Impact of Glass Ceiling on Women Career Development in Health Sector of Pakistan

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IMPACT OF GLASS CEILING ON WOMEN CAREER DEVELOPMENT

An empirical study in the context of health sector of Pakistan

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ABSTRACT

In todays' era of competitive economies of the world, the contribution of females has become imperative for any country to be present in the race of human betterment and quality of life. This study on glass ceiling has been carried out for determining the impediments sustaining on the face of women career development and professional growth in the organizations. The instrument used for the study was self-administered online questionnaire. The Health Sector was selected for the sampling of 105 female professionals. Data was analyzed using SPSS through correlation and regression analysis. The main limitation of this study was lack of time, lack of access and lack of previous studies/ data on the subject issue. As far as the variables of the study are concerned, dependent variable taken was women career development whereas independent variables were gender stereotype, organizational culture, job nature, work life conflicts and preference for male boss. However, glass ceiling played the role of mediating variable. The result indicates that there is positive relationship between glass ceiling and career development. Moreover, all five variables have positive relationship with glass ceiling

Keywords: Glass ceiling, women career development, gender

Introduction:

The word glass ceiling was first created by Mailyn Loden in his speech during 1978 (Richard Laermer 2013), but it was spread late through national press club in 1979 (Wikipedia 2017).

Glass ceiling, a term which just seemed in literature in the 1980s ("Glass ceiling", 2013) has appealed attention of a great number of scholars and researchers including Bell, McLaughlin & Sequeira (2002); Pichler, Simpson & Stroh (2008); Hoobler, Wayne & Lemmon (2009); Dimovski, Skerlavaj, & Mok Kim Man, (2010); Adams & Funk (2012) and Al-Manasra (2013). The glass ceiling result, which states the barriers that stop women from progressing to the top positions in their organizations (Smith and Crimes, 2007 as cited in Al-Manasra, 2013), is a form of gender discrimination (Bell et al., 2002). It is related with human resources, one of the most important resources that carry the competitive advantage to organizations (Hartel & Fujimoto, 2010). Investigation of the multiple layers of glass ceiling that female executives are facing can help organizations to engage the right people for the right jobs and make full use of their unique qualities to support organizational performance (Hartel & Fujitomo, 2010).

Glass ceiling is an intangible hurdle that keeps women from progressing in their profession despite their experience, education, and endeavors. Glass ceiling is not a new vision, it existed for ages and existing even in current 21st century of modern era around the world in one form or other. For centuries, women cannot compete with men in the corporate environment due to factors such as; maternal leave, comparatively higher family responsibility, Queen Bee phenomena, emotional quotients and so on (Faniko, et al. 2017). There are differences in women and men's career growth patterns. Compared to men, women's careers more likely include job changes related to family roles and they negotiate between work and family in their career development (Lee, 1994; Moen 1985). Even however the equal opportunity in place of work has been increased focus of concern, it seem like that there are still barriers to be overcome.

This study will be significant in the number of ways; Firstly, This paper will help to identify Managerial woman's problem and the ways to shatter those barriers. Secondly, this paper will

help the students as a referential material for their studies. This paper will also helpful in making and improving policies in organizations with regard to Glass Ceiling and Women Career Development. Also this paper would be important to Pakistani economy. Through shattering the Glass Ceiling Pakistani economy will be beneficial with more participation of working women in their work environment. Also it will help to rise up their earning as well. And also it is important for future job holders as it provide more knowledge on Glass Ceiling that affect women career. As the job holders they will be informed about the ways for securing their jobs or shattering Glass Ceiling. Ultimately it helps to climb up their career. In the case of male job holders they will able to identify problems that faced by their counterpart.

The purpose of this cross-sectional quantitative study was to test the explanatory style theoretical framework by examining   the relationships between women's glass ceiling factors and women career development.

This study is to investigate the impact of glass ceiling on career development of women in health sector. The career progress of women is a key element in finding out the barriers women face while climbing the corporate ladder. Barriers create difficulties and limit women's career progress making it more complicated than men's career progress. (Broad bridge & Fielded, 2015).The reasons for women success are may be the glass ceiling or the invisibles barriers women face when developing their careers. Health care systems have highly complex organizational structures. There is very few research studies conducted on glass ceiling which hold back the career development of women in health sector. Hence, there is a need to fulfill the knowledge gap in this field.

In this paper, there are five major barriers to women's advancement in the health care field have been identified, along with recommended strategies for overcoming them. The intention here is to gather information about female career progress, the factors that had an influence on their career process, both negative and positive. In addition, the study aims is to answer to the question why women are under-represented in management level within the health sector. A frame work is proposed for this purpose.

Theoretical framework
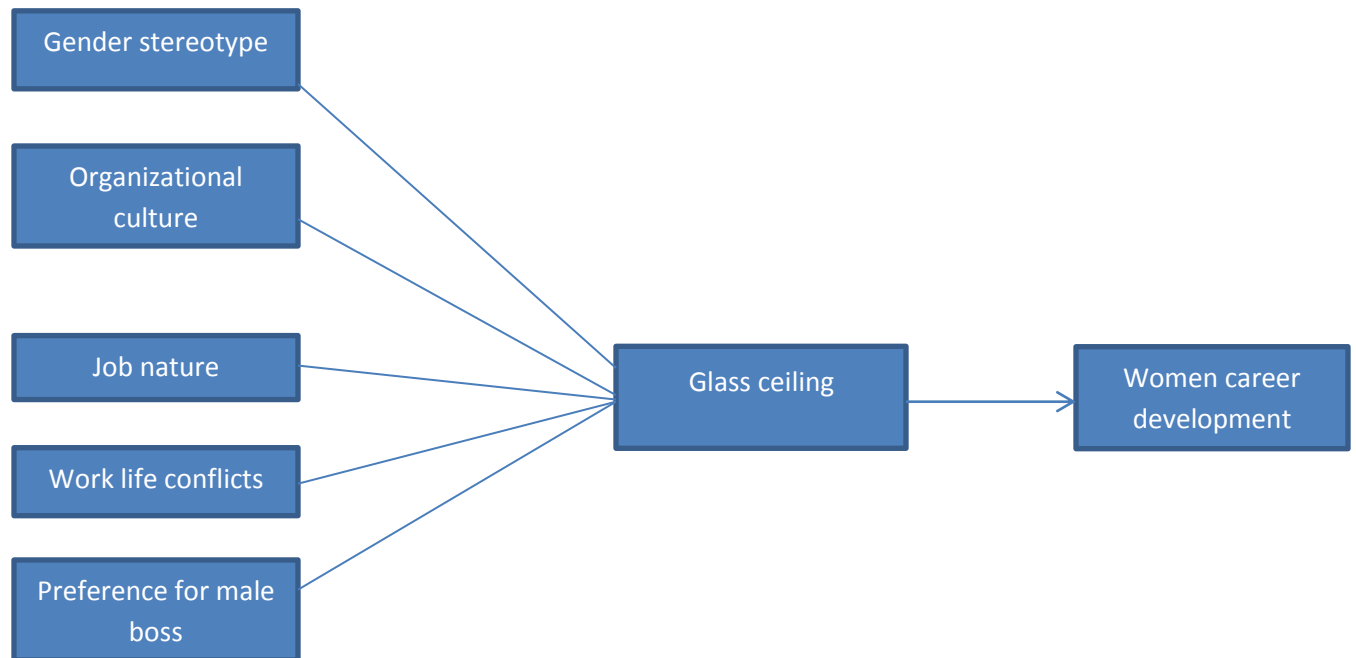
Literature review:-

Glass ceiling factors

Five major factors or barriers to women's advancement have been identified, along with suggested strategies for overcoming them. Some of these strategies focus on increasing individual women's leadership competencies, whereas others stress organizational issues such as providing equal access, increasing the visibility of women, decreasing work life conflicts and changing organizational culture.

- **H1**= There is relationship between glass ceiling and career development.

- **Ho**=There is no relationship between glass ceiling and career development.

Gender stereotyping and glass ceiling

Several major assumptions underlie gender stereotypes in health care organizations and affect female executives. All of these assumptions can overcome by adopting suitable policies. Stereotypes are often oversimplified, rigid, exaggerated beliefs that are applied to either individuals or entire social categories of people. Stereotypes form the foundation of prejudice, which is then utilized as a justification for attitudes, beliefs, and discrimination. So the purpose of this paper is to analyze the effect of gender discrimination on women career development. Survey by questionnaires was made and the Participants are females who are working in health sectors of Lahore, Pakistan. One hundred and five questionnaires are usable. An effective response rate is 100.00%. For the data collection and verification two main analyses were used one is regression analysis and second is correlation analysis.

Women are recruited into positions that are assumed to be more suitable for women than men. For example, women often become managers in personnel or human resources, but only managers from finance, sales or marketing can be promoted to the top positions.(Elmuti, Lehman, Harmon, Lu, Pape, Zhang & Zimmerle, 2003, as cited in Insch et al., 2008). Another aspect of gender stereotypes which prevent women from climbing the corporate ladder is the case when women adapt their styles and work in more masculine ways, they are judged more severely by both their male and female counterparts than men who do the same thing (Cox, 1996). Women really face a dilemma here as "if they adopt a 'feminine' managerial style, they run the risk of being viewed as ineffective, and if they adopt a 'masculine' style, they are criticized for not being feminine" (Ragins, Townsend and Mattis, 1998 as cited in Dimovski et al., 2010, p.314).

- **H2**= There is relationship between glass ceiling and gender stereotype.

- **Ho**= There is no relationship between glass ceiling and gender stereotype.

Organization culture

Women's equal opportunities in their career opportunities vary according to organizational culture. Male-oriented **organizational cultures** create an important hurdle to women's career path. They see less value in these cultures than they are, and they are not even given the opportunity to prove themselves. These cultures prevent the access of women to the communication networks required for their growth to the peak. If organizational culture is supportive then there will be no existence of glass ceiling.

- **H3**= There is relationship between glass ceiling and organization culture.

- **Ho**=There is no relationship between glass ceiling and organization culture.

Job nature

Job nature is another organizational barrier that creates hurdle for women career development. There is a perception that "women are not well-suited to the management profession". This perception is based on factors such as lack of confidence, lack of spirit, not choosing to rise because they are not ready to pay their costs, and internalizing the roles that society expects from women without questioning.

Sometimes women have the real ability for career advancement but they do not have faith in the fact that they can reach the top in their profession or think they are not suitable for this job: "I will fully and completely develop my intellect – but then I'll put it on the back burner. I'll have a career – but I won't be a career woman. I'll be good – but not great" . It can also call psychological glass ceiling. Women have to break the barriers they create themselves.

- **H4**= There is relationship between glass ceiling and job nature.

- **Ho**=There is no relationship between glass ceiling and job nature.

Work life conflicts

It is well known that women, who are typically the primary caregivers in their families, have a natural conflict with the organizational norm of making work their first priority. This norm has been exaggerated in health care because health professionals have a tendency to observe their work as a noble profession that exceeds time and personal constraints. Moreover, academic medicine has a rigid timetable for gaining research awards and publishing articles in prestigious papers in order to achieve tenure. As a result many women in health care have felt they had to choose between work and family or have been under the huge pressure of trying to do everything.

Organizations can improve their effectiveness by changing policies that implement the norm of connecting commitment with the amount of time spent physically in the workplace. **Examples** of such changes are increase the time allowed to complete requirements for their job and setting up important hospital meetings during common work hours. Other policies, such as providing emergency child care or elder care, encourage equal opportunity for women and men with family responsibilities. Work and life balance challenges can impact women's advancement and, if not allocated with, may contribute to the glass-ceiling occurrence. Women are typically the primary family caregivers for children and/or the elderly. Assumptions are often made regarding women's availability to do a job without interference from family responsibilities.

Workplace differently than men. Men tend to measure success by high salaries and important job titles whereas women place a higher value on their relationships with colleagues and public service. Therefore, many women are at a disadvantage to take steps that would increase the likelihood of progressing up the corporate ladder. Furthermore, women also face employment gap because of maternity leave and child rearing. As a result, their chances for job experiences or promotion might be affected.

- **H5**= There is relationship between glass ceiling and work life conflicts.

- **Ho**=There is no relationship between glass ceiling and work life conflicts.

Preference for male boss

In Tharenou's (1999) study three assumptions why women remain under-represented in the top management positions are presented. **First,** men and women invest different abilities of human capital, such as skill and knowledge. Men make more investments than women and therefore gain more (Becker, 1993) and are able to advance. **Second,** women's advancement is prevented by "Stereotypes, lack of support and exclusion from networks" (Tharenou, 1999, p.113). This is referred as the social capital, which implies how individuals are placed in organizations and hospitals. If women lack the social capital they have fewer opportunities to advance. Therefore the process of advancement differs between men and women. **Thirdly,** there exist a cross-level approach, in which according to Adler and Izraeli (1994) to middle management tasks education is considered as a selection method of individuals whereas to top management it is networking.

There is another reason for preference for male boss is having the stereotyped and inflexible belief, male employees cannot accept women for their upward mobility in the health centers and try to create barriers in any form. However, sometimes women do not have the compulsory job experience to be promoted simply because they do not have the opportunities to gain the job experiences to advance to higher positions. Women are found to be less desirable candidates for management position or for boss in any organization or health centers, because their skills were believed to be lower than those of men. In order to become an effective manager or leader, one should have ability, independence, and rationality. Those qualities are often believed to be possessed by men.

- **H6**= There is relationship between glass ceiling and preference for male boss.
- **Ho**=There is no relationship between glass ceiling and preference for male boss.

Methodology:

Research methodology was based on questionnaire. The target population of the study is women working in health centers or hospitals located in Lahore. The sample size will be the group of 105.Following procedure or tool will be used for data collection:

Self-administered online survey was proposed for the study as it offers more benefits than the traditional survey. The advantages are faster feedback, more cost effective and higher confidentiality. It also can reach a large number of respondents faster and participants can respond to the questionnaires at the earliest convenience (Sreejesh, Mohapatra & Anusree, 2013).

The web-based link of the questionnaires was forwarded to the staff working in hospitals or health centers, and then responses were collected. Questionnaires employed the checklist and rating scale. The checklist collected data about respondents' demographic characteristics. Likert scales were used to evaluate on a respondents' behaviors and attitudes. In the questionnaires, respondents were given clear instructions on how to mark their responses. Respondents answered the questionnaires individually and anonymously. Following tools were used for the analysis;

- For report writing Ms. Word

- for data analysis (graph and other numeric values)

- Ms. Excel will be used for data entry and graphic representations

- For data statistical ratios SPSS will be used.

Results and Analysis:

Respondent Profile

Gender	Count	Percentage
Female	105	100%
Age	**Count**	**Percentage**
Less than 25 years	8	8%
25 years to 35 years	54	51%
35 years to 45 years	28	27%
45 years	15	14%
Occupation	**Count**	**Percentage**
Businessman	5	4%
Salaried person	62	60%
Student	6	6%
Others	32	30%
Qualification	**Count**	**Percentage**
Bachelors	25	24%
Masters	36	34%
Others	44	42%
Location	**Count**	**Percentage**
Lahore	105	100%

Shows gender the number of respondent's female are 105 and the next column shows the frequency of female are 100%. Bar graph is drawn to display the frequency distribution graphically. The next variable age shows that the respondents aging below 25 are 8, 26-35 are 54, and 36-45 are 28 and above 46 are 15. The Percentage column shows that the percentage of respondents lays below 25 is 8%, 26-35 is 51%, 36-45 is 27%, and above 46 is 14%. Bar graph is drawn to display the frequency distribution graphically. The height of bars shows the relative distribution of each category of age.

Reliability Analysis

Variables	Cronbach's alpha	N of Items
Gender Stereotype	.840	7
Work life conflicts	.805	9
Preference for male boss	.840	6
Job nature	.787	7
Organizational culture	.799	8

Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender stereotype	105	7.00	35.00	20.4286	6.54255
Work life conflicts	105	10.00	45.00	26.6381	6.97816
Preference for male boss	105	6.00	30.00	17.4000	5.83359
Organizational culture	105	10.00	37.00	24.4381	6.22946
Job nature	105	8.00	33.00	21.7238	5.57207
Valid N (list wise)	105				

Interpretation:

The above results shows that minimum value of Gender Stereotype is 7.00, maximum value is 35.00, mean is 20.4286, STD deviation, 6.54255. Minimum value of Work life conflicts is 10.00, maximum work Life Conflict is 45.00, mean is 26.6381, STD deviation, 6.97816. Minimum value of Preference for male boss is 6.00, maximum value is 30.00, mean is 17.4000, STD deviation, 5.83359. Minimum value of Organizational Culture is 10.00, maximum value is 37.00, mean is 24.4381, STD deviation, 6.22946. Minimum value of Job Nature is 8.00, maximum value is 33.00, mean is 21.7283, STD deviation, 5.57207.

Values of theoretical models:

Variables	R	Sig
Gender Stereotype	.132	.183
Work life conflicts	.161	.103
Preference for male boss	.149	.132
Job nature	.144	.144
Organizational culture	.122	.216
Glass Ceiling	.144	.146

The above results show the correlation results, Women Career Development was taken as dependent variable and independent variables are Gender Stereotyping, Work Life Balance, Preference for male boss and job nature. The value of **sig** shows that there is a positive correlation between independent and dependent variables. According to Cohen model the value of **R** shows the strength of relationship is moderate.

Multiple Regression Model:

Variables	B	t-value	Sig
(Constant)	.236	.428	.670
Gender Stereotype	.057	.396	.693
Work life conflicts	-.516	-4.720	.000
Preference for male boss	.509	2.482	.015
Job nature	.854	8.063	.000
Organizational culture	.030	.353	.725
F= 175.114			
Significance=.000			
Adjusted R^2=.898			
N= 100			
Dependent Variable: Glass Ceiling			

Multiple Regression Equation is:

Glass Ceiling = Constant+ Gender Stereotype X_1+ Work life Conflicts X_2+ Preference for male boss X_3 +Job Nature X_4 +Organizational Culture X_5

Y = .236+.057X_1+-.516X_2-.509X_3+.854X_4-.030X_5

Interpretation:-

Simultaneously multiple regression was conducted to investigate the best predictors of Glass Ceiling. The means, standard deviation, and inter correlation can be found in table. The combination of variables to predict glass ceiling from Gender Stereotype, Work life Conflict, Preference for male boss, Job Nature, Organizational Culture, statistically significant, F = **175.114**, P = .000. Note that Gender Stereotype, Work life Conflict, Preference for male boss, Job Nature, Organizational Culture significantly predict Glass Ceiling, when all five variables are included. The adjusted R^2 = .898 and it indicates that 89% variance in Glass Ceiling was explained by the model according to Cohen (1988), this is large effective.

Simple Regression Models:

Model 1:

Variable	Constant	B	Adj R^2	F	Sig	t-value	Sig
Gender Stereotype	7.260	0.418	.504	104.771	.000	10.236	.000

Simple Regression Equation:-

Glass Ceiling = Constant+ Gender Stereotype X

Y = 7.260+0.418X

Interpretation:-

Simple regression was conducted to investigate how well Glass Ceiling Predict Gender stereotyping. The results was statistically significant F = 104.771, P = .000. The identified equation to understand this relationship was Glass Ceiling = 7.260+0.418X (Gender

Stereotype). The adjusted R^2 =.504.This indicates that 54% of the variance in glass ceiling was explained by the gender stereotype. According to Cohen model (1988), this is a large effect.

Simple Regression Models:

Model 2:

Variable	Constant	B	Adj R^2	F	Sig	t-value	Sig
Work life conflicts	3.432	0.464	.708	249.337	.000	15.790	.000

Simple Regression Equation:-

Glass Ceiling = Constant + Work Life Conflicts X

Y = 3.432+0.464X

Interpretation:-

Simple regression was conducted to investigate how well glass ceiling predict work life balance. The results were statistically significant F = 249.337, P = .000. The identified equation to understand this relationship was glass ceiling = 3.432+0.464X (work life conflicts). The adjusted R^2 = .708. This indicates that 70% of the variance in glass ceiling was explained by work life conflicts. According to Cohen model (1988), this is a large effect.

Simple Regression Models:

Model 3:

Variable	Constant	B	Adj R^2	F	Sig	t-value	Sig
Preference for male boss	8.301	0.431	.426	76.486	.000	8.746	.000

Simple Regression Equation:-

Glass ceiling =Constant + preference for male box X

Y = 8.301+0.431X

Interpretation:-

Simple regression was conducted to investigate how well glass ceiling predict preference for male boss. The results was statistically significant F = 76.486, P = .000. The identified equation to understand this relationship was glass ceiling= 8.301+0.431X (preference for male boss). The adjusted R^2 = .426. This indicates that 42% of the variance in glass ceiling was explained by the preference for male boss. According to Cohen model (1988), this is a large effect.

Simple Regression Models:

Model 4:

Variable	Constant	B	Adj R^2	F	Sig	t-value	Sig
Job nature	2.787	0.599	.751	310.616	.000	17.624	.000

Simple Regression Equation:-

Glass Ceiling = Constant+ Job nature X

Y = 2.787+0.599X

Interpretation:-

Simple regression was conducted to investigate how well glass ceiling predict job nature. The results was statistically significant F = 310.616, P = .000. The identified equation to understand this relationship was glass ceiling = 2.787+0.599X (job nature). The adjusted R^2 = 0.751. This indicates that 75% of the variance in glass ceiling was explained by the job nature. According to Cohen model (1988), this is large effect.

Simple Regression Models:

Model 5:

Variable	Constant	B	Adj R^2	F	Sig	t-value	Sig
Organizational culture	2.719	0.535	.749	308.098	.000	17.553	.000

Simple Regression Model:-

Glass Ceiling = Constant + Organizational Culture

Y = 2.719+0.535X

Interpretation:-

Simple regression was conducted to investigate how well glass ceiling predict organizational culture. The results was statistically significant F = 308.098, P = .000. The identified equation to understand this relationship was glass ceiling = 2.719+0.535X (organizational culture). The adjusted R^2 = .0749. This indicates that 7.49% of the variance in glass ceiling was explained by the organizational culture. According to Cohen model (1988), this is large effect.

Model 6:

Variable	Constant	B	Adj R^2	F	Sig	t-value	Sig
Women Career Development	14.385	0.083	0.021	2.149	.000	1.466	.000

Simple Regression Model:-

Glass ceiling = Constant + women career development

Y = 14.385+0.083X

Interpretation:-

Simple regression was conducted to investigate how well women glass ceiling predict women career development. The results was statistically significant F =2.149, P = .000.

The identified equation to understand this relationship was glass ceiling= 14.385+0.083X (women career development). The adjusted R^2 = 0.021. This indicates that 2.1% of the variance in glass ceiling was explained by women career development. According to Cohen model (1988), this is large effect.

Discussion:

It is quite evident from the analysis shown above that all five variables have significant impact on glass ceiling and glass ceiling has moderately affected career development growth of women. Literature review also depicts the same views. The career growth of women is largely impacted by the stereotype gender biasness that females cannot manage men in their subordinates especially at higher positions. This concept in the society goes on with the factors of lacking in social capital, networking, skills, competencies etc. However, there may be exceptions in the world. Some women do rise to the top and becomes leaders at country level or in the big organizations.

Even if we see the relationships amongst women, it also seems that women do not like other women rising to the top and do not accept them as their boss. This is again a psychological area rather physiological one. So the variable of preference for male boss becomes more effective in the organizations in such scenarios. The critical factor of females being primary caregiver to their families also becomes vital. Women employees find it difficult to give full/ extra timings to their offices and hence cannot exert full attention to their work due to the reason that they have to pay heed to their families. In such circumstances, the ladder to the top is captured by the men.

Conclusion:

By reviewing the literature, previous data and conducting this study, we easily reach at the conclusion that the concept of glass ceiling is very important role player in the organizations as well as in the society. The demands of the modern era are view the maximum participation of women in the organizational and societal works. Even todays economies cannot flourish without effective contribution and participation of the females.

So, it is dire need of this age that the old and biased belief of glass ceiling should come to end now. We have learnt through this study that Career development of women is being affected by glass ceiling which is greatly impacted by five major factors/ variables of gender stereotype, organizational culture, work life conflicts, preference of male boss and job nature.

Gender inequalities are widely noticed in all aspects of life. The number of male executives in health sectors still greatly beats the number of their female colleagues and there are many reasons leading to this situation. It takes root both from the external and visible factors to women such as the lack of experience, gender differences and gender stereotypes and from the internal factor – organizational culture, job nature, preference for male boss and the psychological glass ceiling that women build themselves. It is artificial and invisible so it is harder to break. Therefore, incremental and then major changes in the attitudes and activities of both corporations and female executives themselves may help to provide women with more opportunities for career progression in health centers.

Ethical Issues and Reference List

It was important to examine a variety of issues when considering the ethical situations that can arise when conducting a study.

- During this study there are some ethical considerations include treatment of data, treatment of participants, privacy, possible legal issues, confidentiality, honesty, security of data, and citing all sourced materials, among other things.

- Sometimes in the study there is a need to explain the participants that they were not required to answer any or all of the questions, and that they were able to stop their involvement in the study at any time.

- The researcher explained to the participants why the study was being conducted, how the data would be stored, and how the data would be used in the research.

- Respondents were given all the details in writing in the information sheet so that they would be comfortable participating in this study.

- Respondents were sent a questionnaire online via www.qualtrics.com with information relating to the research. No personal information was saved in order to ensure that the responses to the questionnaire were anonymous.

- Respondents were made aware that the collected data was to be kept confidential.

- Only the researcher and her supervisors have access to the collected.

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