

Measuring Women's Glass Ceiling Beliefs in relation with Career Advancement Satisfaction – A Study of Service Sector of Pakistan

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Abstract

This research study aims to measure the women's glass ceiling beliefs with women's career advancement satisfaction in the service sector of Pakistan. Denial, resilience, acceptance, and resignation are part of the glass ceiling beliefs of women along with career advancement satisfaction. The basic purpose of the study is to explore variables to analyze the impact of women's attitude towards breaking the glass ceiling and how does it impact their career-related factors. As the composition of the workforce grows to at least fifty percent women, female executives remain the exception to the rule. Facing unique obstacles in advancement, women stagnate as they move up the corporate "ladder." Online surveys and questionnaires were distributed among women working in the banking sector employees in the suburbs of Islamabad, Rawalpindi, Wah, and Taxila Cantt through a systematic random sampling technique. The results mainly are of importance to analyze the career graph of women and to identify whether gender discrimination is present in the banks or not. This research paper was written in a context that will be impactful in analyzing women's attitudes towards glass ceilings and also throw light on its effect on their career advancement satisfaction.

Keywords: Glass Ceiling Phenomena, Glass Ceiling Beliefs, Career Satisfaction, Career Success
Introduction

The glass ceiling which is the invisible barrier to women's advancement still prevails, even in a world where talent distribution is considered equal among women and men (Science Daily, 2018). Glass ceiling especially in the corporate sector is considered to be shatterproof as of now and continues to remain as intractable as ever and is hurting the economy as well. This current scenario raises all sorts of questions about what's happening around the world – especially when there is so much focus on women empowerment, feminism, and gender diversity. One of the main questions arises, that even at major companies running by women in the past, why is their successor hardly ever another woman? (Sorkin, 2018).

Many explanations can be quoted for the lack of promotional opportunities for women and the existence of a glass ceiling. According to another research (Grise, 2018), fewer senior-level positions with women still suffering from the gender pay gap and lack of the same opportunities given to men. Due to the sensitivity attached to this particular topic, no female executive wants to talk about it on the record. But the main reasons female leaders hesitate to promote the same gender is because of accusation of bias (Sorkin, 2018). Glass ceiling is a term formally used by Hymowitz and Schellhardt (1986) in a Wall Street Journal article but the challenges faced by women while climbing the corporate ladder to senior-level positions were addressed before and the research on many explanations of the glass ceiling is still going on. In the 21st century, the research shows that there are plenty of women who have been promoted to leadership roles since the last decade but the progress has been slow since then (Guvenen et al., 2014). Today, a female being part of an organization is less likely to earn senior 0.1% level positions in the organization as compared to females in the past

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decade. But the same data shows that regardless of this drastic transformation in the gender composition of senior-level positions, females are still exceedingly facing hurdles in reaching the top.

Talking about Pakistan is a developing country with a 48.65% women population and a labor force of 57.24 million with women participation is 15.57% which is 33.7% less than the male participation rate (Shafiq, 2014). According to Global Gender Gap Index (World Economic Forum, 2017), Pakistan ranked 143 out of 144 countries which makes it the second-worst country on gender equality and women empowerment. Glass ceiling and gender discrimination are still one of the biggest hurdles holding back Pakistani female workforce from attaining senior-level positions in the corporate world. According to the recent policy report on women's participation in the labor workforce in Pakistan (ADB Briefs, 2016), women's participation in formal employment is extremely low. The participation of the female workforce in Pakistan is still 25% which is below as compared to the neighboring developing countries with the same income level. This shows the existence of a glass ceiling in Pakistan in different organizations which need to be further researched and analyzed in context with women's glass ceiling beliefs.

According to empirical evidence (Roman, 2017), the glass ceiling leads to change in women's beliefs which is the development of negative and positive internalized perception in women's mind i.e. denial, resilience, resignation, and acceptance which will result in either optimistic or pessimistic thinking. This shows that sometimes a woman can be the reason for the glass ceiling that exists in the organization and resists senior-level positions for the sake of other personal reasons. Sometimes they deny their existence, sometimes they accepted male dominance, and sometimes clearly resign from the fact they can be able to break the glass ceiling. The presence and elimination of these beliefs are crucial for the career success of women at the workplace by reducing stress and increasing satisfaction and motivation through career development, training, and compensation. These beliefs directly relate with women's career which positively/negatively affects job-related activities and increase/decrease turnover intentions (Castro, 2008). Research has been conducted to some extent in foreign countries related to the connection among glass ceiling beliefs of women and satisfaction related to their prospective careers. However, a similar study needs to be conducted in South Asian countries and Pakistan because of the issue of women's underrepresentation pertaining in our society for many years.

There is a wide range of theoretical explanations being proposed to make sense of different beliefs attached to the glass ceiling effect. Many types of research in the past focus on gender imbalance as the main cause of gender inequality in senior-level positions (Smith et al., 2012). According to another research (Smith, 2012), there was a qualitative study related to women's opinions about the glass ceiling which leads to a detailed investigation of perceptions and beliefs regarding the glass ceiling of accomplished working females and the ones who work at lower levels of organizations. The Career Pathways Survey (CPS) (Smith, Crittenden, and Caputi, 2012) is developed as a multi-factorial instrument to measure and assess women's beliefs regarding the glass ceiling, i.e. denial, resilience, acceptance, resignation to identify the reason behind the existence of the glass ceiling. Denial and Resilience are considered to be optimistic beliefs whereas resignation and acceptance are pessimistic beliefs. Women's beliefs are studied while using belief, attitude, perception, and opinion interchangeably. These women's beliefs can lift or diminish intentions of promotion opportunities for women and therefore, they are highly recommended to be further researched. The above-mentioned perceptions eventually result in prompting females to make career growth choices and develop long-lasting behaviors in the organization.

The purpose of this research paper is to focus on how women's glass ceiling beliefs affect women's career advancement satisfaction to further analyze the existence of a glass ceiling in the organization. Furthermore, the study will also explain the effect of negative (optimism) and positive (pessimism) perceptions of women's beliefs associated with glass ceiling beliefs in developing their careers. This will eventually help the employers to understand the needs of a particular worker irrespective of their gender which will help in devising preventive measures in place for the future.

Objectives

The research objectives of the study are as follows:

1. To explore the perspectives of optimistic and pessimistic women's glass ceiling beliefs in terms of women's satisfaction with career advancement opportunities.

2. To research women's underrepresentation in leadership by reviewing and measuring diverse metaphors of women's beliefs highlighting insights into the glass ceiling.
3. To formulate and validate measures of optimism and pessimism and how they will affect the relationship of women's beliefs and career advancement satisfaction in the organization.

Research Hypotheses

The research hypotheses of the study are as follows:

H₁: Optimistic Glass Ceiling Beliefs have a positive impact on career advancement satisfaction.

H₂: Pessimistic Glass Ceiling Beliefs have a negative impact on career advancement satisfaction.

Literature Review

The women's glass ceiling is a burning issue in almost all parts of the world for years. According to Labor Force Survey, it is evident how females and other minority groups were found in lower-level positions with low income and no growth opportunities (Pakistan Bureau of Statistics, 2017-2018). Female workers in the organizations are mostly at lower-level positions irrespective of their level of education and experience, which means that components like career and promotional opportunities are being ignored to a major extent (Nikala, 2000). This kind of discriminatory attitude, insufficient individual care, nonflexible working place, inadequate training and development opportunities, together restricts female's career progression in the organization which perpetuates glass ceiling phenomena. Over the years, many theories have been developed, each founded on a core set of beliefs as to what causes or perpetuates the glass ceiling phenomenon. The glass ceiling further influences the glass ceiling beliefs and also has a strong impact on the career advancement satisfaction of women.

Career advancement is a changing variable and indicator evolving in different periods and as a result, growth opportunities related to career results in negative perceptions which further results in employee's intent to quit the organization (Zhao, 2008). Kostea's (2011) research study also focuses on the same notion by stating that career progression is the most important factor amongst different factors of the performance at work. He further stated that while working, the prospect of promotion opportunities and being promoted in the last two years are the main motivating factors for an individual to increase job satisfaction whereas prolonged and denied promoting opportunities lead to job dissatisfaction. Different perspectives of employees especially women glass ceiling beliefs and its relationship with turnover intention while taking career growth opportunities as a mediating factor needs to study and analyzed in detail (Roman, 2017). Joo and Park (2010) study different predictors of turnover intentions which are women's satisfaction with career growth, culture embedded by learning organization, and organizational commitment.

It is being strongly asserted in the recent research (Smith et al., 2012) that women's different perception which can be either optimistic or pessimistic strongly affects her attitude towards future career progression. There is a vast literature on women's intention to quit and also its relationship with career growth opportunities (Sousa Poza & Henneberger, 2004). Women's turnover intentions were not affected by her family responsibilities as much as her dissatisfaction with lack of career growth, dissatisfaction from her current position on the job, and loyalty with the organization which are the main reasons for her intention to quit more likely than men. Another research (Ragins et al., 2006) stated that lack of career progression opportunities was the most important triggering factor to initiate turnover intentions in females and diminish career growth of women workers in the organization.

Women's perceptions will have a strong effect on their satisfaction with career advancement, thoroughly explained in the research conducted (Smith et al., 2012). Luthans (2007) found the linkage of beliefs regarding the connection of glass ceiling and subjective career success with the optimistic and pessimistic beliefs affecting subjective career factors. So, a positive belief i.e. optimism leads to a female's career growth opportunity which eventually increases a positive female attitude to reach the top. On the contrary, negative beliefs i.e. pessimism increases negative attitudes towards getting promotions in the organization. According to another research (Steel, 2002), the quit intent of an individual was affected greatly by the theory of changing attitudes. The study further stated the connection between different job attitudes and quitting is much more elaborated as a factor than a simple explanation (Boswell et al., 2005). Further study also stated the optimistic connection between career progression opportunities and long-term commitment with the organization and also a pessimistic connection between career satisfaction with growth opportunities and quit intentions (Briggs et al., 2011; Nouri & Parker, 2013).

The glass ceiling's negative impact further instantiates the importance of the connection between various antecedents which results in employee's dissatisfaction with career advancement opportunities and an increase in her intention to quit, to train leadership. Furthermore, Wrigley's research was expanded (Smith, Crittenden, & Caputi, 2012) to evaluate the women's beliefs related to the glass ceiling which later affects career satisfaction and growth opportunity. It is further explained how different beliefs of women influence her satisfaction level with career growth in the organization. There is a very important role played by factors like optimistic and pessimistic explanatory factors and different beliefs in developing a connection between career advancement factors that she considered important and her turnover intentions, which further needs to be studied and analyzed.

Career Pathway Survey is an important tool to measure women's beliefs regarding the glass ceiling by including a vast range of factors that have linkages to female career growth opportunities according to the research (Barreto et al., 2009; Eagly and Carli, 2007; Powell, 2012). Career pathway survey refers to a series of questions focusing on negative factors like lack of growth opportunities for females, gender imbalance in organizations, and also the positive factors as how many organizations want female leaders because of their talent and approach, work-life balance, higher education benefits, peer to peer networking, jealousy among female employees, and mentors support in the organization.

Research explaining an optimistic connection between positive beliefs and proactive behavior has been conducted to focus on their impact on the glass ceiling (Fiksenbaum et al., 2010). The research found that women's confidence in their abilities and also willpower were the main career success factors. The research further indicated that females should have more power and influence on the career success factors while assuming looking at different phenomena related to women's perception.

Roman (2017) in his research said that it is expected that females having positive beliefs regarding the glass ceiling i.e. optimism will have a higher level of career growth satisfaction and naturally don't have any intention to quit the organization. The purpose of this study is to find out the reasons to quit the organization which is resulted from a willingness to strive for career progression but not given enough opportunities to climb the corporate ladder. Contrarily, females having negative beliefs regarding the glass ceiling i.e. pessimism reported having high intentions to quit the organization because of low satisfaction towards their career growth, and giving up on career remains the only option (Roman, 2017).

A better understanding of the connection between positive and negative beliefs with women's satisfaction of career growth and her intention to quit the organization will be very helpful in creating awareness for women and their employers. Awareness of glass ceiling existence and the importance of studying the beliefs may provide valuable insight into how the women behave in a particular situation depending upon their explanatory style which can either be optimistic and pessimistic.

To address the main subject of this study, a theoretical framework has been generated shown in Figure (1). The main part of the framework includes Career Advancement Satisfaction as the main dependent variable which is being measured in the presence of two independent variables i.e. optimistic and pessimistic which are further divided into Denial, Resilience, Acceptance, and Resignation.

Optimistic women's beliefs have a favorable effect on career advancement satisfaction according to our hypothesis and research framework.

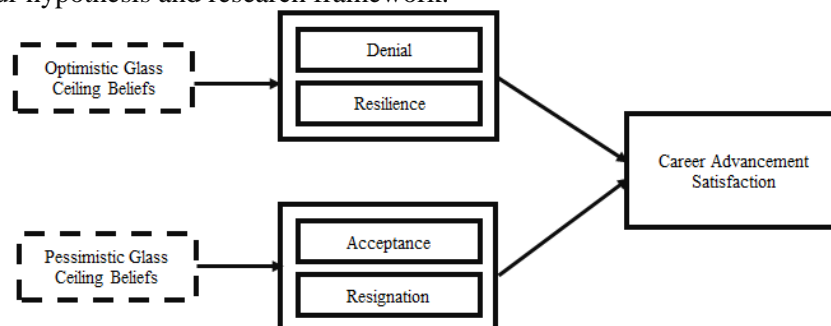


Figure 1: Theoretical Framework explaining Women Glass Ceiling Beliefs concerning Career Advancement Satisfaction

Methodology

The initial meta-analysis of the literature review has initiated the research which mainly focuses on discovering different metaphors and boundaries of women's glass ceiling beliefs and career advancement satisfaction. This initial study leads to an understanding and development of research instruments and data processing. The research paper was based on a formalized study with proper structural analysis and a defined hypothesis. Later, a statistical study was conducted to measure women's glass ceiling beliefs i.e. optimism and pessimism beliefs against dependent variable i.e. career advancement satisfaction through statistical findings.

According to the time dimension, this was a cross-sectional study where data was collected by observing the sample taken from women in the same time duration to avoid any disparity in the data collection. The data was collected primarily based on four independent and one dependent variable in this research study. Women professionals working in public and private banks of Rawalpindi, Islamabad, Wah Cantt, and Taxila were selected to fill their responses through questionnaires.

The population of the current study consisted of women working within the banking sector of Pakistan. There are approximately 22% of women employed in different sectors of Pakistan and 6.3% participated in the banking sector of Pakistan. The target respondents' sample was collected from major cities of Pakistan including Lahore, Islamabad, Peshawar, Taxila Cantt, and Wah Cantt. Women at entry-level, managerial-level and department heads were included in the sample. For this study, a Career pathway survey was used to measure women's perception regarding the glass ceiling derived from Smith, Crittenden et al.'s (2012). For this study, the Career pathway survey (CPS) will be used to measure women's perception regarding the glass ceiling derived from Smith, Crittenden et al.'s (2012). Women's Optimistic Glass Ceiling Belief will have 22 items; Pessimistic Beliefs will have 17 items. Apart from that, Career Advancement Satisfaction (5 items) will also be used.

A nonprobability sample was drawn by collecting information personally from working women in the banking sector as well using online professional and personal networks like LinkedIn and Facebook etc. Data was collected through questionnaires and web surveys.

Descriptive and inferential statistics were used to statistically describe and analyze the data collected from women working in the banking sector of Pakistan. The main purpose of using descriptive statistics statistically defined the data which helps in generalizing the data whereas, to check and confirm the hypothesis, inferential statistics was used. Both the analysis will help in further analyzing and making decisions about the data and to conclude well.

For data analysis, SPSS 20 was used to analyze structural relationships. Descriptive statistics, principal axis factoring, correlation matrix, and regression analysis will also be used to analyze the data.

Findings

The findings of this research study were analyzed based on the results extracted from descriptive and correlation analysis mentioned in Table 1 and later hypothesis will be tested through regression analysis.

Variable	M	SD	1	2	3	4	5
Denial	3.1237	0.203	1				
Resilience	3.9122	0.236	0.553**	1			
Acceptance	3.3629	0.337	0.427**	0.593**	1		
Resignation	3.5167	0.252	-0.278**	0.293**	0.524**	1	
Career Adv. Sat.	2.8250	1.000	0.548**	0.224*	0.096	-0.033*	1

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$ N = 300

Table 1: Descriptive Statistics and Correlation Analysis

The mean of optimistic beliefs i.e. resilience and denial including all the questions was 3.1237 and 3.9122 respectively from 300 respondents. The Likert scale has been used ranging from the maximum response of "strongly agree" to "strongly disagree" as the minimum frequency response. Concerning this study, there was variation in the responses mainly because of attitude and difference in designations of the women respondents. The mean in the case of pessimistic beliefs i.e. resignation and acceptance from 300 respondents is 3.3629 and 3.5167 respectively with the same Likert scale used. An individual respondent's mean deviates with a percentage of approximately 81.5%. Career advancement satisfaction as a dependent variable has a mean value of 2.8250.

To analyze the correlation between the variables, a correlation matrix is used. Optimistic variables like resilience and denial have more correlation among them which is also significant in terms of the p-value as shown in Table 1. Denial being the favorable glass ceiling belief which in turn justified its positive correlation with the dependent variable as well. The reason for this correlation is that women are more likely to promote in their respective positions if they deny the existence of a glass ceiling in the organization and any kind of disparity against them (Xiao-yun, and Yamauchi, 2006). Another positive belief i.e. resilience was also having a strong correlation with the dependent variable which shows that women if resist the existence of the glass ceiling, will be able to break it as well as convince others to promote them based on their knowledge, skills, and qualification.

However, by looking at the negative beliefs i.e. resignation and acceptance, it is evident that they are not as correlated as the positive ones. The reason being that one of the beliefs i.e. acceptance refers to women having the view that they are better off as housewives while raising their children instead of focusing on their career progression so they don't want to make further efforts. That's why acceptance was not highly correlated with the dependent variable. The last negative belief i.e. resignation which insists that women in no way will be able to shatter the existence of a glass ceiling in the organization so they should not try to fit in the upper management positions. For the same reason, it was correlated negatively with the dependent variable. According to the results, it is justified that women will get very demotivated when they will not be able to do anything about the glass ceiling and can't reach the corporate ladder.

All the above findings proved that all the glass ceiling beliefs were significantly correlated with the dependent variable and to further in-depth analysis, a regression technique will be used.

Hypothesis 1 findings were analyzed first based on the above-mentioned technique to analyze the effect of positive beliefs on the dependent variable which is shown in Table (2).

Career Adv. Sat. = $\alpha + \beta_1(\text{Denial}) + \beta_2(\text{Resilience})$						
Variables	Coefficients	t-values	Tolerance	VIF	R^2	
Denial	0.521	3.802***	0.484	7.269	R^2_{adj}	0.647
Resilience	0.248	0.130*	0.589	6.256	F-Stat	0.645
					P-Value	21.235
						0.000

Table 2: Regression Model of Optimistic Glass Ceiling Beliefs and Career Advancement Satisfaction

According to this table, the result shows the effect of positive beliefs on the dependent variable with the help of the above-mentioned tests. The significance of the research model is positive as shown by the F statistics ($F = 21.235$, $p < 0.01$). The independent variable is positively explained by approximately 65% of the changes and variations in career satisfaction. Denial being the positive belief has having more impact on the dependent variable and is significant too ($\beta = 0.521$, $p < 0.01$) as compared to the other belief i.e. resilience ($\beta = 0.248$, $p < 0.01$). Collinearity diagnostics results show that tolerance among the variable is less than 1 and as VIF shows that there is no assumption of multicollinearity present in the variables.

The findings of hypothesis 2 were also analyzed based on regression analysis to analyze the effect of the negative beliefs on the dependent variable in Table (3).

Career Adv. Sat. = $\alpha + \beta_1(\text{Acceptance}) - \beta_2(\text{Resignation})$						
Variables	Coefficients	t-values	Tolerance	VIF	R^2	
Acceptance	0.324	2.348**	0.731	6.872	R^2_{adj}	0.656
Resignation	-0.223	-1.737	0.447	4.516	F-Stat	0.654
					P-Value	10.819
						0.000

Table 3: Regression Model of Pessimistic Glass Ceiling Beliefs and Career Advancement Satisfaction

Comparing the results of negative beliefs shows that the overall research model is statistically significant ($F = 10.819$, $p < 0.01$). The negative beliefs have explained more than 65% of the variations in career satisfaction. Acceptance as a pessimistic belief is significantly affecting the dependent variable ($\beta = 0.324$, $p < 0.01$) as compared to the other negative belief i.e. resignation ($\beta = -0.223$, $p < 0.01$) having significantly negative effect on the dependent variable. In this case, the Collinearity index shows the tolerance met the requirement by being less than one and no multicollinearity exists as the VIF index didn't exceed more than 10 which is the statistical requirement.

Discussion

To justify the research model and the hypothesis, the effect of women's positive and negative beliefs were being analyzed in comparison with their career satisfaction variable. To statically prove this relationship, two hypotheses were defined and various tests ranging from descriptive to inferential statistics were applied keeping in mind the constraints and limitations of the study. Denial and resignation as positive beliefs, according to our research student have a favorable effect on the dependent variable. Specifically, denial shows a stronger effect on the career-related satisfaction of women as with this kind of positivity, women become more vocal if they find any discrimination and deny that the glass ceiling exists.

According to the literature and analysis, it is evident that optimistic beliefs will have a positive impact on career advancement even though they are part of the glass ceiling. Women having these beliefs will be strong enough to move up the career ladder and convince their importance through their hard work and willpower in the form of denial. Another positive belief which is resilience also has a strong impact on the dependent variable as it shows that women will be strong enough to make their presence felt in the organization which helps in shattering the glass ceiling. It will have a positive effect on their career advancement decisions and also in shaping up their career well. Women will feel that they are knowledgeable enough to prove their worth in front of men and will be able to positive move to upper management positions. The above discussion was proved through the results mentioned in Tables (1) and (2).

The literature against pessimism beliefs states that pessimistic glass ceiling beliefs will result in women giving up on their careers. According to the analysis, the negative beliefs i.e. resignation and acceptance have a strong effect on women's satisfaction towards their careers in an unfavorable form. Acceptance as the first negative belief was of the view that women don't show commitment towards their work as they are too busy managing their personal lives and prefer home duties over their career. They don't attempt to get promoted in their workplace and prefer managing their lives and raising their children well. Even though acceptance was a negative belief but it still had a positive effect on career satisfaction as women don't feel demotivated in which position they are in while accepting the existence of the glass ceiling as well. In the end, another negative belief i.e. resignation proved that women gave up on their careers and that they were unable to break the ceiling in the organizations. They were also not motivated being stuck on their current jobs and unable to move ahead in their careers. This belief certainly has the most negative effect on the career satisfaction of women as it depicts how much a woman can be demotivated in her current job. It has an unfavorable effect on the career progression of women in the organization because it leads women to think they will never be able to find solutions to move up the corporate ladder in the presence of a glass ceiling. This discussion was proved through the analysis done in Table (1) and (3).

According to the results, it is proved that even if there is a glass ceiling in the organization, it is women's own internalized beliefs that will set the course of action for them. If they have an optimistic set of beliefs, they will be able to take actions regarding their career accordingly whereas having negative beliefs leads them to give up on their career stating personal life as the main reason.

Conclusion

Based on this research it is safely concluded that the glass ceiling exists in Pakistan and most of the time women were unaware of the actual factors that restrict women from being promoted to higher-level management. The result showed that the glass ceiling prevailed in the banking sector of Pakistan. The research analysis described that women were facing an almost equal glass ceiling in both public and private banking sectors. Most of the respondents agreed that they suffered from organizational biases. After all these years, women didn't get away with the disparity against them in every type of organization including almost all sectors. But sometimes, this disparity is the result of their attitudes and personal thinking related to balancing their career with personal lives. The same is shown through the findings that women can have positive and negative beliefs related to the effect of the glass ceiling on their career progression. This results in identifying between organization prejudices and women's perception towards shattering the ceiling which results in taking appropriate preventive measures and in the right direction.

Besides that society encouraged females to focus more on their personal family life rather than their careers. The research showed that the glass ceiling was one of the reasons because of which women were not achieving their desire ends. It affected their performance and efficiency. The main

point that's being taken is that having negative beliefs in mind, women will always be at a losing end concerning their career progression and both women and organizations need to work on changing this approach. Organizations have to use different career surveys and counseling strategies to change their perceptions of managing work-life balance. On the other hand, being optimistic is a plus for women as not only they will work hard in their current job, they will improve their knowledge and skills to be able to move up and get promoted. It is important to further research on this topic including various subjective and objective career success factors. The same study can be conducted including more service sector organizations to determine the differences in the mindset of men and women based on their personal and professional beliefs. This eventually will help in identifying the reasons for the existence of a glass ceiling in a particular sector which in turn beneficial to finally break it? Pakistan is a developing country and fits the needs of an hour to identify such practices and then make a serious effort to remove them.

According to Melkas and Anker, concrete measures should be taken related to the development of policies including various life aspects (work, family, etc.), training and development, career counseling, career development, compensation, and benefits for women and men at all levels.

This study could also help in clarifying woman's "move-ahead" strategy that supports vertical segmentation (i.e. promotion) and "stay-here" strategy which is horizontal segmentation (i.e. training, developing skills). With the identification of women's beliefs, it is easier to determine their career and future in the organization. Having negative beliefs and that too resignation, it will be difficult for them Fosuah, Agyedu, & Gyamfi (2017). Causes and Effects of 'Glass Ceiling' for Women in Public Institutions of the Ashanti Region, Ghana. *The International Journal of Business and Management*. to adopt move ahead strategy so the organization's focus should be on keep her motivated on the current job and vice versa. By following these strategies and implications, it will be possible to increase women's participation at their workplaces and removing glass ceiling practices.

Recommendations

Some of the recommendations for future research is to focus on large-scale research in the banking sector including different public and private organizations from overall Pakistan to find the differences. Large sample size should be taken to take a broad view of the results on a large population. More researches are needed to further address the issue of hierarchical levels and job transitions for men and women in the banking sector of Pakistan.

Lastly, the negative stereotypes should discourage both society and organizations. According to Adler (1994), there is a requirement for organizational support for women managers and organizations should consider that how they can develop the careers of women managers and retain them. Top management should examine ways in which their organization can, at a strategic level, assist women in their career advancement. In addition, flexible work schedules, childcare programmers, and other family-friendly practices could be implemented to help women managers cope with their research and family roles.

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