected data was coded into SPSS 20.0 data analysis software to apply statistical tests on data. Results showed that their positive relationship between GC and WCD. Only one hypotheses were made that was accepted. The findings of the study exposed that there are few women at the top levels of organizations. This indicates that certain factors prevent women from getting to the upper levels of organizations which signals the existence of the glass ceiling.

Key Words: Glass Ceiling (GC), Women Career Development (WCD), Decision Making.

Introduction
The term glass ceiling means unseen and unbreakable problems due to which women and minorities cannot reach to the top positions not considering of their skills, credentials, achievements. Effects of glass ceiling are discussed in different dimensions and theoretical perspectives to highlight the hurdles for women in career advancements (Smith 2007). This is not a new term in literature. This term ‘glass ceiling’ used for the first time in 1986 to tell the barriers and hurdles faced by women which restrict qualified women from advancing to the managerial level positions. From last few years’ topic of women career development and their hurdles to get top positions is being discussed.

But unfortunately women are still rare and under-represented in the top management positions. In the private sector of world, only 6.6 percent female are at top managerial positions (Bullard 1993). Like other sectors women face a lot of barriers in private organizations of Pakistan. Women are struggling to get the positions for which they deserve. From last some year’s women’s are at middle and lower level of positions in private sectors but still their percentage is lower at top managerial positions. Women’s are facing cultural
problems, gender discrimination and factors of ethnicity. Women's are also skilled, educated and competent therefore, it is important to raise this question. According to (GTIBR, 2012) in the entire world only 21% females are at top managerial positions in both private and public sectors (Hoobler 2009).

(GCC, 1995) reveals that women of entire world face the glass ceiling in different forms at any level of their career development. They have to break their glass ceiling for further advancement of their career. However, this effect is most familiar above middle and lower level management. Glass ceiling is a result of gender discrimination and gender stereotyping. It is expected that organizational work cannot be handled by female. Male can manage the work and can do managerial jobs more good as compared to female. Female are not dynamic and vigorous players due to their maternal, caring and affectionate nature.

It is anticipated that decision- making power of female is not good then male. Some studies reveal that there is no glass ceiling in the private organizations it is self-created issue and problems. It is because of less competencies of female. (Siddiqui 2014) While research shows that this hurdle exists for women. (Shafiq, 2014) conducted an exploratory study that glass ceiling is present in Pakistan that stop women to reach top ranked positions. There is male dominant society. Few private organizations are supporting women a bit but in a doubtful way whether she will give her best performance in this male dominant society.

The glass ceiling is obviously present today as deep-rooted by many studies such as Catalyst that is a research organization bring into being that in spite of occupying almost half of different management positions, women only represent 2% of affluence 500 CEO positions.

Another reason of unequal career advancement of women was due to the thoughts of the more senior male colleagues who most normally make decisions in an organization, such as: recruitment, selection, strategic planning and promotion outcomes, rather than any differences in the ability between male and female managers (Jogulu, 2011). A Lebanese study found out that the top management positions normally filled by male while female are rare at top level. There are more chances of promotions for male when we move towards upper management as compared to female. Female employees face more problems in promotions of top positions then male employees (Dah, 2009). (Tahir, 2015) reveals that in Pakistan 51% are female current research and reports are showing that now traditional role of female is changing. They are now educated, competent and some are even playing dual role by caring their families and performing their organizational duties. Despite of all these improvement and changes female are facing inequality, discriminations, ethnicity, cultural problems and promotion problems.

Imran (2013) divulges the perception of Pakistani people. A common thinking that women are good only for profession of teaching. They cannot make strong administrative decisions due to their caring behavior. No positive estimations are made when women turned for administrative positions. They are not easily promoted and treated unequally. Women are facing under-representation, struck at lower positions and teaching professions, lower salaries, under-estimation of their capabilities, gender discrimination and no motivational steps for them.

Ahmed (2009) conducted a study on sticky floors and occupational segregation in the Pakistani circumstances. The study showed that female was engaged in low paying not as much of skill demanding occupations and gender based dissimilarity in wages was large in private sector.

Evidently, a gap existing in the literature on the subject of glass ceiling and women career development in context of private sector of Pakistan, which this study tends to fill up. This survey addresses the effects of glass ceiling over the career advancement and development of women. It reveals that what type of barriers a women face while making progress in private sector. This study examines the effect of independent variable glass ceiling on dependent variable women career development. It aims to highlight the factors that cause the hurdles in the advancement of women career.
Problem Identification

In organizations there should be no concept of discrimination. But even now in this era concept of glass ceiling exists. There are a lot of barriers for women and minorities. Family, traditional, cultural factors are preventing women from top positions in any field of life. (Van Vianen 2002) reveals that men are at top positions in organizations they again and again promote men only towards top. Try to create many problems in carrier development ways of women. They always criticize democratic and collaborative working styles of women. They believe that women are emotional they cannot take hard decisions. (Strout 2001) found that organizations avoid to assign international assignments to women due to perception of host country. They may not support women and women may face adjusting problems. Women have no international and other experiences of work place that’s why they are not promoting towards top. (Shafiq 2014) in private sector of Pakistan it is said that there is no glass ceiling but still it exists. Research reveals that low number of women are filling top positions because of stereotyping, ethnicity and perception of men regarding women. Low number of women are engaged in jobs and stick to some specific profession because of barriers in other fields for them.

In Pakistan a very short list of women with top positions. Competent and hard working women also facing barriers to get their deserving place. People are working to remove this factor and many organizations are also contributing but still work is very low. (Amuedo-Dorantes. C. & De la Rica 2005) women are facing problems in career development just because of men attitude that women cannot perform well on work place. Organizations can get better output by promoting women.

Many studies reveal that women are struggling hard to break glass ceiling but still this factor is effecting women career development in private sector of Pakistan. This study will examine the invisible barriers in the way of women development in private sectors. This study will also explore the ways to reduce these barriers and main reasons of these hurdles at work place.

Problem Statement

Women are underrepresented due to stereotyping, perception of male dominant society. They work hard to get their deserving positions. Many factors are creating problems for them.

Objectives of Study

Following are objectives of this study:

i. To investigate the impact of glass ceiling on women career development.
ii. To evaluate relationship between women career development and glass ceiling.

Research Questions

Following are questions to be answered in this research paper:

i. What is impact of glass ceiling on women career development?
ii. What relationship between women career development and glass ceiling?

Significance of Study

Today in this competitive environment the impact of GC and other factors on WCD is in consideration attention. Researchers are doing work over this issue in the different sectors of society. A gap was found for further work over private sector of Pakistan. This study is significant and beneficial for organizations to get
better performance by overcoming the factors of GC. This study reveals that women are also competent, can do better job, can handle managerial positions. Results of this study will help the managers while making policies of organizations and preventing organizational policies from ethnicity and glass ceiling. It will also provide help to women for their career development by overcoming their weaknesses and improving their managerial tactics.

This study would be important to economy of Pakistan. Because by overcoming the factors of glass ceiling there will be more involvement of women in managerial work. It will help to increase their earning. It is also useful for future research and for job holders to recognize way that how they can have built up their career.

**Literature Review**

Galloway (2012) Glass ceiling is preventing competent women to build up their career. A common perception that some specific professions are suitable for women they cannot move in all fields. This study evaluates gender stereotyping in sport management with the context of characteristics of leadership.

(Bombuwela, 2013) found a negative relationship between women career development and glass ceiling. This study was conducted in private sector of Sri Lanka. Technique used to collect data was self-administered questionnaires. Data collected from 150 women who were at the top level of organizations. Data was analyzed by descriptive and inferential stats which revealed that glass ceiling, ethnicity and family factors negatively effecting the women career advancement. As per (Chima, 2014) women are facing challenges to get their competent positions in organizations. This study was conducted in Nigeria. Exploratory qualitative approach used to collect data. Interview from 72 top managers was conducted to find results. A significant relationship found in gender stereotyping and career advancement of women.

Serdar (2014) revealed that women are facing glass ceiling not only in business organizations but also in higher education institutions. A common perception that suitable profession for women is teaching but study found that even in this profession they are not awarded with top positions. They struggled hard to get their positions in this male dominant society. This study was conducted in Seljuk University, Konya / Turkey and data collection tool was questionnaires which were collected from women and men employees.

Quinlan (2012) women career development is significantly related to professional opportunities, cultural and family support and support of colleagues. This qualitative study was conducted in universities of Canada and data was collected by interviewing individuals. Low percentage of women presidents showed that they are absolutely facing negative gender issue, family and cultural problems, traditional model of male career. However, study revealed that this percentage is increasing due to efforts of women and changing perceptions about genders.

Abuna (2010) conducted the study in private organizations of Saudi Arabia to explore that glass ceiling is a myth or reality. Limited progress of women in the private and public sectors is because of invisible factors. Exploratory research technique used by researcher. Quantitative data was collected by distributing questionnaires to female employees and qualitative data was gathered by semi structured interviews of HR managers of private and public organizations. Results showed that women’s career is effected by unseen barriers and in Saudi Arab their career is also effected by religious factors along with cultural, traditional, family factors and perceptions about women career.

As per (Pollard, 2005) women’s face challenges of job segregation, lower wage rate, sexual harassment issues, disavowal of career advancement opportunities, poor performance assessments, low-slung performance opportunities, perception of society, cultural hurdles, hurdles at work place and low support from peers and top level managers. 13694 useable responses were received while collecting data. Data was analyzed by using SPSS and hypotheses were tested by using t-Test and Chi Square. Results of this study
revealed that organizations should support women employees to break glass ceiling and improve their performance at workplace by compensation equity, equal promotional opportunities and motivating them for improved performance. Organizations can enhance their performance by promoting competent women’s at workplace.

Hughes (2012) gender imbalance is also present in Canadian organizations. This study was conducted in mining industry of Canada to explore women participation in this sector. Only 14% women are engaged in this sector at national level while few of them are providing leadership services. Data was gathered online which discover that women are also competent for this field but there are very low-slung opportunities for women. Common perception about women employees in this sector that the load of work in mining industry cannot handled by women they are not more strong and suitable as compared to men.

Othman (2015) gender discrimination can be found at the top management positions more as compared to middle and lower level managerial positions this study was conducted in Malaysia concluded that glass ceiling is present in overall world. Government of Malaysia made many efforts to break glass ceiling but still it exists. 75 per cent of the female plaintiffs chose gender perception as one of the most significant factors that stuck their careers. The study discovered that these defendants were inadequately ready as a result of their official and familiar training to dense with gender perception at workplace.

Hansatit (2014) investigate that dramatic and artificial statements revealed that there is no glass ceiling, it is only the perception of women. While studies prove that in all states it exists according to their culture. There is need of more study and work on this topic to explore real problems and their background. This study was conducted in Thailand. In this qualitative research interviews were conducted from 20 top position managers (male and female) to find out that is there glass ceiling and gender discrimination in organizations of Thailand. Research showed that female top executives were on high positions just because of their very hard work. There was no supportive structure for them due to gender discrimination.

Achira (2015) explore that role of government, organizational barriers, stimulus of society, self-efforts of women are factors for the advancement of women’s career. This study was conducted in different sectors of Ghana to find the factors causing problems in success of women. Data was collected by distributing questionnaires to top level employees and interviews were also conducted. Results showed that there are hurdles for women they are in very small number at top positions.

Rana (2007) choose exploratory research design, research sample was 200 employees (100 male and 100 female) chosen randomly by researcher from private organizations of Bokhara. Results showed that 31% women were satisfied from their organizations and said that their post is matched to their skills while other were not satisfied. 10% male strongly agreed that they do not like women at top positions. Because they cannot make strong decisions. There is optimistic attitude towards women’s development and professional development. But still some socio-cultural aspects are present for women’s career barriers. Younger age groups and female workers are more competent and determined to accept new challenging jobs than the older ones.

A research was conducted to determine that gender discrimination really exists now in this changing environment. Many studies revealed that discrimination in gender is still present but some neglects it. This study was made to explore reality. For this purpose, a questionnaire was accompanied by 546 male and female employees at different levels of managerial positions in public and private health and education departments. Results clearly showed that in private organizations women are underrepresented while men are dominant. Ratio of discrimination was higher in private sector then public sector. Gender discrimination impacts negatively on performance and motivation level (Zahid, 2011).

Dean (2009) conducted a study to examine the role of women at managerial level and difficulties they face in their development. Study was conducted in United States also investigated relationship of leadership role
and effectiveness. In this exploratory study three types of questionnaires were conducted from 700 respondents. 50% respondents, majority of female leaders perceived there are barriers in form of glass ceiling in organizations. Organizational barriers, barriers in selection process, workplace relationships, stereotyping, life style conflicts, wage gap are hurdles to prevent women from top positions.

As per (Shah, 2011) in this technological world there are more opportunities of jobs due to enhancement of technology but these opportunities are more for men than women. Perception is developed that in technology changes occur after every second that cannot be managed by women employees. Very low number of women are in this sector due to this perception. While competent stuff is available for this field determined to come and to build up their career just waiting for opportunities cracking of glass ceiling.

Lukaka (2012) conducted a descriptive survey in Eldora town. Purposive sampling technique was used to give equal chance to all respondents. Data was collected from 58 respondents of town to know the fact that glass ceiling is imposing bad impacts on women’s career and their performance. Descriptive analysis tool was used and data showed in frequency tables. Results of research showed there is high level of gender discrimination.

Akinyi (2014) socially and economically women are playing active role to boost up Kenyan economy. But some forces in society are neglecting this participation of women and creating hurdles in their development. Women made many efforts to come to the top not only in organizations also in practical life. Data was collected by questioners. Qualitative data was analyzed thematically and quantitative data was analyzed through SPSS. This study concluded that glass ceiling and its factors are sprints for women advancement.

Conceptual Framework

Research Hypothesis

Glass ceiling is globally effecting the women career development in different perspectives. Although many efforts are made by many people to eliminate this barrier but in spite of these efforts, discrimination in contrast to women still stick at in the workplace especially at the managerial level. (Afza, 2008) stated that many major factors of glass ceiling are creating development problems for the women. As study shows management perception, work environment are supreme significant factors of GC creating problems for women at work place. Based on these facts researcher developed hypothesis.

H1: There is significant impact of glass ceiling on women career development.

Research Methodology

According to this topic there is a focus on the methodology related to this topic of the study. Researcher is going to describe the sample size, setting, study population, study design, data collection method and analysis in this methodology questionnaire method will be used and the nature of the study will be descriptive and this will be based on the survey from population.

Research Design

This study is based on the descriptive quantitative design. The main purpose to conduct or to design this research is to identify the impact of glass ceiling on women career development and also to determine the
knowledge of learners of this study about the effect of GC on WCD and its positive or negative relationship. Type of study was correlation instead of causal study.

Methodological Choice

Researcher used survey method for collection of data from targeted population. Although study will be considered as descriptive type of study but researcher also collect many primary data. Researcher wanted to know about attitudes, reactions of working employees, personal experiences of employees regarding this barrier.

Study Setting and Site Selection

This population is taken from private colleges and universities situated in Okara and Sahiwal Pakistan.

Study Population

The population that is selected for this study are female employees working at lower, middle and higher levels of selected private colleges and universities of Okara and Sahiwal.

Study Sample

The female employees with limit from 21 to 45 years were selected for this survey and sample size of this study was 220.

Data Collection Instrument

Data is collected through the structured questionnaire to identify the effects of GC on WCD according to previous studies in women occupation literature (vlado dimovski). There were two sections of questionnaire. First section provided demographic information while second section consisted on questions regarding glass ceiling and career of women employees. Likert scale was used to identify the answers because questionnaire consists of multiple questions so this is the dichotomous questionnaire.

Data Collection Procedure

As it is quantitative type of study so survey method will be used by researcher for collection of data. Questionnaires were administered at work place of employees provided them briefing and instruction about the topic related to the questionnaire the main purpose of this instruction is to give the know how about glass ceiling and to collect actual data. Those who had the complete knowledge were able to complete this questionnaire and it is also asked to answer the question and fill the questionnaire honestly. After that time questionnaires are collected by the researcher. Those questionnaires that are not correctly filled are to be skipped from data.

Data Analysis

According to the collected data, 89 female employees are married and 31 employees are unmarried. Also 8 female employees represent primary family provider. Here married employees are in majority and it gets the 74.16% of the sample. The sample was consisted, with the majority of respondents being between the ages of 31-35 years. 29% were between 36-40. 6.66% were between 41-45 years. 15% were 46-50 years of age. According to the collected data majority of employees have completed the degree of M.Phil. and many of them were post graduates. In sample size 37% employees have 3 years’ experience of work in different private organizations. While 49% employees have work experience of 5 to 7 years. In total sample size only 1 female employee was at top level.
Questionnaire consist of 20 well-structured close ended questions. Then, Collected Data was coded into SPSS version 20.0 software and tested for its validity and reliability. Descriptive statistics as well as correlation, regression and t-tests were applied to analyze the data. And to ensure rejection of acceptance of hypotheses.

The regression test is connected on information for getting the results. It assesses the effect of glass ceiling on women career development. One hypothesis is generated, showing impact of Glass ceiling on women career development.

Findings

Reliability Test

Reliability of 20 questions items were examined by coding data into SPSS 20.0 software. Cronbach’s alpha is viewed as the best measure to survey the dependability of reactions. Estimation of Cronbach’s Alpha was observed to be 0.976 that guaranteed the reliability quality of the measures.

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>N of Items</th>
</tr>
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<tbody>
<tr>
<td>.976</td>
<td>20</td>
</tr>
</tbody>
</table>

Correlation:

<table>
<thead>
<tr>
<th></th>
<th>GC</th>
<th>WCD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>120</td>
<td>1</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.963**</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>120</td>
<td>120</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Correlation results of used variable in this research study is indicated in this table. It elaborates that glass ceiling is significantly correlated with women career development. Pearson Correlation of independent variable (GC) is very strong with dependent variable (WCD) i.e. 0.963. This finding peruse that glass ceiling has a strong positive impact in women career development in Pakistan.

Regression

Regression analysis for independent variable and dependent variable are analyzed to check positivity or negativity among these variables. Only one hypothesis is made, having Glass Ceiling as an independent variable, while, Women Career Development as dependent variable.

<table>
<thead>
<tr>
<th>Model Summary</th>
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<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
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<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), GC
The model summary table for independent and dependent variables shows that the correlation between the independent and dependent variables represented as R is 0.963. The coefficient of determination that represent how the variables are differed from the straight line which has the value of 0.928. The adjusted R square value is 0.927. Overall model variation or these two variable i.e. standard error of the estimation is 0.228.

### ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>78.998</td>
<td>1</td>
<td>78.998</td>
<td>1517.329</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>6.144</td>
<td>118</td>
<td>.052</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>85.141</td>
<td>119</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: WCD  
b. Predictors: (Constant), GC

For ANOVA, the values clarify that there is a positive relationship between glass ceiling and women career development. The significant level is .000. The positive values declares that there is positive relationship between the GC and WCD. Overall model test is to be drawn as 1517.329.

### Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.502</td>
<td>.067</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>GC</td>
<td>.901</td>
<td>.023</td>
<td>.963</td>
<td>38.953</td>
</tr>
</tbody>
</table>

a. Dependent Variable: WCD

Beta value is positive of 0.901, which means that GC has strong positive impact on WCD. T-value also represent positively. Significance value is 0.000.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>( H_1: ) Glass Ceiling has significant impact on Women Career Development.</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

### Conclusion

The findings of this research study shows that glass ceiling has a strong impact on women career development and preventing them from promoting to the top positions. In male dominant society of our country women are not given their privileges in every walk of life as well as employment opportunities, promotions to the higher levels. Number of female employees is increasing gradually in public and private organizations from some past decades but they are not easily promoted at the top levels. Female employees are struck at middle levels.

It is supposed in our society that women cannot manage work at the top level they can only perform their jobs under supervision of any other top authority. These invisible barriers that make up the glass ceiling are creating hurdles for women to get their top positions. Researcher visited many private organizations to collect data for this study and found that still now glass ceiling is present in work place, only one women employee was at top level in total sample size and results of this study proved it. Women employees face gender discrimination, stereotyping and negative perceptions at work place. One hypotheses were assumed \( H_1 \). The hypotheses are significantly accepted with a positive value.
Limitations and Recommendations of Study

This study was limited to the private sector and included only private colleges and universities of two districts of Pakistan due to difficulty of reaching to women employees in different private organizations. However, this study needs more work not only in this but also in other sectors because attitudes towards access of women employees to highest positions in private organizations as well as in public organizations revealed that glass ceiling and many factors are effecting career of competent women. Further work can be done on different private manufacturing firms, health sector. However same work can be done in any other demographic area. Moreover, sample size may be enhanced geographically and quantity wise, a bigger division than Okara and Sahiwal, Pakistan can be explored. And sample size can be increased or consist of private Universities of Pakistan.

This study identified effects of glass ceiling that prevents women from their career enhancement. Study recommended that there are some practices that can be done to bring about equity and eliminate the effects of glass ceiling in private sector of Pakistan. There should equal promotional activities for all employees of organizations. There should no discrimination on the basis of gender. Negative perception that women cannot manage work at top level can be eliminated by providing training, guidelines, organizational support to the female employees. Women are also competent as men. Review workplace norms and also practices so that they are not grasped as an obstruction to the women ’s careers advancement.

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