

GLASS CEILING: A COMPARISON BETWEEN PUBLIC AND PRIVATE SECTOR UNIVERSITY

Summan Chaudhary

MBIT Scholar, Institute of Business and Information Technology, University of the Punjab

Urooj Qamar

Assistant Professor, Institute of Business and Information Technology, University of the Punjab

Email: uroojqamar@ibitpu.edu.pk

Nida Qamar

Lecturer, Virtual University, Pakistan

Abstract

In today's world women do not lag behind in any task from men but evidence shows they are still facing certain barriers that hinder them from moving ahead in their career paths regardless of their abilities and qualification. These specific barriers are expressed in one metaphor known as glass ceiling (Imam, 2013) . This study tends to focus on how glass ceiling is forming a line of discrimination between men and women in their working environment keeping in view the factors that make up glass ceiling. The sample for this research was collected from women faculty of University of Lahore and University of the Punjab. Sequential exploratory research was conducted in this study (Bekhet & Zeuszniewski, 2012), using quantitative (questionnaire) and qualitative (interviews) research methodologies. Quantitative analysis was done using correlation analysis, independent sample T test and regression analysis with the help of SPSS, and qualitative thematic data analysis was done using Nvivo 12 Plus software. The findings of this research revealed that though women faculty in both the universities are facing barriers in their careers but the concept of giving higher positions (leadership) to female employees is improving thus diminishing gender discrimination giving chances to both the genders in educational field with the help of steps being taken e.g., the development of day care centers, promotional opportunities for both male and female keeping aside the ego, promotion on basis of intelligence rather gender etc. and it is hoped that there will be a visible change in coming future.

Keywords: glass ceiling, rank advancement, cultural factors, organizational influence

Introduction

Women employees in almost every field face certain barriers that prevent them from getting to the top position i.e. climbing the steps of their rank advancement. Apart from the fact that this exercise is diminishing it however still exists at one level or the other. These factors are defined in 3 major groups which are cultural factors, organizational influences and other barriers.

Considering the organizational influences it states that ego of some of the male employees is hurt when they need to take orders from a female senior. Due to this egoistic approach of the male employees' organizations do not give rank advancement to its female

employees (Siddiqui & Jamal, 2014). Siddiqui and Jamal (2014) also stated that not only is gender discrimination the main cause of denial of female rank advancements rather job selection, communication style and strategies (internal politics and jealousies) of women amongst themselves too effect their jobs. This egoistic approach of certain individuals is what leads to the practice of glass ceiling in the society. A detailed analysis of glass ceiling has been discussed further in the paper.

Glass ceiling

Glass ceiling has been in practice since ages even before the awareness to the term came in light (Fritscher, 2017). According to an article “The History and breakdown of Glass ceiling” (2016) before the use of glass ceiling as a term, ‘*mommy track*’ was in use representing hindrances faced by working mothers only (Quesenberry, Trauth, & Morgan, 2006), but ‘*mommy track*’ just focused on women with kids, so in order to represent working women on the whole whether married, unmarried, single, divorced, widowed, another term was to be introduced and that is when ‘*glass ceiling*’ came in limelight.

The metaphor ‘*glass ceiling*’ was for the first time used by Marilyn Loden in the 1970s then in 1984 this phrase was used in an Ad Week article (Aziato, 2019). In 1986 two journalists of Wall Street Journal used the term in their column based on women facing unforeseen barriers (Bartleby Research, 2016). The word glass ceiling became the member of Merriam Webster collegiate dictionary in 1993 (Aziato, 2019). This term at start was used in organizations mainly dealing with economics sector but with advancements it is now being availed in almost every sector of career (Lewis J. J., 2019).

In the metaphor ‘*glass ceiling*’; ‘*glass*’ denotes the invisibility of barriers which do exist but are not visible in an ordinary manner thereby referring to the unforeseen hurdles. ‘*Ceiling*’ on the other hand refers to the distant rank advancement (Lewis J. J., 2019). Apart from the fact that job descriptions regarding the posts of manager, director etc. do not many a times specifies (unless business necessity) that whether a male employee is required or female one but still gender discrimination does exist at that point too (Gupta, 2018). Not just the policies of the organization, and rules and regulations of the working sector contribute but the personal attitudes of an individual too play a role in glass ceiling (Lewis J. J., 2019), thereby highlighting the discrimination in gender preferences.

Few theories regarding the practice of glass ceiling have also been discussed by social scientist, prominent ones among them are the ‘*Role Congruity Theory*’, according to which female employees are less deserving for leadership positions in organizations as compared to that of its male counterparts (Eagly & Karau, 2002), and ‘*The Social Role Theory*’ that focusses on the division of labor at home and workplace on the basis of one’s gender (Ridgeway, 2001), pivoting it way towards glass ceiling at workplace, consequently having it major effect on the female employees rank advancement.

Rank advancement

Climbing of employees to a higher status step in their working organization is called rank advancement or promotion (Mckay, 2018). But in this exercise organization needs to care that a wrong person is not promoted who can give rise to negative doings (politics) in the organization.

Glass ceiling: Comparison between Public and Private Sector

In order to utilize the talents of individuals residing in a country, contribution of both genders on the basis of merit needs to be ensured, so, for the progress of a country and its organizations glass ceiling needs to be broken (Shafiq, 2014). Only if gender biasness is ignored then true skills of women employees can be realized (Server, 2016). Social norms and gender discrimination plays a part in effecting the promotion of women employees (Kiaye & Singh, 2013). In order to bring a change and give opportunities to women employees for their progress and advancement certain steps need to be taken, the first of them all is to recognize the barriers women employees face so that they can uplift their voice against such circumstances.

In this study these barriers have been studied and have been explained in the form of following objectives.

Objectives

1. To study the extent of existence of glass ceiling in private and public sector universities.
2. To study the extent of effect on rank advancement of cultural factors in public and private sector universities.
3. To highlight the extent of effect of barriers on rank advancement in private and public sector universities.
4. To study the extent of effect of organizational influences on rank advancement in public and private sector universities.

Justification and significance

This investigation/study is aimed to gain understanding of how glass ceiling is affecting the rank advancement of female employees in public and private sector universities. Different sectors have been studied under glass ceiling but still some areas especially the education sector lack attention under this regard. Social norms have been ignored in this manner however demographics like age, work experience qualification are studied in glass ceiling in different studies. This research has focused on aforementioned points that were lacking in previous research and also it sheds light on the barriers women faculty are facing and how departmental policies are being established so that women faculty can overcome the barriers that are there in the way of their promotion.

Both the universities under study are old universities of their respective sectors i.e., of public and private sector. As they are considered as one of the topmost universities of their respective sectors; the situation of women faculty promotions has been studied and an analysis regarding their internal affairs has been carried out.

Literature review

The values, customs, rules and regulations of an organization that keep the members of the organization intact is what is termed as organization culture (Culture, 2021), and the influence of these aspects is termed as organizational influence in light of glass ceiling on working women (Perrin, 2013). In an essay titled “Organizational Culture in Public/Private Universities” (2018) organizational culture should be oriented towards granting employees their rightful rights as an employee and both male and female should be treated equally i.e., no discrimination based on gender should exist.

A women writer who is also the winner of a Nobel Prize once quoted:

“*Let women out of home, let men into it*” (Pearl S. Buck, 2015). By this phrase she meant to say that women need to go out of home and gain some experience regarding their career sector whereas men who are running after higher status in their organization need to pay a little head

towards their home too (Pearl S. Buck, 2015). Harassments, boys club and job segregation are some of the prominent factors that make up the glass ceiling. Women employees facing harassment in their organization keep mum as they know that senior management will not pay head to their complaints. These women employees thus as a result lose their dedication and motivation to work and fail to give their full potential. Taunts, throwing jokes on others, bullying and burnout are all branches of harassment (Mishra, 2014) . Another obstacle faced by women employees in their organization is the gent’s party commonly called as ‘boys club’. Men are being of the opinion of promoting men ahead on the basis of their good friendship terms (Lewis K. K., 2019).

Job segregation is another practice very common in the working sector. Giving the job of personal secretary to women often means they will not get a promotion. Division of labor on the basis of gender is another factor of glass ceiling (Das & Kotikula, 2019). It is this segregation that leads women employees in trying to prove their metal at every phase in their jobs to show they are not behind men in any phase, they too are capable of handling big projects (Das & Kotikula, 2019).

Higher level working posts are mainly booked by men in any organization, this is where gender discrimination is playing its part (Adenike, 2013). Women are underrepresented in administrative roles (Gupta, 2018). According to Gupta (2018) female employees are denied access to the organizational decision making and consequently their work performance is impacted (Imam, 2013). In terms of organizational policies this is also termed as gender discrimination (Ridgeway, 2001).

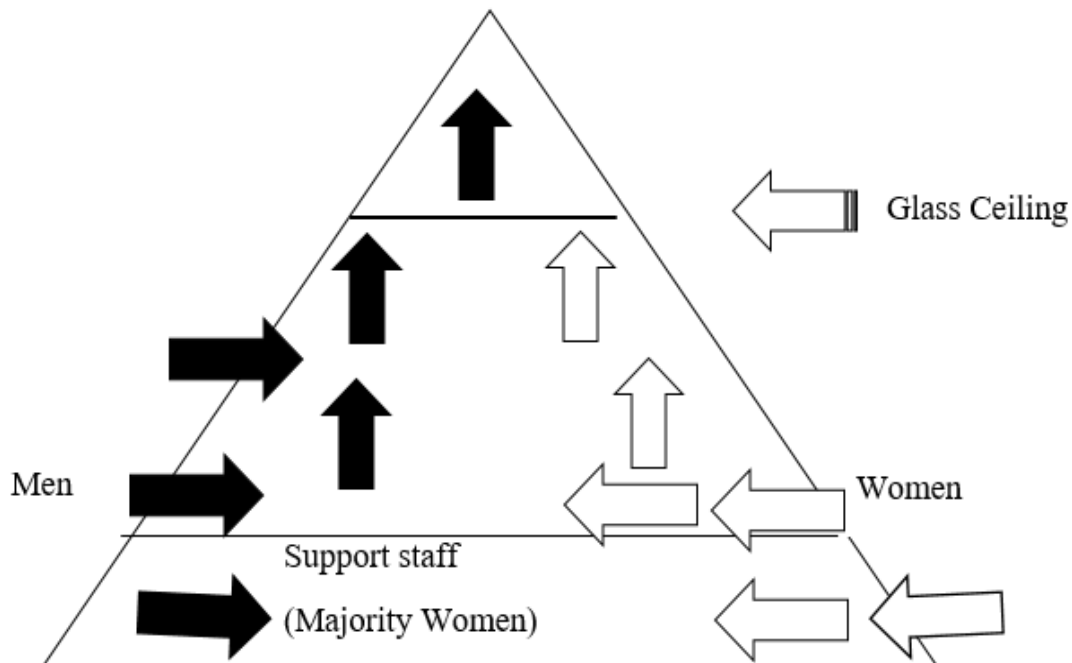


Figure 1: Pyramidal Organizational Structure

Figure 1 illustrates a survey of how the glass ceiling is demonstrating to be a hurdle in the way of female rank advancement. It indicates that the lower staff mainly comprises of female workers. It shows that both the gender employees are progressing but at a certain time women

employees fail to get higher post and male employees achieve the senior post on the basis of gender discrimination.

Achieving higher rank is difficult for women employees (Imam & Shah, 2013), as they are considered are less committed to their work as compared to that of men (Larwood, 1987). According to previous research, female employees are termed as dominating if they become leaders and give decisions however men are considered to be on point (Burton, 2010).

Research methodology

Both quantitative and qualitative research methodologies were employed in this research. Female faculty of University of the Punjab and University of Lahore were selected as a sample for conducting quantitative analysis. A sample of 250 was selected from each university and the response rate was 340 questionnaires from both the universities. Survey questionnaires were constructed and distributed among the female faculty as the study is regarding the promotional status of female employees. Five point Likert scale (strongly agree, agree, neutral, disagree, strongly disagree) was used to construct the questionnaire for quantitative study. For qualitative study an interview guide was constructed in order to verify the women faculty quantitative results from the head of departments of different departments till the saturation point was achieved.

Research Analysis

For conducting quantitative analysis at first reliability analysis was conducted. In order to know the consistency of the questionnaire for survey, reliability analysis is conducted. In order for it to be reliable the Cronbach's alpha should be more than 0.6. If Cronbach's alpha is less than 0.6 then the questionnaire designed for the study is not a reliable source for data collection. In the quantitative analysis the Cronbach's alpha was 0.796 for University of the Punjab and 0.733 for University of Lahore, thus the questionnaire gave a reliable result in case of University of the Punjab and University of Lahore. Following are the quantitative research analysis results.

Demographic distribution

Demographic distribution also known as frequency distribution is carried out which shows the number of items falling in a specific category out of the total population/sample.

Demographic distribution for position of employee in organization

Table 1: Demographic distribution for position of employees in organization in University of the Punjab and University of Lahore

Demographic Distribution: Position in organization				
	University of the Punjab (data as of 2020, Quaid-e-Azam campus)		University of Lahore (data as of 2020, main campus)	
Category	Number of items	Percentage	Number of items	Percentage
Assistant professor	45	26.3	52	20.4
Associate professor	23	13.5	36	21.1
HOD	6	3.5	16	9.4
Lecturer	97	56.7	67	39.1

Total	171	100.0	171	100.0
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Demographic distribution for positions in the department is divided into four categories. These categories are Head of department, Associate Professor, Assistant Professor and Lecturer. The number of respondents falling in the category of Assistant Professor are 45 in University of the Punjab and 52 from University of Lahore. 23 respondents from University of the Punjab were Associate Professors and 36 were from University of Lahore. 6 respondents were HOD in University of the Punjab and 16 respondents from University of Lahore were HOD. 97 respondents were Lecturers in University of the Punjab and 67 were Lecturers out of the total respondents in University of Lahore.

Descriptive statistics

The descriptive statistics shows the measure of central tendency and variability of the data. The center of the data is indicated using mean and for variability of the data standard deviation is used.

Descriptive statistics in light of rank advancement

Table 2: Descriptive statistics for rank advancement in University of the Punjab and University of Lahore

Descriptive statistics for rank advancement		
	University of the Punjab (data as of 2020, Quaid-e-Azam campus)	University of Lahore (data as of 2020, main campus)
N	171	171
Mean	3.6007	3.6358
Standard deviation	0.43742	0.47207

The table above shows arithmetic mean and standard deviation of the data for University of the Punjab and University of Lahore. The higher the standard deviation the higher the variation in data. In Table 2 the standard deviation for University of Lahore is greater than University of the Punjab thus data variation is more in University of Lahore.

Hypothesis testing

Research question 1

How are cultural factors affecting the rank advancement status of working women in public and private sector universities?

Independent sample T test

Hypothesis A

H_{0a}: Cultural factors are more than or equally effective towards rank advancement of women in public universities than private universities.

Glass ceiling: Comparison between Public and Private Sector

H_{1a}: Cultural factors are less effective towards rank advancement of women in public universities than private universities.

Table 3: Group statistics for rank advancement with cultural factors in University of the Punjab and University of Lahore

Group statistics		
	University of the Punjab (data as of 2020, Quaid-e-Azam campus)	University of Lahore (data as of 2020, main campus)
N	171	171
Mean	3.4455	3.5870
Standard deviation	0.35314	0.37508

Table 4: Independent sample T test for rank advancement with cultural factors in University of the Punjab and University of Lahore

	Levene's test for equality of variances		T test for equality of means		
	F	Sig	T	Df	Sig (2 tailed)
Equal variances assumed	1.345	0.247	-3.590	340	0.000
Equal variances not assumed			-3.590	338.771	0.000

Table 4 shows an independent sample **T Test** result for cultural factors with rank advancement in University of the Punjab and University of Lahore.

Results obtained in the above table show a significance level of 0.000 which is less than 0.05. If the significance level in the independent sample T test is below 0.05 null hypothesis (H₀) is rejected and alternative hypothesis is accepted. Thus in this case H₀ is accepted stating that cultural factors are less persistent in public universities than private universities.

Correlation analysis

Hypothesis A

H_{0a}: Cultural factors and rank advancement are positively correlated in public sector universities.

H_{1a}: Cultural factors and rank advancement are negatively correlated in public sector universities.

Hypothesis B

H_{0b}: Cultural factors and rank advancement are negatively correlated in private sector universities.

H_{1b}: Cultural factors and rank advancement are positively correlated in private sector universities.

Table 5: Correlation between culture and rank advancement in University of the Punjab and University of Lahore

The coefficient of correlation for rank advancement with respect to cultural factors is 0.139 in

Culture with rank advancement		
	University of the Punjab (data as of 2020, Quaid-e-Azam campus)	University of Lahore (data as of 2020, main campus)
Pearson correlation	0.139	0.396
Sig (2 tailed)	0.069	0.000
N	171	171

University of the Punjab and it is 0.396 in University of Lahore. University of the Punjab shows a slight positive relation between rank advancement and cultural factors as compared to University of Lahore where this relationship is strong.

This coefficient is positive in both the universities but it is higher in University of Lahore thus indicates that cultural factors are high in University of Lahore. As the significance value is less than 0.05 in University of Lahore it thus leads to the acceptance of alternative hypothesis stating that cultural factors are persistent in University of Lahore. Similarly as the significance value is 0.069 in University of the Punjab which is greater than 0.05 it thus leads to the acceptance of null hypothesis stating that cultural factors are positively persistent in University of the Punjab. As a result it leads to the acceptance of alternative hypothesis.

Research question 2

What are the factors that make up organizational influences of glass ceiling on rank advancement of women employees in public and private sector universities?

Independent sample T test

Hypothesis B

H_{0b}: Organizational influence is equally or more of a hurdle towards rank advancement of women in public universities than private universities.

H_{1b}: Organizational influence is less of a hurdle towards rank advancement of women in public universities than private universities.

Table 6: Group statistics in terms of organizational influence in University of the Punjab and University of Lahore

Group statistics		
	University of the Punjab (data as of 2020, Quaid-e-Azam campus)	University of Lahore (data as of 2020, main campus)
N	171	171
Mean	3.5198	3.5257
Standard deviation	0.40845	0.40347

Glass ceiling: Comparison between Public and Private Sector

Table 7: Independent sample T test for rank advancement with respect to organizational influence in University of the Punjab and University of Lahore

	Levene's test for equality of variance		T test for equality of means		
	F	sig	T	Df	Sig (2 tailed)
Equal variances assumed	0.145	0.704	-.133	340	0.894
Equal variances not assumed			-.133	339.949	0.894

From the above table we conclude that as the significance value is greater than 0.05 we thus accept the null hypothesis stating that organizational influence is equally or more persistent towards rank advancement of women employees in public universities than private universities.

Correlation analysis

Hypothesis C

H_{0c}: Organizational influence and rank advancement are negatively correlated in public sector universities.

H_{1c}: Organizational influence and rank advancement are positively correlated in public sector universities.

Hypothesis D

H_{0d}: Organizational influence and rank advancement are negatively correlated in private sector.

H_{1d}: Organizational influence and rank advancement are positively related in private sector.

Table 8: Correlation analysis between organizational influence and rank advancement in University of the Punjab and University of Lahore.

Organizational influence with rank advancement		
	University of the Punjab (data as of 2020, Quaid-e-Azam campus)	University of Lahore (data as of 2020, main campus)
Pearson correlation	0.515	0.268
Sig (2 tailed)	0.000	0.000
N	171	171

The *Pearson Correlation Coefficient* for University of the Punjab in terms of rank advancement with organizational influence is 0.515 indicating a moderate relationship between them. In the above table *Pearson Correlation Coefficient* between rank advancement and organizational influence is 0.268 indicating a weak correlation between them in University of Lahore. As the significance value for both University of the Punjab and University of Lahore is less than 0.05 we thus accept the alternative hypothesis proving that organizational influence is positively correlated with glass ceiling.

Table 8 shows a positive correlation coefficient between organizational influence and rank advancement in University of the Punjab and University of Lahore but in a comparative study this coefficient is stronger in University of the Punjab as compared to that of University of Lahore thus a higher correlation exists between organizational influence and rank advancement in University of the Punjab.

Research question 3

What are the barriers that makeup glass ceiling preventing women from moving ahead?

Independent sample T test

Hypothesis C

H_{0c}: Barriers are equally or less of a hurdle in way of rank advancement of women employees in public universities than private universities.

H_{1c}: Barriers are more of hurdle in way of rank advancement of women employees in public universities than private universities.

Table 9: Group statistics of rank advancement with barriers in University of the Punjab and University of Lahore

Group Statistics		
	University of the Punjab(data as of 2020 Quaid-e-Azam campus)	University of Lahore (data as of 2020, main campus)
N	171	171
Mean	3.4867	3.4953
Standard deviation	0.32899	0.35926

Table 10: Independent sample T test in terms of rank advancement by barriers in University of the Punjab and University of Lahore

	Levene's test for equality of means		T test for equality of means		
	F	sig	t	df	Sig (2 tailed)
Equal variances assumed	0.599	0.439	-0.229	340	0.819
Equal variances not assumed			-0.229	337.400	0.819

Form the above table we conclude the significance 2 tailed level value in T test for equality of means and equal variances assumed to be 0.819 which is greater than 0.05 thus leading to the acceptance of null hypothesis which states that barriers are equally or less persistent towards rank advancement of women employees in public universities than private universities thus the alternative hypothesis is rejected.

Correlation analysis

Hypothesis E

H_{0e}: Rank advancement and barriers are negatively correlated in public sector.

H_{1e}: Rank advancement and barriers are positively correlated in public sector.

Hypothesis F

H_{0f}: Barriers and rank advancement are negatively correlated in private sector.

H_{1f}: Barriers and rank advancement are positively correlated in private sector.

Table 11: Correlation Analysis between rank advancement and barriers in University of the Punjab and University of Lahore

Barriers with rank advancement		
	University of the Punjab (data as of 2020, Quaid-e-Azam campus)	University of Lahore (data as of 2020, main campus)
Pearson correlation	0.156	0.311
Sig (2 tailed)	0.042	0.000
N	171	171

The coefficient of correlation between barriers and rank advancement is 0.156 in University of the Punjab and 0.311 in University of Lahore. This relation is higher in University of Lahore. The significance level between barriers and glass ceiling is less than 0.05 in both the universities thus an alternative hypothesis is accepted.

Regression analysis

In order to study the extent of effect of independent variable on the dependent variable regression analysis is carried out.

Hypothesis D

H_{0d}: Glass ceiling has no effect on rank advancement

H_{1d}: Glass ceiling has an effect on rank advancement

Regression analysis for University of the Punjab

Table 12: Model Summary for regression analysis of glass ceiling and rank advancement in University of the Punjab

Model summary	
Model	1
R	0.243
Rsquare	0.059

The model shows a relation strength of 0.243 between glass ceiling and rank advancement. The value of Rsquare which is 0.059 shows the level of variation of 5.9% in rank advancement (dependent variable) due to glass ceiling (independent variable).

Table 13: ANOVA in light of regression between glass ceiling and rank advancement for University of the Punjab

ANOVAa			
	Regression	Residual	Total
Sum of squares	1.924	30.604	32.527
Df	1	169	170
Mean square	1.924	0.181	
F	10.623		
Sig	0.001		

The significance value in

Table 13 is 0.001 which is less than 0.05 thus pointing towards a significant relation between glass ceiling and rank advancement in University of the Punjab.

Table 14: Coefficient of regression between rank advancement and glass ceiling in University of the Punjab

Coefficients					
Model	Unstandardized coefficient's		Standardized coefficients	t	Sig
	B	Std. error	Beta		
Constant	2.313	0.396		5.833	0.000
Glass ceiling	0.123	0.038	0.243	3.2539	0.001

Using Table 14 **Error! Reference source not found.** the following regression equation has been generated:

Rank advancement = 2.313+0.123(glass ceiling)

According to the above equation if no glass ceiling exists then 2 to 3 percent of the total female employees are promoted however the larger the value of glass ceiling the more variation in rank advancement of female employees.

Regression analysis for University of Lahore

Table 15: Model Summary for glass ceiling with respect to rank advancement on the whole in University of Lahore

Model summary	
Model	1
R	0.500
R square	0.250

The value of R in the above table is 0.5 which shows the presence of a moderate relationship between glass ceiling and rank advancement in University of Lahore and the value Rsquare is 0.25 which shows a 25% variation in rank advancement (dependent variable) due to glass ceiling (independent variable) in University of Lahore.

Table 16: ANOVA in light of regression analysis for University of Lahore

ANOVA			
	Regression	Residual	Total
Sum of squares	9.489	28.395	37.884
Df	1	169	170
Mean squares	9.489	168	
F	56.477		

Glass ceiling: Comparison between Public and Private Sector

Sig	0.000		
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The significance value in Table 16 is 0.000 which is less than 0.05 thus indicating the presence of a significant relation between glass ceiling (combined factors) and rank advancement in University of Lahore.

Table 17: Regression coefficient between glass ceiling and rank advancement in University of Lahore.

Coefficients					
Model	Unstandardized coefficients		Standardized coefficients	t	sig
	B	Std error	Beta		
Constant	0.955	0.58		2.666	0.008
Glass ceiling	0.253	0.034	0.500	7.515	0.000

From the above calculations the following regression equation has been generated:

$$\text{Rank advancement} = 0.955 + 0.253(\text{glass ceiling})$$

According to the above equation if no glass ceiling exists then approximately 1 percent of the total female employees are promoted however the larger the value of glass ceiling the more variation in rank advancement of female employees.

The quantitative analysis conducted concludes that glass ceiling exists in both the sector universities i.e. the private sector and the public sector however among the factors under study, some factors that make up glass ceiling are more persistent in University of the Punjab and some are more existence in university of Lahore.

Qualitative data analysis:

In order to understand a picture of whether according to the university authorities is glass ceiling being practiced in its department or not qualitative study was also conducted in order to answer research question 4. Also to verify whether any steps are being taken for the removal of such barriers a qualitative analysis in the form of interviews was conducted of the seniors/HODs/incharge/director of different departments. Questions regarding the hurdles female faculty face that are in the knowledge of head of departments as well as the policies developed for female employees for a comfortable working environment that departments have made were explored through qualitative data analysis. Thus in order to conduct this study both qualitative and quantitative analysis are conducted.

On the total 8 interviews were conducted from both the universities. The interviews conducted were then exported to NVivo 12 Plus software in order to construct nodes from the most frequently used terms. This technique of data compilation is called thematic analysis through which themes are generated in order to conduct a detailed analysis. These themes are as under:

1. Barriers that are being faced in career advancement by women employees (opinion of HOD)
 - 1.1. Solutions
2. Higher management's decision making
 - 2.1. Hiring of employees
 - 2.2. Rank advancements to female employees
 - 2.3. Important factors for rank advancement of female employees

3. Leadership mainstream
4. Job segregation

Explanations

1. Barriers that are being faced in career advancement by women employees (opinion of HOD)

The conducted interviews revealed that the rank advancement for women is still being suppressed at some stages. One of the respondents responded that although the system has made many advancements but still it lacks behind in some norms which surround the human race. He responded that:

“...we have moved out of the system but has the system moved out of us...”. Although women are making advancements in the society but still they undergo discrimination at one point or the other. Through interviews it has been concluded that both public and private sector universities are under the influence of these barriers.

Interviews conducted also revealed that married working women are not given support by their in-laws in conducting household tasks after they arrive from their offices. One of the respondents claimed that:

“...Islam is not against women empowerment it is us who have given birth to these negative norms...”

1.1. Solutions

For working mothers organizations can establish day care centers where working mothers can keep their infants so as to work in a more relaxed manner as their child will be near them and thus they can work with a sound mind. The HOD's were also of the opinion that working married women should be provided a helping hand by their in laws for completing the household tasks after they reach their home from office. Such kind of thinking needs to be adopted so as to give a sigh of relief to the working ladies as well. Almost all of the interviewee's responded that in laws of the working females follow the myth that:

“... She is our daughter in law it is her and only her duty to do the household tasks...” and even if their husbands help in household chores they are called a *“... wife's slave...”*

2. Higher management decision making

The HOD's/ incharge of the departments are liable to report their decisions to higher authorities of the institute/university for final decisions.

2.1. Hiring of employees

The HOD's/incharge of the departments cannot make hiring on their own rather they have to report any new hiring to the university authority here the registrar makes the final decision for hiring of any new employee thus in this case if the registrar is a biased person he may promote male employees only. However he claims that the capable candidate has been appointed who fits the requirements of the job.

2.2. Rank advancement to female employees

Rank advancement to any employee is given on the basis of feedback gathered from students and the responses obtained by other employee colleagues. Also the HOD's revealed the fact that final promotional decisions are handled by the registrar.

2.3. Important factor for rank advancement of female employees

Interviews conducted brought into light the struggle female employees undergo for their promotions. Their confidence, ability to tackle difficult situations and knowledge for their rights are the key factors for their rank advancement. According to one of the HOD's:

"...goal determination and will power are the key to success of every individual be it a man or women..." They also said that for achieving success employees should have the capability of tackling all the chores with good time management skills.

3. Leadership mainstream

To the question about the leadership position the HOD's replied that they disagree with the concept of making only males the leaders of the department rather the capability of the employee and his/her dedication towards the work should decide to whom this position should be allotted. According to them if a female employee is capable enough to achieve a promotion then she is granted one. However one of the HOD's stated that

"... female employees have families too it thus becomes hectic for them to be the head of their department and having such responsibilities on their shoulders...", however, even if such a case exists capable and deserving employees should be given seniority in their organization.

4. Job segregation

As far as job segregation is concerned some of the HOD's stated that many fields are gender biased as depending on its nature for example jobs like field work, site supervision are mostly booked for male individuals.

Using these themes a summary in form of charts was generated explaining the situation of glass ceiling in education sector. These summary charts are as follows:

1. Word cloud
2. Project map
3. Word tree

2. Project map

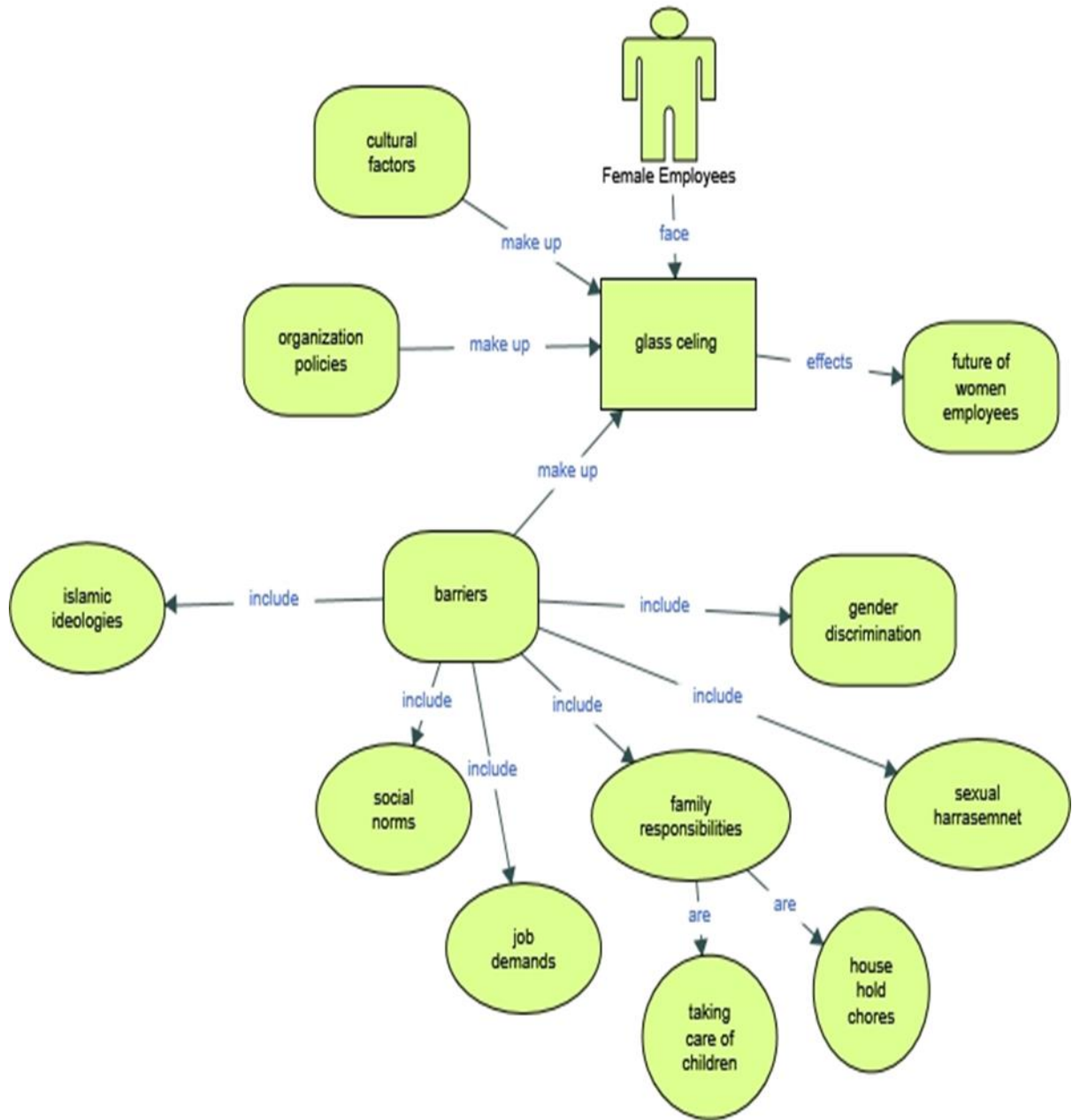


Figure 3: Project Map

The project map is a brief summary of the responses gathered in the interviews. It is a graphic representation of the main items under study. It is presented in a flowchart manner showing the linkage between understudy items. The project map shows the connections between items used in the interviews with the help of connectors, exhibiting the barriers that female employees are facing in their career which include: gender discrimination, sexual harassment, family

responsibilities, social norms etc. and these hurdles effect their promotional chances. The above map shows that these barriers form a whole net of hurdles surrounding a women employee's life. Some of the employees gather courage to move ahead in the organization by challenging the barriers at every step.

3. Word tree

Representation of frequently used words in form of branches is called word tree. The size of the word indicates that how frequently it has been used. The following word tree indicates the barriers women employees are facing in their career promotion due to glass ceiling.

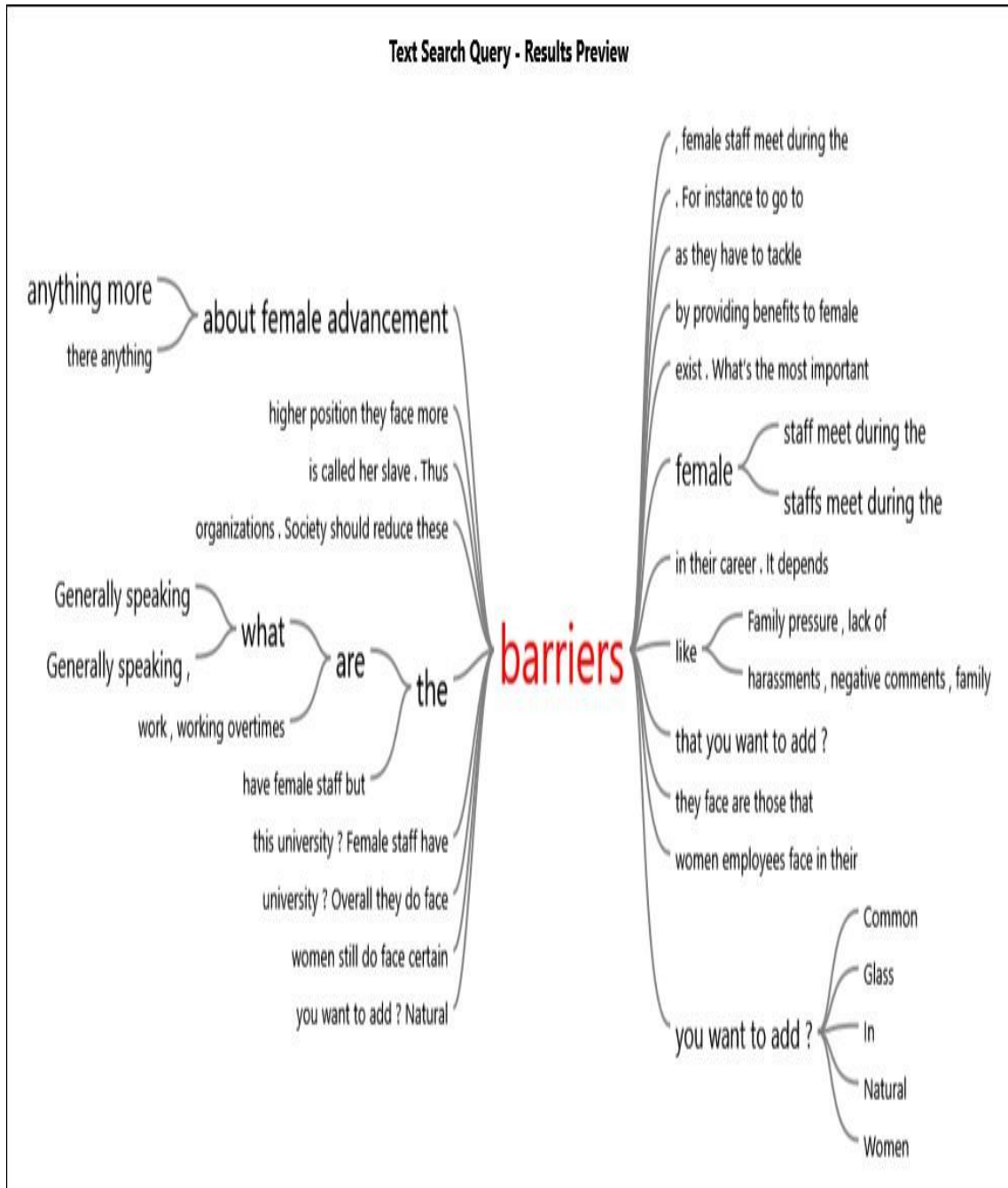


Figure 4: Word Tree

Thus the qualitative analysis conducted revealed that both public and private sectors universities are facing glass ceiling but by recognizing these hurdles organizations are trying to diminishing these practices by taking practical steps. In their interviews both the organizations revealed that they were male dominated at first but with passing time they have replaced their thinking with modern concepts.

Discussions

In order to understand the factors that contribute towards glass ceiling this study has been carried out in both public and private sector universities. It was a step to identify the extent of effect these factors have in career line rank advancement of female employees. Negative tactics in organizations in this case departments arise when glass ceiling is practiced and no measures are taken in this regard (Lathabhavan, Balasubramanian, & Thamaraiselvan, 2018). Considering the organizational influence due to organizations policies gender discrimination does exist which is also stated in social role theory by Alice Eagly (1987). In this theory it is stated that certain stereotypes have been established in view of skills of men and women (Server, 2016). Society gives it the name of roles that have been defined for the respective gender. The root of glass ceiling are not just the actions rather is the thinking of the society that give rise to these actions and due to which women face certain harassments, taunts and negative remarks regarding their work. In her social role theory Aziato (2019) identified that many individuals are deprived of their certain rights i.e. denied their certain rights due to the roles that have been defined by the stereotypical society.

Society's thinking regarding the gender roles are that make up the cultural factors of glass ceiling. The questionnaires and the interviews conducted both revealed that cultural factors exist in both universities indicating that in this modern era people still follow the stereotypical norms.

Not only is the society a hurdle for women employees rather their own organization is not behind in this task. The internal and external organizational politics, organizational policies, and its rules and regulations all are the basis for forming organizational factors in glass ceiling (Schiender, 2000). The hiring incharge in light of favoritism, employs (appoints) the individual he/she wants keeping aside the qualifications of the individuals. Other barriers include sexual harassment, family responsibilities, household chores, overtime hours, transport issues etc. make up glass ceiling. However there are certain unforeseen barriers that makeup glass ceiling too.

Conclusion

The conducted quantitative and qualitative analysis revealed that both University of the Punjab and University of Lahore are under the effect of glass ceiling but this practice is diminishing with time as per the interviews and data collected from the questionnaires. The research revealed that women employees are facing these barriers and trying to overpower them by their determination. The analysis revealed that they mainly face these barriers due to non-supportive family and societal norms like cultural ideals.

The comparative study shows that both the universities are facing gender discrimination equally. The quantitative comparative study showed that female employees face gender discrimination and the qualitative comparative study showed that though gender biasness is prevalent in these institutes, but this exercise is now at a lower rate than before because of relative awareness than before. However some of the female employees are of the opinion that leadership should be given to men rather than female employees. Similarly some disagree with the term and are of the opinion to promote that individual who is worthy of it.

Limitations:

While conducting the study a target was setup for accomplishing of filling up 200 questionnaires from each university but only 171 were collected from each university, the reason of which was the busy schedule of faculty members and also male employees were not part of

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the sample. Access to many of the departments was also not allowed as there were some ongoing functions in the departments which denied the applicant's application for conducting any research.

Recommendations

In order to diminish glass ceiling from both the universities the following steps need to be adopted:

- Male employees should not take support of social norms for personal gain developed by the society rather individual should believe in gender equality and grant women equal chances.
- Grant rank advancement to employees on the basis of their capabilities and feedback received on them by their students.
- Feedback conducted regarding the behavior and teaching abilities of teacher should be taken into consideration and action should be taken regarding them in case of negative remarks.
- HODs/incharge/director of the departments should keep themselves up to date about the content teachers teach to their students.
- Day care centers for working mothers should be established.
- Families of the working women should be supportive towards them by lending a helping hand in household chores and taking care of children.

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