

Perception of Glass Ceiling in the Educational Institution: An Evidence from Pakistan

Awais Jabbar and Asma Imran

Department of Management Sciences,
COMSATS Institute of Information Technology (CIIT),
Defense Road, Off Raiwind Road, Lahore, Pakistan

Submitted: Mar 28, 2013; **Accepted:** May 7, 2013; **Published:** Jun 30, 2013

Abstract: The current research aims to analyze the perception of glass ceiling about women through difference in demographic profile. The statistical cosmos of the study was consisting of 400 employees from different educational institutes through Simple random sampling methodology. The data has been collected through self-administered questionnaire. SPSS has been used to analyze the data. The results indicated that to a significant degree, the perception diverse depending on the respondent's variation in the demographic profile. Therefore, cultivating awareness about the work force diversity and equal employing opportunities in the society at the broader level and in the organization's workforce on the narrowed level can be well thought-out and effectual strategy to reduce the glass ceiling effect that women faces in the organizations.

Key words: Perception • Glass ceiling • Demographic profile • Work force diversity • Equal employing opportunities

INTRODUCTION

In today's modern world it is usually pronounced equal opportunity employment by every organization. But, it is approved that equal rights and status are not enjoyable by women particularly in underdeveloped countries. At the same time, researches light on the evidence that people confront encumbrances and obstacles in their workplace because of the demographic differentiation and perception in their professional life. These encumbrances and hindrances are phrased as Glass Ceiling.

Glass ceiling is not a new concept in the literature. It is used, adopted and researched differently according to the requirement of the research and field study of the research. It is augmented and in various studies that glass ceiling that restricts women from advancement and mounting at higher level in the corporation's [1-4]. Schien[5] asserted that male dominancy in uplifting career wise, raise in earning during career [6] and existence of obstructions to women is a global phenomena.

The women face failure to be promoted to senior position due to perception they are suited to compassionate role than decision making role [7]. Gender stereotype of them being inferior [8] and barrier in career advancement [9-11]. At senior management level Asian women are discriminated on the basis of promotion, raise in salary and fired for unusual motives [12].

Furthermore, Perception of Glass Ceiling about Women is infrequently studied and pointed out in the literature in the Pakistani context. That's why this study is conducted with the aim to expand the canvas of the literature relating to the perception of existence of glass ceiling phenomena regarding women in the educational segment. In this regard, the difference of perception of glass ceiling in the workplace has been analyzed with demographics categorization has been taken into deliberation. So far as in Pakistani context, glass ceiling concept from awareness point of view in its conception and emergent stage.

Review of Literature: Meyerson and Fletcher [13], regardless of the increased participation of women partaking in the workforce and attaining position and place in the management, the 'glass ceiling' still subsists. Dimovski *et al.* [14] concluded that women middle managers countenances a glass ceiling in their working environment in Singapore organizations which hinders the career development opportunities and promotions to higher positions. Kalpna [15] also explored that in Indian corporate sector the phenomena of glass ceiling has its impact on woman employees and career progression opportunities as well.

Rana [16] investigated the perception of glass ceiling of hundred women with different age groups working in the private organizations. Their view point were analyzed on the basis of incongruent conduct of women behavior of their male contemporaries to them, the part of their family members in their professional escalation, insight of role conflict and their desire in the direction of their career progressions. The results showed that women do not feel Glass Ceiling as a barrier in private organizations to a vast canvas.

Jackson [17] explores the perception of the women in middle level management regarding their career advancement prospects and their support from their organization. The consequences of the study reveal that glass ceiling has its existence in the organizations.

Simpson & Holley [18] investigated that in the USA women' remuneration and career prospects were indifferent as compared to men. Furthermore, women were aggravated by the sexual biasness and faced hindrance in employment and promotion decrees.

Batool *et al.* [19] with a sample of 120 (90 academic and 30 administrative) conducted a survey to find out the reasons that woman are in low numbers in academic positions face barriers in career advancement.

Channar [20] explored that females with low qualification face discriminatory situations more than the females with high level of qualification, in health and education department.

Shandana [21] identified that glass ceiling exist in our society in form of gender discrimination. Most of the companies prefer men at their top management the percentage of woman at the top management is very low comparing to man. The study indentified behaviors which can play their role in creating glass ceiling.

During recruitment process males are preferably promoted [22] and perceived to be more proficient and skilled [23-25]. Similarly, Morrison [1] averred that in

evaluation process males have been evaluated on the basis of personal features where as females with negative perception due to gender divergence.

Employees due to sexual orientation suffer from strain in career progression due to societal biasness [26].

Verzat *et al.* [27] studied the Gender wage fissure and the glass ceiling. The research revealed that wage gap between genders is low even as low as less than 8 per cent this fact is quite encouraging for woman but he also found the woman do face obstacles while moving towards top hierarchical positions. Frank [28, 29] investigated 202 undergraduate business students to assess male and female student's perceptions of women in management. Male students professed women managers as being less erudite and underprivileged with managerial proficiencies than male managers. Female students illustrate a greater predilection for a male boss due to high possession in interpersonal skills rather than task orientation. Bain & Cummings [30] studied and investigated that women have greater probability to obtain professorship in academic system besides the fact that organizational aspects have positive influence on advancement opportunities and societal factors have a negative effect. Maqsood & Asma [31] conducted a study on sticky floors and occupational segregation in the Pakistani context. The study showed that female were engaged in low paying less skill intensive occupations and gender based difference in wages was significant in private sector. Sharma *et al.* [32] conducted an exploratory study to investigate the glass ceiling effect in Indian education sector. Respondent's opinions were different on the base of their genders inspite of the fact of presence of gender equality. But consistent violations of these policies which in turn promoted glass ceiling.

Objectives of the Study: The objectives of the study are:

- To analyze the perception of glass ceiling in the workplace with reference to women.
- To ascertain the difference of perception of glass ceiling in the workplace regarding demographics categorization.

MATERIALS AND MEHTODS

The population for this study comprised of faculty affiliates of private and public sector educational institutions of Pakistan. A random selection of 10 universities, (3 private sector and 7 from public sector), was made from 3 cities of Federal Capital and Punjab for

Table 1: The Reliability Estimates of statements

Statements	Alpha Value
Underrepresented under teaching and professional employment	.65
Hired when applied for entry level teaching positions	.60
Turned down for administrative positions are equally or more competent	.62
When reach teaching positions and get stuck there	.80
Mostly choose traditional occupations like doctor, teacher etc.	.67
Make better teacher is a gender stereotype	.60
Receive differ salaries as men for the same job nature	.70
Not easily promoted from lower to top positions	.89
Promotion percentage to higher positions is low as compared to men	.78
Over represented in low- level teaching jobs	.68
With higher education still have a tough time	.65
Denied to hold higher positions due to the limited leadership	.67
Role's affected by cultural expectations	.76
Under representation in administrative positions is due to lack of planning	.87
Placed in stereotypes that down grade their abilities	.67

the research presented in this paper. A random sample of 400 participants was from varied departments of selected universities. The sample included respondents having different demographic profile employed in different universities. That's why sample can be proclaimed as emissary of the population.

Instrument: A questionnaire comprising 15 items was prepared. It was divided into two sections. The first section related to demographic data about the respondents. The demographic section of the questionnaire consisted of 7 items about demographic dimensions e.g. type of institution, Nature of employment, work experience, educational qualification, gender and age. The second section was focused at collecting data about perception of glass ceiling in the workplace. The perception of glass ceiling is measured from scale developed and used by Sharma *et al.* [37]. Five points Likert scale ranging from “*Strongly Disagree=1*” to “*Strongly Agree=5*” was used to measure the response. The reliability and validity of this scale was ensured

through alpha values (Table1). Each respondent was personally acquainted with the purpose of the study to ensure precision of data and elimination of any anonymous doubts and reservations related to inscrutability and confidentiality.

Procedure: The mean score of Glass Ceiling was calculated. One way ANOVA was used to test whether mean scores of Glass Ceiling was significantly different on the basis of demographic variables i.e. gender, age, education level and length of experience of the respondents. Significance value less than 0.05 stipulate that there is a significant differentiation among the diverse groups of a variable in the view of particular statement.

RESULTS AND DISCUSSION

One way ANOVA to determine Gender Wise Differences in Perception: The various statements of Glass Ceiling were focused to One way ANOVA on the base of Gender (Table 2). Out of fifteen statements, four statements were

Table 2: One way ANOVA to determine Differences depending on participant's Gender

Women are:	Male	Female	F	Sig
Underrepresented under teaching and professional employment	2.82	2.66	2.483	.116
Hired when applied for entry level teaching positions	2.67	2.82	2.300	.130
Turned down for administrative positions are equally or more competent	3.47	2.56	69.828	.000
When reach teaching positions and get stuck there	2.60	2.60	.010	.919
Mostly choose traditional occupations like doctor, teacher etc.	2.14	2.23	.815	.367
Make better teacher is a gender stereotype	3.40	2.77	39.048	.000
Receive differ salaries as men for the same job nature	2.80	2.80	.049	.825
Not easily promoted from lower to top positions	3.5708	3.2121	11.410	.001
Promotion percentage to higher positions is low as compared to men	2.40	2.40	.030	.862
Over represented in low- level teaching jobs	2.50	2.33	3.279	.071
With higher education still have a tough time	2.40	2.40	1.023	.313
Denied to hold higher positions due to the limited leadership	2.65	2.52	1.668	.197
Role's affected by cultural expectations	2.0	2.0	2.681	.102
Under representation in administrative positions is due to lack of planning	2.3208	2.5273	4.268	.039
Placed in stereotypes that down grade their abilities	2.40	2.40	.021	.885

Table 3: One way ANOVA Age wise differences in perception

Women are:	Up to 25	>25	>50	F	Sig
Underrepresented under teaching and professional employment	2.67	2.88	2.00	6.44	.000
Hired when applied for entry level teaching positions	2.64	2.78	2.36	1.099	.350
Turned down for administrative positions are equally or more competent	2.48	3.25	3.62	15.77	.000
When reach teaching positions and get stuck there	3.11	2.51	2.72	13.31	.000
Mostly choose traditional occupations like doctor, teacher etc.	2.42	2.14	2.00	2.59	.052
Make better teacher is a gender stereotype	2.827	3.22	3.4	4.20	.006
Receive differ salaries as men for the same job nature	2.8	2.80	3.27	2.09	.100
Not easily promoted from lower to top positions	3.02	3.55	3.54	7.229	.000
Promotion percentage to higher positions is low as compared to men	2.33	2.44	2.00	4.213	.006
Over represented in low- level teaching jobs	2.5	2.50	2.00	3.860	.010
With higher education still have a tough time	2.56	2.44	2.36	1.50	.213
Denied to hold higher positions due to the limited leadership	2.888	2.56	2.36	3.48	.016
Role's affected by cultural expectations	1.872	1.982	2.363	3.302	.020
Under representation in administrative positions is due to lack of planning	2.530	2.43	2.057	3.76	.011
Placed in stereotypes that down grade their abilities	2.59	2.35	2.27	2.04	.107

found to be significantly different on the basis of gender. To be more explicit, the respondent's perception are: turned down for administrative positions are equally or more competent, women are make better teacher is a gender stereotype, not easily promoted from lower to top positions and under representation in administrative positions is due to lack of planning, significantly varied. Similarly, both have same opinion about women when reach teaching positions and get stuck there, Receive differ salaries as men for the same job nature, Promotion percentage to higher positions is low as compared to men, With higher education still have a tough time, Role's affected by cultural expectations, Placed in stereotypes that down grade their abilities. However, women respondents' avowed differed opinions as compared to the men that Underrepresented under teaching and professional employment, Hired when applied for entry level teaching positions, Mostly choose traditional occupations like doctor, teacher etc. Make better teacher is a gender stereotype, Over represented in low- level teaching jobs, Denied to hold higher positions due to the limited leadership.

One way ANOVA to Determine Age Wise Differences in Perception: The various statements of Glass Ceiling were focused to One way ANOVA on the base of independent variable age (Table 3). Out of fifteen statements, nine statements significantly differ depending upon the basis of age categories. Precisely it is revealed that the respondent's perception is significantly diverse: Underrepresented under teaching and professional employment, Turned down for administrative positions are equally or more competent, When reach teaching positions and get stuck there, Make better teacher is a

gender stereotype, Not easily promoted from lower to top positions, Promotion percentage to higher positions is low as compared to men, Denied to hold higher positions due to the limited leadership, Role's affected by cultural expectations and Under representation in administrative positions is due to lack of planning. Correspondingly, Hired when applied for entry level teaching positions, Mostly choose traditional occupations like doctor, teacher etc. Receive differ salaries as men for the same job nature, Over represented in low- level teaching jobs, With higher education still have a tough time, Placed in stereotypes that down grade their abilities.

One way ANOVA to Determine Education Wise Differences in Perception: The various statements of Glass Ceiling were focused to One way ANOVA on the base of independent variable education background (Table 4). Out of fifteen statements, five statements were found to be significantly different on the basis of education background. To be more explicit, the respondent's perceptions are: Underrepresented under teaching and professional employment, Turned down for administrative positions are equally or more competent, When reach teaching positions and get stuck there, Mostly choose traditional occupations like doctor, teacher etc. Make better teacher is a gender stereotype, Receive differ salaries as men for the same job nature, under -representation in administrative positions is due to lack of planning and placed in stereotypes that down grade their abilities significantly varied. Similarly, Hired when applied for entry level teaching positions, not easily promoted from lower to top positions, Promotion percentage to higher positions is low as compared to men, Over represented in low- level teaching jobs, With higher

Table 4: One way ANOVA to determine Education differences in Perception

Women are:	Bachelors	Masters	MS/PhD	F	Sig
Underrepresented under teaching and professional employment	2.692	2.90	2.40	9.04	.000
Hired when applied for entry level teaching positions	3.15	2.71	2.74	1.410	.245
Turned down for administrative positions are equally or more competent	1.69	3.109	3.25	11.238	.000
When reach teaching positions and get stuck there	1.923	2.604	2.62	2.852	.000
Mostly choose traditional occupations like doctor, teacher etc.	2.15	2.060	2.49	9.064	.000
Make better teacher is a gender stereotype	2.46	3.10	3.33	4.786	.009
Receive differ salaries as men for the same job nature	3.61	2.91	2.77	15.80	.000
Not easily promoted from lower to top positions	3.23	3.46	3.33	.783	.458
Promotion percentage to higher positions is low as compared to men	2.69	2.38	2.36	2.064	.128
Over represented in low- level teaching jobs	2.00	2.44	2.46	1.537	.216
With higher education still have a tough time	2.92	2.46	2.44	2.47	.086
Denied to hold higher positions due to the limited leadership	3.076	2.57	2.59	1.486	.277
Role's affected by cultural expectations	1.84	1.94	2.07	1.518	.220
Under representation in administrative positions is due to lack of planning	3.07	2.45	2.4	5.99	.003
Placed in stereotypes that down grade their abilities	3.0	2.40	2.39	4.482	.012

Table 5: One way ANOVA Experience differences in Perception

Women are:	Up to 1	>1	>5	>10	F	Sig
Underrepresented under teaching and professional employment	2.61	2.87	2.717	2.62	1.603	.188
Hired when applied for entry level teaching positions	2.737	2.55	2.88	3.1	7.091	.000
Turned down for administrative positions are equally or more competent	2.46	3.1	3.4	3.1	12.587	.000
When reach teaching positions and get stuck there	2.8	2.4	2.5	2.9	6.016	.001
Mostly choose traditional occupations like doctor, teacher etc.	2.4	2.03	2.35	2.12	4.56	.004
Make better teacher is a gender stereotype	2.7	3.34	3.15	2.96	6.22	.000
Receive differ salaries as men for the same job nature	3.06	2.84	2.73	2.10	8.328	.000
Not easily promoted from lower to top positions	3.03	3.64	3.58	2.92	11.56	.000
Promotion percentage to higher positions is low as compared to men	2.3	2.35	2.43	2.36	.332	.011
Over represented in low- level teaching jobs	2.38	2.31	2.57	2.80	4.497	.004
With higher education still have a tough time	2.50	2.46	2.41	2.32	.462	.709
Denied to hold higher positions due to the limited leadership	2.90	2.50	2.44	2.72	3.732	.011
Role's affected by cultural expectations	1.68	2.06	1.98	2.08	6.193	.000
Under representation in administrative positions is due to lack of planning	2.42	2.32	2.39	2.70	1.928	.124
Placed in stereotypes that down grade their abilities	2.30	2.43	2.23	2.64	2.84	.038

education still have a tough time, Denied to hold higher positions due to the limited leadership, Role's affected by cultural expectations.

One way ANOVA Experience Differences in Perception:

It is revealed from the Table 5 that the respondents perception are significantly diverse: Turned down for administrative positions are equally or more competent, Hired when applied for entry level teaching positions, Mostly choose traditional occupations like doctor, When reach teaching positions and get stuck there, Make better teacher is a gender stereotype, Not easily promoted from lower to top position. Receive differ salaries as men for the same job nature.

Correspondingly, Underrepresented under teaching and professional employment, teacher etc, Over represented in low- level teaching jobs, Denied to hold higher positions due to the limited leadership, Role's

affected by cultural expectations and Under representation in administrative positions is due to lack of planning. With higher education still have a tough time; Promotion percentage to higher positions is low as compared to men, placed in stereotypes that down grade their abilities.

CONCLUSION

This study divulges the approach of perception about women presence and hurdle that encounters in the workplace such as under representation, struck at teaching level, mostly opt traditional professional roles, face differentiation in salaries, restricted promotion opportunities, tough time etc other than that societal and cultural influences also relegate their abilities and underestimate their capabilities.

In summation, the present study focuses whether the glass ceiling exists or not, as it is based on women orientation in facing barriers and obstacles in the workplace. The gender generates significant divergences when it came to positive estimations about women when turned down for administrative positions are equally or more competent, not easily promoted from lower to top positions, women are make better teacher is a gender stereotype and under representation in administrative positions is due to lack of planning. On the other hand, age, education level and work experience also significantly influences the perception of the respondents. In other words, women efforts and competencies are not highlighted because of stereotyping behavior exists in our culture and also reflect in planning that hampered them to be get promoted. Beside the fact that organizations are always conversed about equal opportunity employment. But in practice there is a difference in their words and doings.

Age, education level and work experience also significantly and diversely influence the perception of the respondents. The glass ceiling exists and perception is some way positive or other way negative towards the women survival in the organizations. They communally affirmed the momentous influence perception regarding the women turning down for administrative positions as they are equally or more competent. Struck at teaching level this is because may be they did not receive any endorsement to opt and switch to any other sector and perceived as a good teacher due to her maternal, caring and affectionate nature. Other influential factors, receive salary differentiation, role's affected by cultural anticipation and not properly judged their abilities due to their placement in the workplace.

The study concluded that the above mentioned features are not helping them to be a good learner, motivator and show full commitment towards work and to enhance knowledge, learning abilities and utilize potential with its full zeal. All such discernments restrict women to be a dynamic and vigorous player and to add an important fraction in the development of the organization and nation on the broader level. Therefore, it is recommended that more research should be conducted focusing invisible barriers and obstacles they face in unaddressed sectors such as manufacturing, logistics and transport and tourism sector. These kinds of researches help to expand the verges of literature and research on the concept of glass ceiling career advancement opportunities and diversity management.

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