

Gender Bias at Workplace: Through Sticky Floor and Glass Ceiling: A Comparative Study of Private and Public Organizations of Islamabad

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ABSTRACT:

Human Resource Management (HRM) is a noteworthy tool of all the organization. Its significance has puffed-up day by day due to heterogeneous workers and organizations, to recognize and effectively manage workforce diversity by HRM practices. The main purpose of this paper is to investigate gender discrimination by means of sticky floors and glass ceiling effects in the public and private sectors. The study conducted on two types of organizations in Islamabad, public and private, regardless of the nature of the work. Total sample size for this study is 30 comprising 05 public and 05 private organizations in Islamabad. A sample of male and female workers for the public and private organizations is 15 for each. The data collected through interviews, observations and analyzed using Microsoft Excel. The averages and percentages were calculated and the tables, charts and graphs were designed using the Excel spreadsheets. How women are discriminated against in the minds of the wage and qualification? This would be the main question of this paper.

Keywords: Gender biasness, Glass ceiling, Sticky floors, Gender pay gap, Gender discrimination

INTRODUCTION

A set of traditional behavior are recognized by every society where men and women are expected to act in their own abilities. There are feminists, values of manhood and learned patterns of behavior, ranging from society to society. These differences are socially and culturally determined what the Gender is? Gender differences presents to the social relationships between men and women who are learned, varies with time, and have enormous exchange between cultures. Gender is discriminated in divergent cultures in different ways. Therefore, bias is distinction of giving of an extreme benefit to members of the definite

group as compared with the other members of the group (Wayne, 1995). Hence, discrimination is a complex phenomenon with two broad forms. Firstly, unequal behavior is a deliberate action discrimination based on sex, race, etc. Secondly, negative impact because of an apparently impartial employment practices and unintended consequence. For example, the police department has the same specifications of weight and height for men and women both. Consequently, when EEO is not treated in the right way, the results are negative in the form of sticky floors and glass ceiling. According to (Haiu and Kee, 2008) sticky floor and glass

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ceiling specifically used to discriminate against women.

Sticky floor is “the situation where women and men having same capabilities are appointed to the same level or ranks, but appointment of the women is common at the bottom, and men are promoted to higher scale”. (Erik et al., 2006) described that at the bottom level of wage distribution gaps widen. However, against women sticky floor is also referred as horizontal discrimination, which means that in appointment process females are discriminated. Glass ceiling is a common phenomenon of relative disadvantage regarding career opportunities for women, representing troubles for women when touching the career ladder (Jasielska, 2014). Hence, this circumstance is defined as "ceiling" because there are hurdles in the upward progress and "glass" (transparent) because the constraint is not openly visible and is generally a policy that is not written and non-official (Haiu and Kee, 2008). In the opinion of (Haslam and Ryan, 2008) there are three basic reasons of the glass ceiling. First inclination of men to men prefers for leisure, communal support mechanisms as gay sociality and self-expression. Secondly, the existence of sexist attitudes men best suited to leadership than women (Acker, 1990). Third is perception about women is that due to child bearing and child care responsibilities, women as a group remains absent from work more frequently than men, therefore, employers avoid promoting women termed as statistical discrimination (Amuedo-Dorantes and De la Rica, 2005). On one hand, glass-ceiling triumphs in the case of highly educated women, but on the other hands, female groups with low education levels countenance a sticky floor. Smith et al. (2012) suggest that glass ceiling boosts the pay gap of gender at the top and that the sticky floor increases the gender wage gap at the bottom.

Similarly, beliefs and attitudes are built in societies that women are not as capable and efficiently brilliant as men that escorts feminine being intermingled into certain characters so, favoritism on the basis of gender is not only a problem of rules and policies under law. As a result, women encompass manifold roles in the family, community, and their work outside the home. They work for longer hours from their counterparts even than rewards are economically less. On contrary, their role largely overlooked

and undervalued in the national statistics in terms of productivity. Pakistan is a country where women 48 percent of the total population and men represent the remaining 52 percent (Buvinić, 1997). ADB (2002) suggested that although women enjoy more freedom and equality after the creation of Pakistan than they had during the colonial period, but discrimination, social taboos, and traditional bias based on gender, behavior state and society have not changed. According country report on poverty (2004) in Pakistan showed that bulk of women are strenuous in low paid jobs with minute chances for growing in the formal sector of the economy. In such a situation one sex is enabled to exploit, oppress, use, manipulate and another generation to achieve its own goals to arrival. This gender based (Sabir and Aftab, 2007) partition of labor has allocated men and women for the creation and recreation.

As gender bias is the key matter of the business world, similarly, women in Pakistan also countenance bias in the form of glass ceiling and sticky floor in the workplace. Gender bias on one side refutes the EEO laws and on the other hand, refuses equity, social justice, and fundamental human rights that in turn direct to less development. Gender bias also creates emotional fragility in the employees. Therefore, elimination of gender bias is crucial for the contentment and inspiration, obligation and keenness.

This study is performed to evaluate gender discrimination by the glass ceiling, sticky floor, and their particular outcomes, in public and private organizations of Islamabad. The parameters of the study are the wage gap, promotion, and qualification. The study investigated the occurrence of sticky floors and glass ceiling effects on the labor market by comparing the credentials of both sexes and helped in finding ways to explore and minimize effects of discrimination.

Literature Review

Ziaullah (2008) reviewed the management of diversity and employee empowerment and their implication with conventional approaches, as well as other organizational studies in depth. His studies showed that all organizations have progressed to change with the change in the market. Now all organizations accentuate to hire

paramount combination of people. Consequently, the style of the organization changed from vertical structures to horizontal structures, where employees feel free to utilize their skills. Since competitive advantage of globalization forced HRM and Organizational Behavior (OB) in the spotlight on change management, that is the organization and their staff will change to adapt. Hence, these changes are remarkable for dispute management.

Gender Stereotypes or sex role stereotypes are collective attitudes that men are better suitable to winning on leadership roles and positions of authority and power, whilst women are dissimilar for the taking of nourishing and serving arrangements (DeArmond et al., 2006). This attitude affects the arrangements allocated to members of the organization. Therefore, in functional hierarchy of the organization, higher tasks are assigned and executed to the males while competent women are assigned to the personnel position and dead-end tracks, this phenomenon also known as sticky floor. With little exposure to the management of budgets and the potential for significant decisions, women rarely refurbished for the top positions. Thus, lack of relatives sociable guidelines and management emerges are the crucial rationales behind this stereotype behavior. These restrictions, insufficient and stiff working practices and inadequate training settings, hinder career succession of women. Therefore, these obstacles not only restrict the nature of employment, but also a strain on women to acquire the skills that enable them to advancement of the career ladder. The array of women in Pakistan is based on two key interpretations that a man's honor populates in the proceedings of the women of his family and women are low-grade to men. Consequently, our culture place limits on behavior and actions of women and limits their mobility. Hence, they also hang around for making only partial contact with the opposed sex. These trendy opinions do indeed have serious penalties for the involvement of women in economic activities, chiefly in the field of official work. However at Polytechnic University in Spain (Benítez et al., 2003) have observed that the university itself for gender favoritism explains that there is no gender bias in any legal action procedure. Although they recognize, predominantly in the

higher pose ruling that there is biased existence of male and female.

Purcell et al. (2010) demeanor the research in Sweden to verify whether, sticky floors and glass ceiling's sound effects bias women. They instituted throughout their research that women in Sweden conceded accumulation of the sticky floor consequences than glass ceilings. Equally, female disadvantages appear to deteriorate with hierarchical rank, glass ceiling is the outcome of a prototype of surface mounted. The social procedures in Sweden do not draw attention to the junior hierarchical intensity and focus only on top of the professional hierarchy. Although the specific traits of the Swedes are adoption of family friendly communal strategies and bulky public sector, but women are still distinguished against there.

In same notion, gender bias rational theory at workplace, elucidated in detail by (Susan and Laurie, 1998). According to this theory, policymakers can decide to differentiate if they suppose that their supervisors or others have authority over their careers. The verdict of their research has revealed that female executives at the top of the organization are discriminated more than at the bottom. Their research ingrained that management promote favoritism, although those outlines of prejudice were fewer than the findings of preceding research, escalating equal opportunities as a result. Their research showed that external pressure cause more biasness in organizations than internal.

Hence, (Larwood et al., 1984) arguments are groundbreaker of the rational bias theory. They recommended possible biased organizational decisions as a complement to the existing theory of bias that originated from other social sciences divisions. There was a fundamental theme behind this rational bias theory that an administrator's judgment regarding, whether to differentiate partially will depend on the outcomes of the decision he may have on his or her career. Therefore, even a well-trained and well-intentioned manager can accumulate rational decisions to generate a favorable impression, on those who have power over his or her career, which lead to discrimination (Gattiker and Larwood, 1988). This theory also confirm that employment discrimination may not only be due to negative stereotypes, but can happen when a egoistic decision maker believes

that those who expect more power or commend of such behavior (Susan and Laurie, 1998). The rational bias theory fits very well in the context of Pakistan, as women are traditionally limited in our society.

The main purpose of the exploration of Haiu and Kee (2008) in Australia was to examine the differences between the wage allocations. His research revealed that glass ceiling ruled more in the private sector than in the public sector of Australia. The reason was the family friendly atmosphere in the public sector of Australia. Consequently, the wage gap is owing to differences in to gender distinctiveness. Similarly, to investigate the wage gap for employment in Pakistan, Sabir and Aftab (2007) accomplished research on the progression of the wage gap in Pakistan from 1996-1997 to 2005-2006. However, the prime aim of their study was to give some insights on gender pay gap by recent economic development. The study revealed that, although the recent economic accomplishments had unlocked gates for women in the workforce, however this inclination had also broadened the wage gap. Lastly, their results confirmed that at the top of organizational hierarchy for allocating wage, there is contraction.

Plethora of researchers provided evidence that at the top of the income distribution, glass ceiling has distinction in gender pay gap. It was also observed that women at middle age face less prejudice as compared to younger and older female. Although, there was lack of support in their study that either men or women counter fewer career chances in the private sector than in the public sector. Later on, Nick (1999) had performed longitudinal study on the women who were taking on global career. His findings revealed that there are obvious indications that women are still more in low-grade organization provision compared to men that also proved a sturdy glass ceiling result in a worldwide content. Although in new markets, women faced inferior positions with enormous ventures but he selected sound trained and extremely provoked youthful women for global assignments, taking it as fast as promotions and senior positions in groups, unluckily they were concerted in low-grade and middle management places.

In the same way, Habib and Zafrullah (2000) studied the particular effects of brick wall, sticky

floor, and glass ceiling in public management of Bangladesh. To scrutinize job attachment, he took questioners that were designed by (Naff and Thomas, 1994) from United States Protests Merit System Board (USMSPB) for examining commitment to work. Subsequently, he revealed that in public administration of Bangladesh, women are discriminated more from entry position to higher positions. He also perceived that socio-cultural issues are the most important obstacles and they put up a wall for the entrance of women in the civil jobs. Hence, their career was hindered by the obstructions of the attitudinal motives. However, that prejudice was not for the women who appear from the higher division and the imbalanced supervision of women exaggerated the spirits, motivation and performance.

RESEARCH METHOD

Objectives of the Study

The objectives of the study are as follows:

- ✓ To evaluate the gender bias behavior at work place
- ✓ To propose practices that help to reduce the sticky floor and glass ceiling effects
- ✓ To measure the level of gender wage gap

Hypotheses

Based on the literature review, the following hypotheses are developed for the study

H1 Gender bias in employment prevails more in public sector than in private sector.

H2 Glass Ceiling subsist more in public sector than in private sector.

H3 Female faces more gender biasness based on qualification in public sector.

H4 Gender biases increases the wage gap more in public sector than in private sector.

Measurement Instrument

Measuring is a method in which variables are assigned empirical properties according to the rules (Chava et al., 1992). The data collected by top, middle, and lower-level employees by conducting interviews in the public and private organizations of Islamabad.

Sample

The study conducted on two types of organizations in Islamabad, public and private, regardless of the nature of the work. Total

sample size for this study is 30 comprising 05 public and 05 private organizations in Islamabad. A sample of male and female workers for the public and private organizations is 15 for each.

RESULTS AND DISCUSSION

The data collected through interviews, observations and analyzed using Microsoft Excel. The averages and percentages were calculated and the tables, charts and graphs were designed using the Excel spreadsheets. The analysis and observations of the study are as follows:

Prejudice and Discrimination

One of the foremost findings of this research is that women face more biasness than men in employment in both organizations do. In H1, we anticipate that "Gender biasness in employment prevails more in public sector than in private sector." Similarly, from interviews and questions, it is observed that biasness is more in public organizations and less in private organizations. In addition, numbers of male and female staff in all those organizations also evident of the same. As one of the managers during interview told that organization, do not prefer to hire female staff. The studies also inveterate sexual discrimination in employment, their study showed that 85% of men prefer employment than females 69%. The study of Ziaullah (2008) presents abundant information in this regard. During his studies, he endeavored to get the latest trends of the organizations reviewed. Therefore, globalization has forced HR to focus on managing diversity. They proved that women have less career opportunities in the private segment as compared to public segment and their study has no empirical support for that. Therefore, researches proved that female are facing more biasness in private sectors in Pakistan as compared to public sector.

Impinge Career Development by Promotions (Glass Ceiling)

In H2, we have deduced that women are more distinct in the field of promotions than men in the public sector than in the private sector (Glass Ceiling). One of the sayings of this study is that women are not drastically more than men in promotions (no glass ceiling) are in both

sectors discriminated against. However, the data, especially in public organizations, confirmed that they are more discriminated against men. Same confirmed by HR managers of the organizations and by personnel files. The studies also confirmed that in Sweden women have less glass ceiling effects. This finding is also confirmed by the study by (Lane, 2004), who found that women have lower grades (sticky floor) data, compared with men, regardless of their qualifications and experience. Lane (2000) also derived the same conclusion from his research that the limitations, namely, lack of training provision, insufficient childcare, inflexible work practices and insufficient promotion of women hinder career. These obstacles not only restrict the nature of employment, other than secretly and convincing negatively influence for women to acquire the dexterity that enable them to progress up the career hierarchy.

Stereotyping with Qualification Levels

Another important finding of this study is that in education level of women in private organization more than in public organizations (H3). Based on the research conducted and date collected, it is clear that in private organizations masters are more and Ph.D also. However, in public organizations, bachelors prevail more. During interviews, it is observed that a Ph.D and master faces less biased behavior as compared to a bachelor and that biasness again prevails more in public organizations. This is also supported by studies of Arends-Kuenning and Amin (2001) that the status of women has been marginalized in Bangladesh, particularly from the educational. Because education is vital for access to resources, which is directly linked to the quality of life, consequently women are also deprived of this eminence of existence. Women make biased behavior of institutions, policy makers and even the government. Anwar (2005) has discovered through his research that women are discriminated against education. Susan and Laurie (1998) have concluded from their research that decision-maker of businesspersons and management support prejudice against women (table 1 and figure 1).

Figure 1 depicts that Bachelors the highest qualification level of female workforce in public organizations confer extra Gender Bias as

compared to Master and Ph.D Most organizations have M.Phil / Ph.D minimum qualification level, whereas high levels of private organizations and less in proportion in public organizations

It is observed that the highest level of qualification M.Phil / Ph.D is more private

organizations while in public organizations that level is minimal. Although women are equipped with all necessary qualifications, as confirmed from the table and graph, but they face discrimination in all organizations, least in private and in public organizations regardless of the maximum level of education.

Table 1: Qualification levels of women employees in public and private organizations

| Types of Organizations | Levels of Education | | | |
|------------------------|---------------------|---------|-------------|----------|
| | Bachelors | Masters | M.Phil/Ph.D | Total |
| Public organizations | 33(66%) | 15(30%) | 2(4%) | 50(100%) |
| Private organizations | 15(30%) | 30(60%) | 5(10%) | 50(100%) |

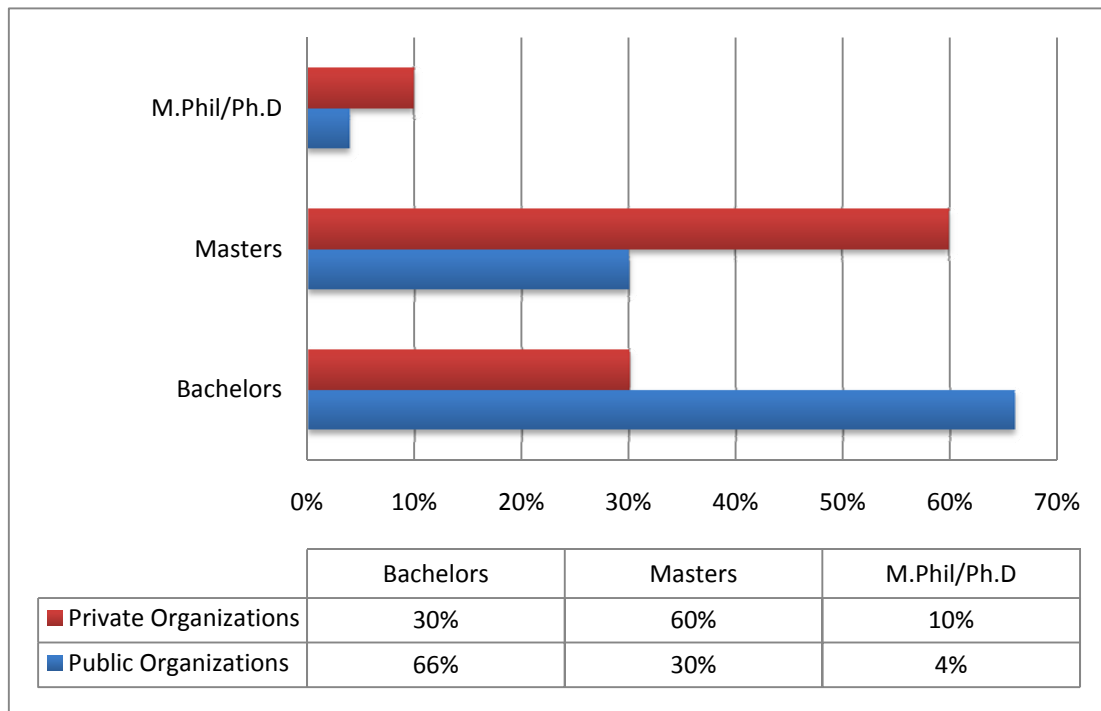


Figure 1: Qualification levels of women in public and private organizations

Gender Wage Gap

Another finding of the study is that wage bias is more pertinent in female than in men, in both sectors (H4). In the public and private sectors, they are paid less than men are, as explained in table 2. The study of Haiu and Kee (2008) also established that the gender wage gap overcomes in the private sector of Australia, and not in the public sector. Similarly corruption in gender wage gap confirmed in the study of Rahman et al. (2013) based on their study, the average annual income of rural women is a tenth of their family. Average wages for women was Rs 47.21 compared to the average wages of men Rs 72.26. It is also supported by the study of Albayram et al., (2004) that the income of females is not calculated as the focal financial source of the family, but to complement the income of men. The study by Erik et al. (2006) has also proved that a bundle of men and women incomes at the top of the income distribution in Sweden. Besides the study by Sabir and Aftab (2007) has also confirmed that the gender pay gap has widened as the gates are opened for women in the workforce. Another result of this research is that more the salary of the females was less discrimination against women, the females were more qualified, less was the discrimination against them. The females of the upper classes were less discriminated against.

This finding is also explained by the studies of Albayram et al. (2004) she reached out her research that women of the upper advanced families are not any form of gender bias to cope. The study by Habib and Zafrullah (2000) has also confirmed that there is no discrimination against women of the upper class in Bangladesh.

Correspondingly the modification of the wage data are available in Labor Force Survey of Pakistan confirms huge wage differentials between men and women in average actual wages. Generally, in 2008 women produced roughly one third of their men’s generation. Moreover, throughout the most current survey year, the wage gap has amplified considerably because the inauguration of the decade.

Tables and figures 2-4 confirm that the total wage gap in the public organization is more in comparison with private organizations. Depending on the qualifications of bachelors face significant wage gap in both sectors, but there is slight wage gap at master and doctoral levels in public organizations and private organizations there is no room at masters and M.Phil / Ph.D level. Consequently, education level matters a lot in determining wage gaps. In additions figure 3 depicts that M.Phil/Ph.D maintain highest wages in both sectors while bachelors hold minimum wages.

Table 2: Gender wage gap in public and private organizations

| Types of Organizations | | Gender Pay Gap | | | | | |
|-----------------------------|---------------|----------------|---------------|---------------|---------------|---------------|--|
| | | Bachelors | | Masters | | M.Phil / Ph.D | |
| Qualification Levels | | | | | | | |
| Gender | Male | Female | Male | Female | Male | Female | |
| Public Organizations | 8,000-10,000 | 5,000-8,000 | 10,000-20,000 | 10,000-20,000 | 20,000-35000 | 20,000-35000 | |
| Private Organization | 15,000-20,000 | 10,000-15,000 | 25,000-35,000 | 15,000-25,000 | 35,000-50,000 | 30,000-40,000 | |

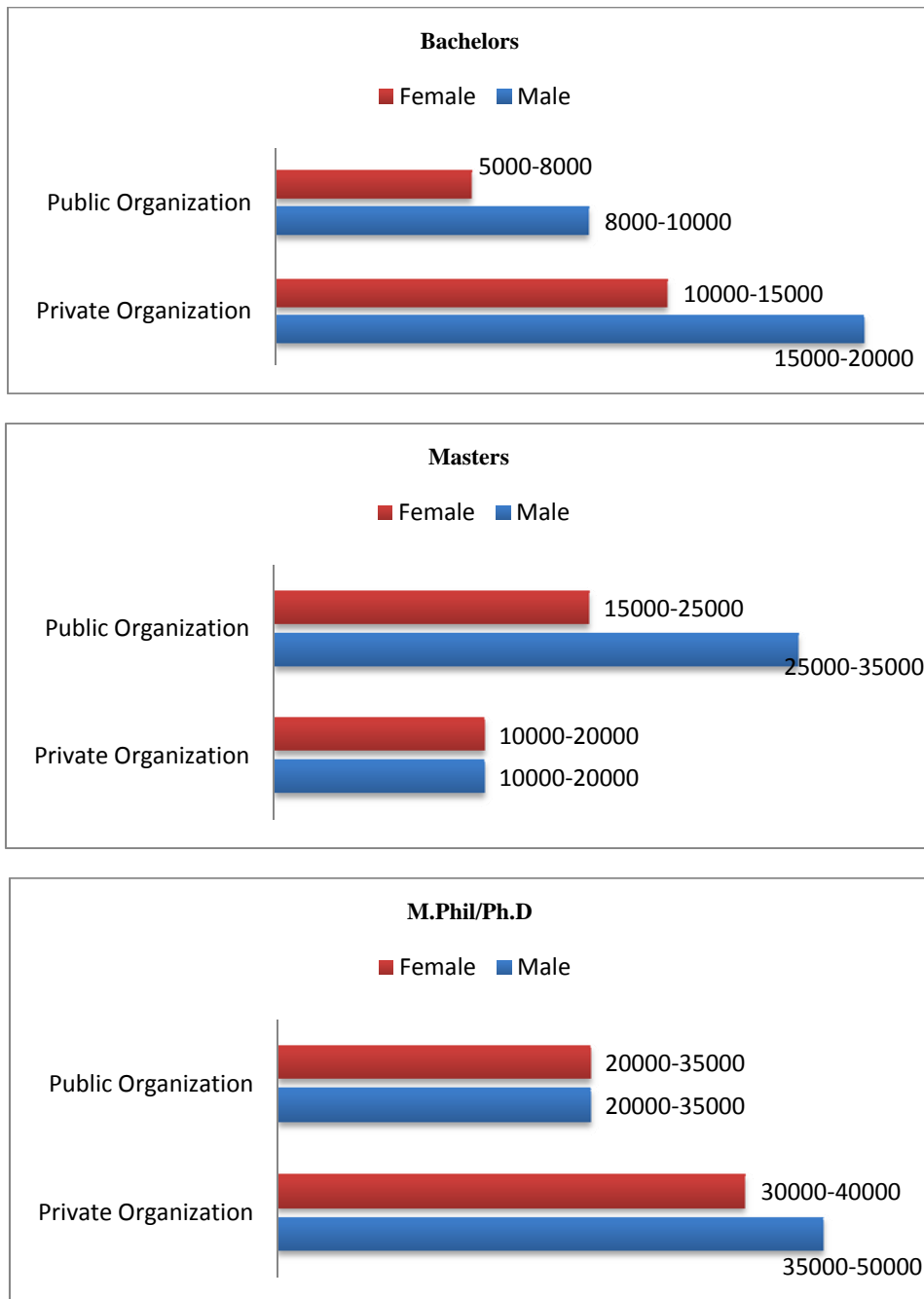


Figure 2: Comparison of males and females at qualification level in public and private organizations

Figure 2 depicts that female's wages are low at same education levels in both public and private sectors. At masters and M.Phil/Ph.D

levels females are discriminated less and have almost equal pay only in public organizations.

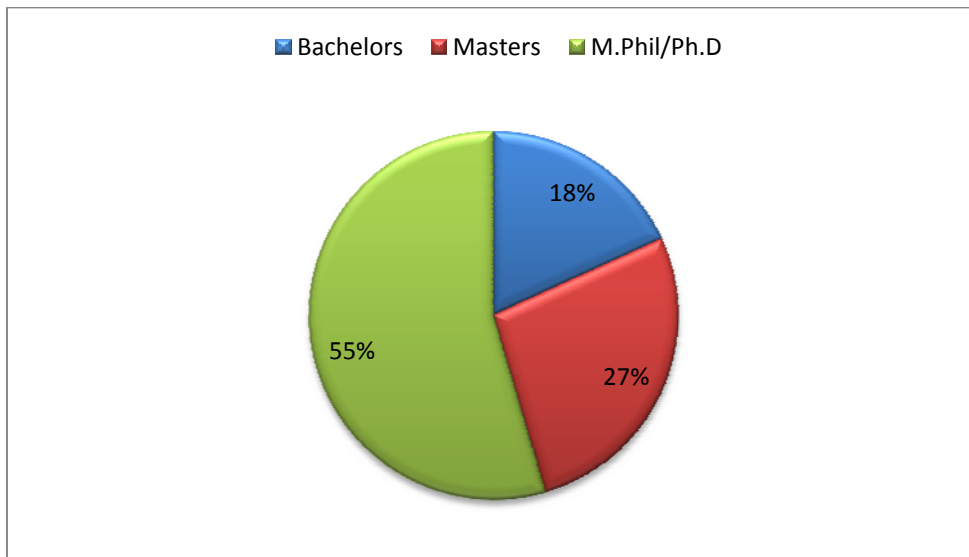


Figure 3: Female qualification in public organizations

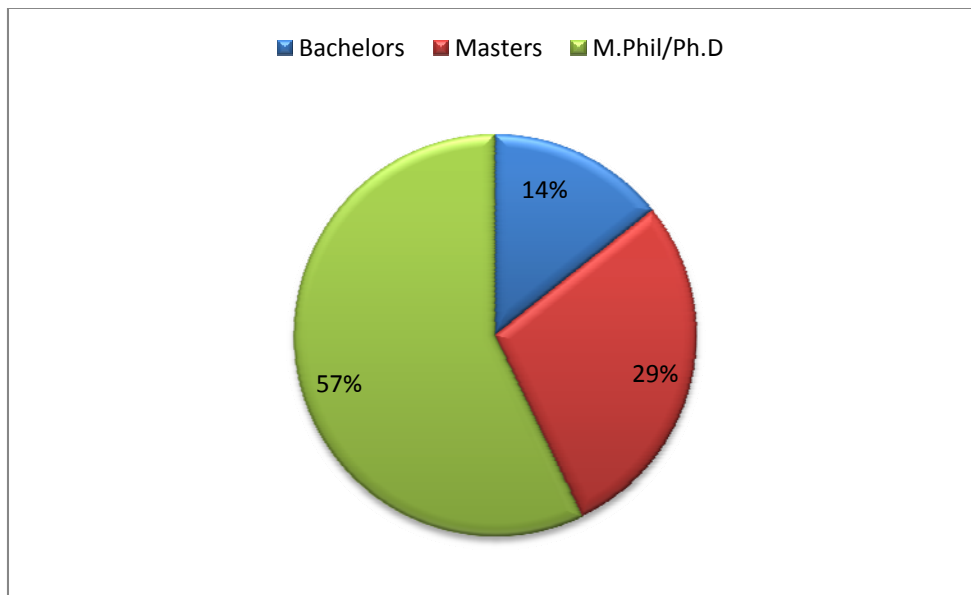


Figure 4: Female qualification in private organizations

Figure 3 shows that in the public organization M.Phil / Ph.D women have the highest wages 55% compared to masters such as only 27% of the total wage level and bachelors have minimum wage is only at 18%.

Figure 4 explains that in private organization M.Phil / Ph.D female possesses highest wages at 57% compared to masters such as only 29% of the overall wage level and the minimum wage bachelors, since only constitutes 14%. In general

there is no such difference for female earnings in both sectors as M.Phil is the highest wage earners and bachelors are lower wages. But there is still wide disparity from wage level of men.

Another most important finding of this paper is that gender bias lowers satisfaction and motivation, dedication and enthusiasm and increases stress levels. The same conclusion can also be found from the study of Habib and Zafrullah, (2000) that the unequal treatment of women affect the morale, motivation and performance of the women had.

CONCLUSION

From the consistently intensive discussions, the study identifies the followings, as the most important conclusions. Females faced biased behavior not only from their immediate authorities, but also from their contemporaries at the work place. The study has also confirmed that there is Gender Bias in promotions in the public and private organizations. Females having same credentials and experience are given less promotions as compared to their male counterparts. The analysis discovered that females were prone to Gender Discrimination behavior at the work place, both in public and private organizations. However, that biased behaviors is more in public than in private organizations. Analysis also inveterate that females are paid less as compared to males and that wage gap is more in private sector than in public sector. Although females had almost an equal educational attainment level in both sectors.

Implications

This is a three-prong study; first, it assesses how females are discriminated at work place and where that Gender Bias prevail more? Second, the study examines in detail the prevalence of gender discrimination in different demographic variable or female employees; third, the effect of Gender inequity on the employees is reassessed and a model is prepared in this regard. All the aspects of the study confirmed that females are discriminated more than males, only because of their gender.

This study will be very helpful to managers, owners, government officials, human rights activists, human resource experts, social

scientists and to the employees. This study has provided ample evidences that how female employees are discriminated in employment, promotions, wages and through behavior at workplace. In addition, this study will help in providing Equal Employment Opportunities (EEO) according to the proportion of female in the society, by doing this HRM laws as well as our indigenous laws will be compensated accordingly. Not only this, but the study will help in providing equal chances of human capital variables so that women's acquisition of the skills can be enhanced, that will enable them to step forward the career ladder.

In additions, this study will help in minimizing the gender wage gap that is affecting adversely the earning capability and status of women. Hence, the dominance of the males on income generation can be shattered. This study will assist in improving the productivity psychographic variables (Increasing contentment and motivation, commitment and eagerness, and decreasing the stress level) of the female employees by just reducing the Gender Bias and prejudice, so that they can contribute fully in optimizing the profits of organizations. The overall research is focused on eradicating Gender Bias in workforce that is essential, on one hand, for the compliance of the HRM and on other hand, it is essential for human development and economic development.

Limitations

Due to the scarcity of time, this study limits only to certain parameters of Gender bias in workforce i.e. employment, promotions, behavior at workplace, and wages. In order to Investigate Gender Discrimination in the workforce, auxiliary research can be conducted on as Gender bias reigns from the very starting point of the recruitment. Therefore, the future researchers may evaluate the gender bias at the time or recruitment. Numerous other factors need to be explored concerning Gender bias in workforce such as domestic, social, religious, and political etc. It is also viable that females may not be in flowing in workforce due to these factors. We cannot generalize this study due to limited time constraints, and accessibility more organizations and diminutive sample size.

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