

Mediating Role of Job Stress Between Workplace Discrimination Gender Discrimination-Glass Ceiling and Employee Attitudinal Outcomes Job Satisfaction and Motivation in Banking Sector of Pakistan

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Abstract: The Workplace discrimination especially Glass ceiling has gain a more attention over the years. The objective of this study was to check the mediating role of job stress between gender discrimination-glass ceiling and employee attitudinal outcome (job satisfaction & motivation). This study found that there exists a significant partial mediating relationship among study variables that suggest that there exists hindrance that restrain women from career development and stress do cause decline in satisfaction and motivation. Stress do mediates and intensify the impact of glass ceiling and gender discrimination on job satisfaction and motivation. Information and Data regarding study variables were obtained through different banks of Pakistan through systematic random sampling technique. Questionnaire was developed through careful consideration. There were total 20 items in questionnaire.

Key words: Glass Ceiling • Workplace Discrimination • Job Stress • Employee Attitudinal Outcome • Job Satisfaction • Motivation • Banking Sector • Pakistan

INTRODUCTION

Human Resource Management is important for any organization. It actually deals with managing people who work for the organization [1, 2] referred that “Human Resource Management deals with all human aspects of organizations in a functional whole.”

Individuals who are motivated at their workplace generally outperform those who are less motivated [3, 1] referred employee motivation as an important feature of HRM strategy.

Performance of the organizations gets worse when employees face de-motivation and intention to leave because of stress that employees’ had to experience at workplace. Commitment of employees towards Organization plays fundamental role for any organization, as it reflects loyalty and dedication of employees toward organizational development, improvement, enhancement, prosperity and affluence. Employees having stress because of the job dissatisfaction leads to their decreased organizational commitment.

“Stress negatively influence employees, as it decreases job satisfaction and increases burnout chances, higher rates of absenteeism, raised intention to leave organization and increased risk for health problems” [4]. Job stress shaped because of gender discrimination-glass ceiling badly affect motivation, commitment towards organization, job satisfaction and turnover intentions of employees. Satisfaction towards job is of a vital concern for an organization, because satisfied and contented employees fetch success and achievement for organizations. Satisfaction arose from mental affluence and prosperity and it’s only could possible if employees don’t have any job related stress. Research indicates that if there exists a job stress, employees can not outperform and can show and depict dissatisfaction towards job. This state decreases the job satisfaction that will bring trouble, problem and difficulty for organizations in the form of poor and reduced performance and productivity.

“World statistics showed that the females are becoming the important part of the workforce and comprise the half of the world population and because of

this they are getting closer to the half of the representation in the workforce also. Number of women working in the developing countries is also increasing and reaching at the equal participation and also in the world they are about to reach the equal representation in the workforce. They now need to get recognition and equal employment opportunity also especially at the top level positions" [5].

Therefore, it is rationale that organization must recognize and appreciate the problems that can deter the way of female employees' advancement towards career, who are evenly essential for the organizations growth and development as men are essential for organizational productivity. Equal employment opportunity supports the equal reflection and consideration of women along with their fellow men colleagues. Female employees can get the chance to avail top management position and opportunity if they are provided with the equal employment opportunity. Employees facing hurdle and job dissatisfaction, along with job stress are more likely to show turnover intentions. Stress is actually a more forceful connection between employees and their working environment [6].

Problem Need Analysis: Gender discrimination-Glass Ceiling cause decline in the job satisfaction and motivation level in employees. This trend is especially evident in banking sector. Since, banking sector is regarded as a more stressed sector in any economy. Therefore, the important consideration for employer must be the Job satisfaction and employee motivation.

This study is intended to see "the impact of job stress as a mediator between workplace discrimination (glass ceiling and gender discrimination) and employee attitudinal outcome (job satisfaction and employee motivation) in banking sector of Pakistan".

Research Question: The following research questions will be analyzed in this study.

- What is the strength of relationship between the study variables?
- How job stress mediates the relationship between gender discrimination-glass ceiling and job satisfaction-motivation?

Literature:

Workplace Discrimination: It is defined as: "Workplace discrimination occurs when employers treat certain potential or current employees unfairly because of various issues, including age, race, gender, disability, nationality,

religion and pregnancy. Discrimination also takes place when men and women working for the same employer do not receive equal pay for equal work. Under job discrimination laws, it is illegal for employers to engage in any of these practices." [7].

Gender Discrimination: It is defined as "Gender discrimination refers to any situation where a person is denied an opportunity or misjudged solely on the basis of their sex." [8].

"Gender discrimination refers to the practice of granting or denying rights or privileges to a person based on their gender" [9].

From definitions it is evident that, "discrimination is the provision of the one-sided gains earned by people of different attributes despite having the same education and merit" [10]. "Discrimination can be based on the wages, hiring, promotion or giving raise to employees. There are stereotypes, which are of the view that the women should be paid less. According to those stereotypes, men should get priority on women during the whole career of her job.

Gender discrimination is an important issue that gets importance in 1980s" as reported by [11]. According to them issues associated to gender begun in 1950s, but gets an imperative deliberation as an issue between 1980s and 1990s in the management and organizational studies. This time period is measured "to elevate and discuss issues related to gender effects." Issues associated with females in organizations where male are mostly given authority must be detailed. [12] highly stressed on taking into account and converging issues connected to female employees in the men dominated organization. "This type of reporting about the issues of women employee discrimination helps to find the ways to curb that discrimination and help improve the environment that would retain the equal employment opportunities."

[13] reported that "developing countries have shown the trend that female employees face discrimination in pay despite sharing their experience and knowledge as male employees share with the company."

Perceived discrimination also plays an imperative role in defining stress in employees. According to [14] "perceived discrimination has a positive relationship with work tension and organizational commitment. beyond most frequent and familiar job stressors such as role conflict and disagreements, uncertainty and ambiguity." Perceived discrimination also create different mental problems and stress for employees. Conflicts may arise and disagreements may arise to curb the relationship and make the work environment worse."

“Perceived discrimination” also impact employees job satisfaction as found by [14] found that “employees who are more satisfied regarding, pay, salary and adaptation of behavior pattern and format of surrounding culture, while those who have low level of satisfaction are face more perceived discrimination.”

[15] reported that discrimination also arises from the feelings of inferiority that exists amongst females that they have decreased or lower power and position on job as compared to their associate men. “If there exists an inferior action towards females then feeling of discrimination, in contrast to male colleagues, arises.”

Glass Ceiling: It is defined as “Invisible but real barrier through which next stage or level of advancement can be seen, but cannot be reached by a section of qualified and deserving employees. Such barriers exist due to implicit prejudice on the basis of age, ethnicity, political or religious affiliation and/or sex.” [16].

“An unacknowledged barrier to advancement in a profession, especially affecting women and members of minorities” [17].

From definitions we can see that, “glass ceiling is another form of gender discrimination, refers to the invisible hurdle preventing women to get the management positions because these positions are highly occupied by men” [18].

“Glass ceiling can be defined as the inequality created in the workplace between male and female employees” [19]. It is that type of discrimination in which women employees are discriminated and face the obstruction, barrier and hurdle in their career development and progression towards the top hierarchical positions. According to [20] Morrison (1987) “glass ceiling is also defined as the state and condition in which females face a blockage in getting the upper or top level positions in the organizational ladder and chain of command.” To reach top level management positions female employees face hurdle. They didn’t attain a possibility to be the component of organizations top hierarchy while male colleagues have given precedence over them in upper level positions in chain of command. Also, “glass ceiling is an artificial barrier caused by the top level management to restrict females to get the top level positions in the organization” [19].

From the past 20 years, Women are participating actively in management [21]. Their increased participation causes the glass ceiling issue and problem to boost. A few corporations and legislature had gravely addressed the issues that were faced by females in the management being a female manager since 1970s [5]. This is a

fundamental issue that really needs to be properly addressed with better resolution to acquire the vigorous opposition and rivalry in the marketplace and to make certain the inference of EEO which is the necessary and essential employment need.

[19] stated the “major reason in creating barrier and blockade for women, this means main reason behind the hurdle bring in a career progression of women may be that men prefer to have a female colleague rather than being lead by the women boss or head.” It is reported by [22] “in developed countries the ratio of female employees is about 25-31% in workplace, comprising hardly 1% at the top level positions.” This depicts that female employees are having under-representation in the upper level positions in the organizations. It is the need to improve the top level engagement of females in the organization with their colleagues (fellow men). Though, “there is a trend in increasing women participation in the top level management positions with the time but the process is still slower, therefore this trend and process need to be improved and increased” [24, 20, 25].

History showed that women have the ability to outperform her colleagues (fellow men) and they can prove their selves to be a better manager and can run the business empire. [21] stated that “today it can be clearly seen that women are more and better educated than in the earlier decades and do hold more positions in the marketplace. They should be given a continued chance to lead the businesses and employees towards the path of success. Femlaes can become the better leader and bosses.”

Job Stress: According to [22] “stress is defined as a situation that cause an individual to face forced deviation from the normal functioning that occurs due to interruption or development in that individuals physiological and psychological conditions.” Stress plays an imperative role in any organizations affluence and prosperity because employees, if they are having stress they can not outperform to the extent that they are predictable to do so. It’s imperative for every organization to decrease the stress of employees by introducing dissimilar significant strategies.

Managers are always anxious to lessen the cost which is associated with the occupational and job stress. These managers are always in dilemma to develop and maintain strategies or to do extraordinary interventions that will help diminish the costs which are connected with job stress [26]. “Organizations must understand the need of cost minimization of occupational stress because occupational stress impacts employee turnover,

productivity and firm performance” [26] to lessen the impact of occupational stress on individual employee turnover, efficiency and performance of organizations. Employee turnover always cause organization to lose main involvement of employees in the organization who left organizations.

“Stress can impact employees positively or negatively or both, employees can be motivated to outperform or to show a declined trend in performance” [27]. Stress can demotivate or motivate employees. Some employees at one extreme can perform better and some at another depicts a decline in performance. “Stress not only affect individual employees but also brings detrimental consequences for the organization as well” [27]. Organizations also tolerate unconstructive consequences of stress.

Job Satisfaction: According to [28] “job satisfaction is an employee response towards their work experiences, they gain at work.”

Similarly, “job satisfaction is an employee emotional state towards job” [29]. “Job satisfaction is actually how employees significantly feel about jobs, aspects of their job and work conditions” [30].

A variety of scholars have recognized and developed definitions regarding the satisfaction of job. According to [31] “job satisfaction is the magnitude of satisfaction of an employee towards his/her job”. Another author [32] defined “job satisfaction as it is the feeling and attitude of employees towards their jobs and role at the work.” “If there is a smaller difference between what employee perceived and what it gets in form of remuneration or compensation, there will be the greater job satisfaction” [33]. “Satisfaction of job for an employee is his/her own factors related to aspects of life and attitudes and behavior towards job” [34]. [35] “Job satisfaction is actually the emotional, feelings and experiences of an employee towards his/her job”. A bit diverse definition is developed by [36]. According to him “satisfaction of job of an employee is actually his/her feeling about working environment like work itself, his/her bosses, groups formed for work, institutions and life.” [37] have defined job satisfaction as “individual’s feelings about the whole work scenario.” This type of feeling initiated from the breach between “the expected and actual experience and knowledge” that an employee (individual) can have. Other researchers [38] proposed that job satisfaction has the four imperative significations:

- “Satisfaction towards job is actually the total satisfaction one gain from each and every aspect of work or job”;
- “Satisfaction towards job is achieved through the multiplication of satisfaction and importance that an employee acquired from each and every aspect of job”;
- “Satisfaction towards job is actually the difference between the desired and real satisfaction that an employee acquired or feel at job”;
- “Satisfaction toward job is in real the aforementioned difference between the desired and real satisfaction an employee acquired or feel at job and multiplying it with the important aspects of job and lastly taking its sum.”

According to [39] “when ones’ job is evaluated and measured according to set standards, one feels an enjoyable and agreeable and optimistic and constructive expressive status of satisfaction towards job.” Job Satisfaction was also defined as “it is the difference between the desired and resultant accomplishment in job” [40].

[41] “It is also regarded as an emotional, exciting and expressing or resulting response to job as a whole.” Level of satisfaction towards job is actually the level of interest in their job. This interest comes from the remuneration and compensation packages like pay, wages and raise in pay or wage, working hours, promotion, site of job, social contacts and style of management” [42].

[43] was also reported that “satisfaction towards job is in real are ones feelings and emotions towards ones job and several prospects and scenario of job.” “Satisfaction towards job is generally the attitude and behavior of an employee towards his job and employment” [44]. This depicts that “if an individual has greater level of satisfaction, he/she then experience a greater level of satisfaction towards employment and job” [45].

Motivation: “It is an internal force, which is based on an individual’s conscious and unconscious needs that drive an individual to achieve a goal” [46]. It helps organization in order to attain utmost profit and benefits from employees working in the organization, because employees who are motivated try their best to perform well than their colleagues and make organization to accomplish and realize its goals more competently, professionally and effectively.

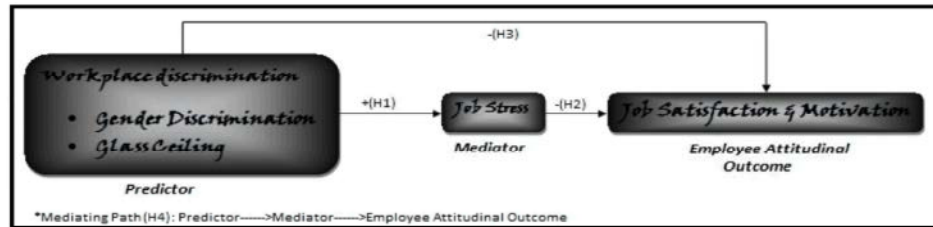


Fig. 1: Theoretical Framework

Motivation helps enhance employee performance and commitment toward their organization. Satisfied employees and HR of any organization is greatly associated with the employees who are motivated. These motivated employees outperform and their outcome is in form of high productivity and less turnover ratio [1]. Motivation also play an imperative role in an organization, motivated employees outperform and facilitate employees to increase the productivity of the organization. Satisfied employees are those who are highly motivated to perform better at their work in comparison to their fellows at work.

Employees who are extremely motivated at their work show much hard work to generate productivity at greater extent and depict more endeavors than those who are motivated but at a lesser pace [3]. "Highly motivated employees always show a greater extent of performance as compared to the less motivated employees." extremely motivated employees are also more committed to outperform.

"Motivation is the psychological process that provides behavior, purpose and direction" [1]. Employees must be motivated to outperform and help enhance and augment the organizational productivity. [47] indicating that "motivating factors like challenging jobs, responsibility must be inherent in a job it can improve satisfaction level and energy to do work also increased." It will then help make better and motivate employees to hard work. Motivated employees also do hard work and help make possible for the organization to attain the greatest satisfaction level of employees from the work.

Theoretical Framework: "Gender discrimination has an adverse effect on the organizational commitment, organizational citizenship behavior and job satisfaction" [48]. Gender discrimination helps cause employees to badly affect organization and its imperative components of commitment of employees towards organizations, employee career satisfaction and employee citizenship behavior towards organization.

Job stress is highly influential in affecting commitment towards organization, satisfaction towards job and turnover intention in any organization. According to [49] "job satisfaction, organizational commitment and turnover intentions are important job attributes that are related to job stress."

[50] found that "employees facing high level of role conflict depict high level of stress and low job satisfaction. Organizations must bring role clarity for its employees to bring increased loyalty and satisfaction of its employees towards organization."

Hypotheses:

H₁: Glass Ceiling-Gender Discrimination will have significant positive impact on Job Stress among employees of banking sector of Pakistan.

H₂: Glass Ceiling-Gender Discrimination will have significant negative impact on Job Satisfaction & Motivation among employees of banking sector of Pakistan.

H₃: Job Stress will have significant negative impact on Job Satisfaction & Motivation among employees of banking sector of Pakistan.

H₄: Job Stress partially mediates the relationship between Gender Discrimination-Glass Ceiling and Job Satisfaction & Motivation.

MATERIALS AND METHODS

Research methodology is an organized and systematic approach used for data collection where as research methods are set-by-procedures in data collection. It is also an imperative approach because it include the mechanical and methodological plan which is of the logic and reason that researcher used to react to

Table 1: Constructs

| Constructs | No. of Items |
|-------------------------------|--------------|
| Gender Discrimination | 4 |
| Glass Ceiling | 4 |
| Job Stress | 5 |
| Job Satisfaction & Motivation | 7 |

Table 2: Construct's Cronbach's Alpha

| Constructs | Cronbach's Alpha |
|-------------------------------|------------------|
| Gender Discrimination | 0.771 |
| Glass Ceiling | 0.709 |
| Job Stress | 0.742 |
| Job Satisfaction & Motivation | 0.775 |

research questions [51] and get information and data for the research/study [52]. This research effort is carried through the study questionnaire to see “mediating role of job stress between gender discrimination-glass ceiling and job satisfaction & motivation.” This study is carried in the Banking sector of Pakistan. To conduct survey Systematic Random Sampling techniques was used and every 3rd bank was selected. The lists of banks were acquired from the State Bank of Pakistan. Personal visits were carried and e-mails were sent to attain the response of the sample which is selected.

The survey questionnaire consisted of 20 questions to attain the response and reaction of the respondents. Equal response from both males and females were collected. Total of 140 questionnaires were sent to the respondents. 70 males and 70 females were contacted. The response was calculated on the five-point Likert scale, which was ranging in a queue from 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree for glass ceiling-gender discrimination and job stress and for job satisfaction and motivation five-point Likert scale ranged from 1=Strongly Dissatisfied, 2= Dissatisfied, 3=Neutral, 4= Satisfied to 5=Strongly Satisfied was used. Reliability of the scale was evaluated through the Chronbach's Alpha. SPSS-17th Edition was used for analysis. Analysis techniques used were descriptive analysis, correlation analysis and multiple regression analysis.

Empirical Findings:

Reliability Check: Scale Reliability was checked through chronbach's alpha. There were 4 constructs (gender discrimination, glass ceiling, job stress and job satisfaction & motivation) of the questionnaire. Table 1&2 shows the variables, their number of items and Chronbach's alpha for the individual variables. Each variable has a satisfactory reliability statistics [53]. According to them chronbach's alpha > 0.70 is acceptable.

The overall reliability statistics for study variables was.646, which is again an acceptable range [54].

Descriptive Analysis:

Respondents Profile: As depicted by Table 3 there were equal representation of males and females respondents. The average age of the respondents working in the bank was 29.91 years which is almost equal to 30 years. Average managerial position of the respondents were 2.36 which was coded against middle level management positions. So, respondents were more at the middle level than from any other managerial level. Average experience was 1.46 which is coded as 1 for experience below 5 years, 2 for experience between 5-10 years and 3 with above 10 years. Average value for immediate boss as described in Table 3 is 3.34, which demonstrate that immediate bosses were more of male gender than females.

Demographics: Figure 2 shows that there were total 140 respondents selected for the study. Both genders were contacted for the response. It was make sure that the equal representation and response of males and females was obtained for data collection and analysis purpose.

There were 130 respondents having age between 21 to 40 years comprising 93%, respondents having age between 41 to 60 years were 8 with 6% and only 2 respondents were having age above 60 with 1.4% as depicted in Figure 2. It is also shown that 81 out of 140 respondents (making 60% of the employees) were having jobs at the middle level of management. Only 4 respondents out of 140 were having top level positions making 3 percents of the total and remaining were having the lower level managerial position.

81 respondents out of 140 comprises almost 60% of the total were having experience below 5 years. 39% of the respondents (54 out of 140) were having experience between 5-10 years and rest were having above 10 years. Male bosses were 128 (91%) and females were 12 (9%) as respondents reported.

Analysis for Correlation: First research question regarding strength of relationship between study variables is addressed in this section.

Spearman's correlation is used to see the direction of the relationship between study variables. Table 4 shows that Glass Ceiling-Gender Discrimination is moderately positively correlated with Job Stress with spearman's coefficient of 0.450 depicting that with the increase of Glass Ceiling-Gender Discrimination, job stress also increases among the employees of banking sector of

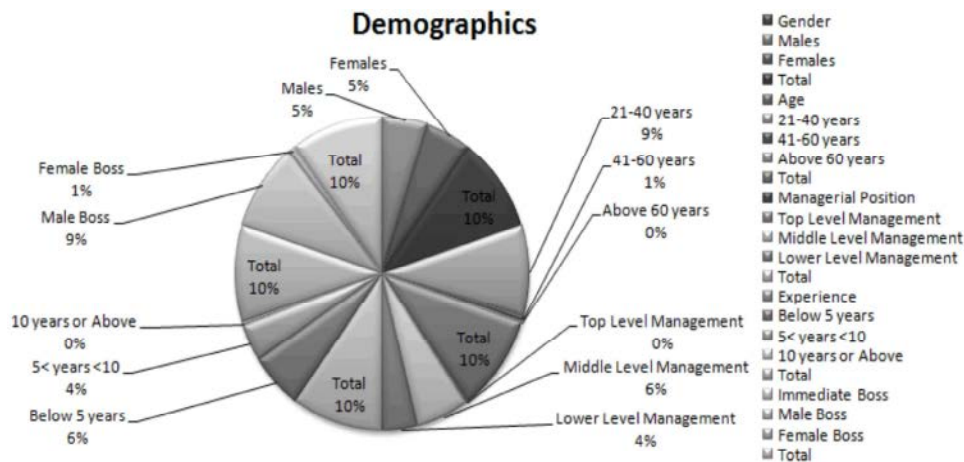


Fig. 2: Demographics

Table 3: Respondent Statistics

| | Gender | Age | Managerial Position | Experience | Immediate Boss |
|--------------------|--------|-------|---------------------|------------|----------------|
| Mean | .50 | 29.91 | 2.36 | 1.46 | 3.34 |
| Standard Deviation | .502 | 6.869 | .539 | .567 | .474 |

Table 4: Correlation Analysis

| | | Glass Ceiling-Gender Discrimination | | Job Stress | Job Satisfaction & Motivation |
|----------------|-------------------------------------|-------------------------------------|--------|------------|-------------------------------|
| Spearman's rho | Glass Ceiling-Gender Discrimination | Correlation Coefficient | 1.000 | | |
| | | Sig. (2-tailed) | . | | |
| | | N | 140 | | |
| | Job Stress | Correlation Coefficient | .450** | 1.000 | |
| | | Sig. (2-tailed) | .000 | . | |
| | | N | 140 | 140 | |
| | Job Satisfaction & Motivation | Correlation Coefficient | .575** | .330** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | . |
| | | N | 140 | 140 | 140 |

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

Pakistan, while accepting the Research Hypothesis H₁ that Glass Ceiling-Gender Discrimination has a significantly positive impact on Job Stress. Similarly, there is also a moderate positive interdependence between Glass Ceiling-Gender Discrimination and Job Satisfaction & Motivation with a correlation coefficient of 0.575, showing that with the increase in Glass Ceiling-Gender Discrimination, Job Satisfaction & Motivation among the employees of banking sector also increases.

Therefore, rejecting the Research Hypothesis H₂ that Glass Ceiling-Gender Discrimination has a significantly positive impact on Job Satisfaction & Motivation. This finding can reveal that in Pakistani scenario, employees facing a Glass Ceiling-Gender Discrimination don't want to lose their job and despite this type of workplace discrimination are more interested to prove their selves to get rid of this type of workplace discrimination.

It is also shown in Table 4, Job Stress is also positively correlated with the Job Satisfaction & Motivation with the correlation coefficient of 0.330, depicting that with the increase in job stress, job satisfaction & motivation among employees also increases, rejecting the Research Hypothesis H₃ stating that Job Stress has a significantly positive impact on Job Satisfaction & Motivation. Reason behind this trend can be that the employees of banking sector in Pakistan shows that stress employees evidence a satisfaction towards job and motivation but at a smaller pace.

Multiple Regression Analysis: Second research question regarding mediating relationship of job stress between job satisfaction & motivation and gender discrimination/glass ceiling is addressed by using Multiple Regression Analysis.

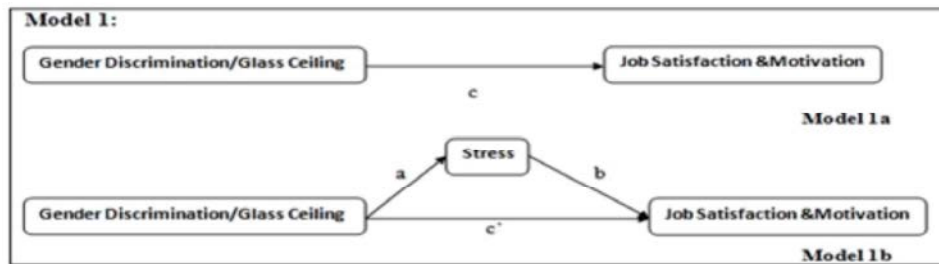


Fig. 3: Missing

Table 5: Path Analysis

| Path | Coefficients | s.e. | t | Sig(two) |
|----------|--------------|-------|--------|----------|
| c(YX) | .5744 | .1003 | 5.7246 | .0000 |
| a(MX) | .4217 | .1090 | 3.8668 | .0002 |
| b(YM.X) | .2902 | .0746 | 3.8902 | .0002 |
| c'(YX.M) | .4520 | .1006 | 4.4929 | .0000 |

Table-6 Model Summary

| R-sq | Adj R-sq | F | df1 | df2 | P |
|-------|----------|---------|--------|----------|-------|
| .2723 | .2617 | 25.6302 | 2.0000 | 137.0000 | .0000 |

Table 8: Respondent Statistics

| Test Statistic (Z) | Std. Error | p-value |
|--------------------|------------|---------|
| 2.6980 | .0454 | .0070 |

Multiple regression analysis was run on the model as shown in Figure 3 to find whether “there exists a mediating relationship of job stress between the job satisfaction and glass ceiling-gender discrimination”.

To conclude and decided on the existence of mediating relationship, Baron and Kenny (1986) has branded four important steps. If those four steps are satisfied then it can be interpreted that there exists a full or partial mediation.

Above Table 5 Shows That:

- Gender Discrimination-Glass Ceiling is the “significant predictor” of Job Satisfaction and Employee Motivation, using analysis of regression;
- Gender Discrimination-Glass Ceiling is the “significant predictor” of Job Stress, using analysis of regression;
- Job Stress is a “significant predictor” of Job Satisfaction and Employee Motivation, when the analysis is controlled for Gender Discrimination-Glass Ceiling.
- There is significant relationship present for path c’.

Interpretation: Table 5 shows that there exists “positive relationship among independent variable (Gender Discrimination-Glass Ceiling), Mediator (Job Stress) and

dependent variable (Job Satisfaction and Motivation).” Positive co-efficient shows if there is one unit change (increase or decrease) in one variable than it will bring direct change in other variable. Therefore, the Research hypothesis H_4 is accepted that “Job Stress partially mediates the relationship between Gender Discrimination-Glass Ceiling and Job Satisfaction & Motivation.”

Interpretation: Table 6 of Model Summary depicts overall significance of Models.

Adj R^2 value is 26.17%, which shows acceptable range and tells that “how much variability in gender discrimination-glass ceiling is shared by stress mediating variable and job satisfaction and employee motivation.” The model shows high significance and depicts “how adequately variance is explained through the model and how reasonably a dependent variable can be predicted.”

Sobel Test for Significance: Sobel test was conducted to test whether the mediating variable significantly influence and affect the independent variable to a dependent variable [55].

Interpretation: Respondent statistics Table 8 depicts that “there is a significant indirect mediation that Job Stress significantly influence and affect the Glass Ceiling-Gender Discrimination (independent variable) and Job Satisfaction & Motivation (independent variable).” This is carried through Sobel Test for significance

CONCLUSION

This study depicted and revealed a mediation test which is carried on workplace discrimination variables (gender discrimination- glass ceiling) and employee attitudinal outcome (job satisfaction and employee motivation) in the presence of job stress (a Mediator) shows that “there exists a partial mediation among study variables. Therefore, it is concluded that “there exists an impact of job stress as a partial mediator between

workplace discrimination (glass ceiling and gender discrimination) and employee attitudinal outcome (job satisfaction and employee motivation),” depicting that there is a significant “predictive validity of dependent variable in corporate banking sector.” Sobel test has showed that “Model 1 has a significant indirect mediation among the variables in corporate banking sector.”

This revealed that stress plays a vital part of partial mediator in intensifying and strengthening the impact of gender discrimination-glass ceiling on job satisfaction and employee motivation. This finding has directed to the answer of the research question “*How Job Stress mediates the relationship between workplace discrimination and employee attitudinal outcome?*”

Therefore, it can be concluded that the “Stress do mediates and intensify the impact of glass ceiling and gender discrimination on job satisfaction and motivation among employees in Banking Sector of Pakistan.”

Future Recommendation: For future research, a same study can be conducted in IT sector to see what the perception of glass ceiling in there is and how IT professionals maintain there satisfaction and motivation towards job and organization.

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