

The Impact of Glass Ceiling Effect on Career Plateau

NOOR US SABA

Sabasaheed520@gmail.com

MUHAMMAD SOHAIL ALAM KHAN

Lecturer, Department of Economics
Abdul Wali Khan University, Mardan
Sohailalamkhan7@gmail.com

BREKHNA GUL

Lecturer, Department of Economics
Abdul Wali Khan University, Mardan
baykokn@gmail.com

Abstract

The main issue this study wants to explore whether there is any impact of glass ceiling effect on career plateau. A survey was conducted using an online questionnaire distributed to a group of women who met the respondent specifications. From the data Analysis it is clear that Glass ceiling have an impact on Career plateau. Due to time and resource constraints this research is carried out on small scale. A larger sample would have ensured more generalizable results to organizations in Pakistan

Keywords: *Glass ceiling, Work family conflict, career plateau, self-efficacy and Mentor role.*

1. Introduction

There is rapid increase in the rate of working women in the past few decades as evident from world bank Statistics increase in female labor force participation rate is from 13% in 1990 to 25% in 2014 (ILO, 2016). because women are acquiring education and are much more interested in their career development but still they are small in numbers as compare to their male compeer on administrative jobs and only few women get a chance to climb to the top of organization ladder means 51.5% managerial and professional position are filled by female workers (Unites States Bureau of Labor Statistics, 2011). But only 14.6% women play the role of senior executive moreover there is only 8.1% women in executive top earners (Soares, 2013). Likewise Forbes also identified the pay gap between men and women despite the fact that they are working on same positions, highest pay gap was identified in Finance and insurance which is 29% following by Public administration which is comprised of civil servants at 25.6% and Social assistance and health industry consist of 80% female employees was ranked number four depicting even female dominant industries have pay gaps due to gender. (Kauflin, 2016). This contrariety put spotlight on the obstacles women faced during her career development which is known as Glass Ceiling Effect in HR terms (Elacqua, Beehr, Hansen, & Webster, 2009).

The glass ceiling effect concept emerged in 1980s (Hoobler & Wilson, 2010), approximately thirty seven years ago but The Federal Glass Ceiling Commission (1995) pioneered to explore the hurdles women faced in their careers twenty years ago since then a lot of work has done to examine this issue (Jackson & Challaghan, 2009) and find out the deterrents that women face while climbing up the corporate hierarchy ladder the first one is organization culture and its human resource practices like recruitment and selection process, training and development, the promotions criteria, secondly the social and cultural norms and values (Weyer, 2007). Some are of the view that glass ceiling comes in the way of female employees because the employer think the female employees as the one who will eventually quit their jobs (Stroh, Brett & Reilly, 1996). Women who face a lot of barriers in her career may starts thinking that her skills and efforts are not align with the corporate goal and stops her efforts for moving upward and reaches her career plateau (Downes, Hemmasi & Eshghi, 2014) Although these researchers examined glass ceiling effect from different perspectives like salary gap or promotions, organization culture but the root causes are still to be identified globally. Moreover women during their career experience the competitive environment which arises from nowhere due to globalization and working ladies are deprived from any sort of guidelines from their seniors working ladies (Harvey et al ., 2009).

In a country like Pakistan where the literacy rate is low and even when they are allow to complete their education they prefer their homes rather than career. According to BBC news report entering in to a medical college like Pakistan Medical and Dental Council (PMDC), is not a piece of cake it requires at least ninety percent marks but still seventy percent of PMDC students are females (Shamsi, 2015) Government of Pakistan invest 2.4 million rupees on each medical student and out of these fifty percent of the female students do not start their practice.

1.1 Problem Identification

Women's literacy rate in Pakistan is 45% (Zaman, 2016) and out of these 45% only 3% reached to the management position (Ryder, 2013). Pakistan got 108 position out of 108 countries (see appendix 1) for women working on managerial position (Dawn news, 2015). That is where exactly the term glass ceiling emerges the concept of not providing female employees enough opportunities to reach to the administration positions (Helm, 2006). This study will help a lot of working ladies to escape from being Career plateaued which will helpful for the organizations However the causes of glass ceiling effect varies from culture to culture (Kiaye, 2013). When we talk about Pakistani culture is glass ceiling really exist?

1.2 Problem Statement

The main issue this study wants to explore whether there is any impact of glass ceiling effect on career plateau and to investigate that weather career stagnation occur for women occur because of the glass ceilings created by their male compeer and society.

1.3 Research Question

- Is glass ceiling exist in 21st century?
- What is the impact of glass ceiling effect on Career plateau?

1.4 Objectives of the Study

- To explore the status of Glass Ceiling Effect in today's world
- To adjudge the impact of glass ceiling effect on career plateau?

1.5 Significance of the Study

Due to transformational technological changes organization's competitors' boundaries are very hard to define and competing with all known and unknown competitors globally as well as other social, economic, legal, political, cultural challenges that organizations encounter every day. In this situation every firm need a competent work force to gain competitive advantage. To attract a talent pool corporate executive must be the employer of choice which cannot be achieve in existing corporate strategies plateauing female in middle administration ranks (Syme, 2015). The significance of this paper is to study the gap between the upward career movements of women. This study will contribute the career literature and will show path how to cope with a Career plateaued women which will help a lot of working women, their mentors and managers.

1.6 Scope of Study

This study will help to elaborate difference in attitude of male and females towards career plateau and will help to identify why career plateau comes earlier in female career as compare to male, the work which is done on career plateau generally portray the negative outcomes of the career plateau (Benjamin P. Foster, 2011).

2. Literature Review

Today's working industry going through historical changes and success and this is possible because of active involvement of female in the labor force (April et al., 2007). International Labor Organization (ILO, 2006) highlighted that 40 per cent of 2.9 billion workers are women however this ratio of women decrease when it comes to senior management levels (Cross and Linehan, 2006). Generally women are welcome in the labor force but a lot of obstacles are created for them to reach to the upper management positions present in the form of pay gap, lack of opportunities for training and limited social exposure (Billy and Manoocherhri, 1995) and this issue is a major barrier in achieving organizational strategic goals as women are competent, professional and social and these competencies add value to organization overall performance. Previous literature have proved that organizations in which gender discrimination is not supported they have good employer brand value, showed improvements in their corporate governance, social responsible, innovative and have poll of satisfied human resources (Lenka, 2016).

2.1 Career Plateau

According to Feldman & Weitz, (1988), Career Plateau is a state where the employee receives less future projects or his obligations are reduced to some extent. Others define career plateau as the phase in which employee upward career moment is not occurring (Godard, Fouque, Gollety, & Flanchec, 2014). The concept of career plateaus was area of interest for many researchers Ference, Stoner and Warren (1977) were among the pioneers who throw light on the career plateau (Theresa, 2009). Different sources of career plateaus are employee competencies, requirements, absence of motivation and incentives, work load or lack of upward mobility in organization career ladder (Feldman & Weitz, 1988). Career plateau is define as how much time an employee spent on a specific position. Career Plateau can be broadly divided into two main types that is hierarchal plateau and job content plateau (Carole Drucker-Godard, 2015).

Hierarchical plateau is defined as stage where there is less chances for upward movements (promotions) or there is restriction for further promotions after reaching to a

specific position means there are only certain levels individual can achieve, Hierarchical plateaus are un avoidable by some employees while some want to achieve it and wish for it to achieve (Career Plateaus among Women, Consequences, Causes and Coping, 2012). While on the other side job content plateau are the one in which the employee does not feel any challenge in his task and responsibilities on the job (Carole Drucker-Godard, 2015). These definitions explain the concept of career plateau but do not cover the whole concept of career plateau as they focus on the linear career theories (Theresa, 2009). Linear careers focus on career progression of an employee within an organization completely ignoring the concept of career progression of an individual development ignoring the typical vertical concept of career development which is explain by different nonlinear career theories, The type of plateau in which focus not on the upward moment within the organization but focus on the professional development known as professional plateau.

Glass Ceiling Effect can be a cause for women to be hierarchical plateaued or job content plateaued, some women may want to be job content plateaued by choice as it reduces their on the job responsibilities (Michel Trembly, Roger, & Toulouse, 1995). Most serious situation occurs when women are double plateaued that is women are suffering from both hierarchical plateau and job content plateau at the same time, this type of situation adversely effects the female employee performance and can be a reason for affecting organization performance ultimately a source of dissatisfaction for both female employee and employer (Hurst, 2010). A handsome salary package, promotions and upward movement in the hierarchy increase the satisfaction level of the employees and they are motivated to achieve the desire organizational goal. Those employees who experience more and rapid upward movements in the organization hierarchy are tend to be more satisfied and loyal than those employees who experience less and slow upward movement in the hierarchy of the organization such employees can increase the turnover rate of the particular department (Trembly, ^{Roger}, & Toulouse, 1995). The third type of career plateau which occurs in women's career is personal plateau. The female employees which suffer from personal plateau have dearth of motivation and eagerness to move upward in the organization's hierarchy as well as not interested in their family life.

2.2 Glass Ceiling Effect

Glass Ceiling Effect **is** defined as the obstacles or barriers women face in their vertical career development (Helm, 2006). Reasons for women being glass ceiled are that they did not have the eagerness to climb up the organizational ladder (Downes, Hemmasi, & Eshghi, 2014). According to some psychiatrist obstacles which are created in women career path are due to jealous male counter peer and the fact that women cannot compete with tokenism plus mostly women do not have access to the typical men's old boys club and most importantly working ladies do not have role models which they can follow and climb up the corporate ladder (Smith, Crittenden, & Caputi, 2012).

According to Kiaye and Singh (2013) US Congress took the initiative to investigate the barriers women faces during her career and ask for suggestions to remove these obstacles under US Civil Rights act 1991 where Federal Glass Ceiling Commission was established to vanish the unseen barriers in the women career Federal Glass Ceiling Commission reveal that mostly women are hire for female specified positions rather for corporate leadership positions. These barriers can be explain through role congruity

theory of prejudice which link characterized women and men attitude in to two different categories, women are considered as empathetic, benevolent and caring while men are categorized as self-assured, determined, autonomous, powerful and poised (Smith, Crittenden, & Caputi, 2012). Moreover women are assume to someone who will eventually leave the job to start their marital life or to look after their children or some other social problems and therefore managers do no bother to invest money on their training and development (Stroh, Brett, & Reilly, 1996), Although women turnover can be decrease through providing them opportunities and by avoiding their work-life conflict (Downes, Hemmasi, & Eshghi, 2014).

The concept of Glass Ceiling effect can be explain through Person centered theory which assume that due to the difference between male and female socializing habits and the difference between male and female attitude and their problem solving attitude.in their career as a leader could lead to glass ceiling effect (Kiaye & Singh, 2013).The Glass ceiling effect can also occur due to the corporate structure conditions and policies which eventually leads to the glass ceiling effect which are covered by structure centered theories (Downes, Hemmasi, & Eshghi, 2014). These structural and personal reasons for glass ceiling are not good for corporate performance because of three reasons because if the working ladies perceive that their hard work is not going to take them to the top of hierarchy chart they will reduce their efforts, secondly the glass ceiling effect do not allow women to go upward in corporate ladder leaving mostly men in executive positions which reduce variety in managerial positions and so do not allow broad perspective in decision making process and also unable to attract complete talent pool, Resource based theory implies that women should be given the opportunity to reach to the top of the hierarchy as they may better understands some segments than their male counter peer (Dreher, 2003).

2.3 Empirical Evidence

Kiaye and Singh (2013) discovered that individual and cultural barriers exist in the career path of working ladies which can lead to the career plateau. Smith et al., 2012 are of the view that it is not always the glass ceiling which cause the career plateau rather working ladies can break these ceilings through their resistance and rejection of the unfair policies so they argued that Glass ceiling effect have insignificant impact on the career plateau. Stroh, Brett, & Reilly 1996 elaborated that mostly women hit their career plateau so early not because of their family but for the reason they do not see any career progression in their organization. Women are suffered from glass ceiling due to the structure of the corporate they are working in or due to their personal attributes which eventually lead to the career plateau. Women usually did not have access to informal meeting, job rotation opportunities and they are judged by their peers if they adopt authoritative style of leader ship, so they can be easily career plateaued as compare to their male counter peer (Jackson, 2001). Some researcher argued that it is not the glass ceiling which caused career plateau but it's the tactics which women adopts in her career path (Shakir & Siddiqui, 2014). Career Plateau occurred when women are not underestimated by the male counter peers or seniors and other social roles (Kiaye & Singh, 2013).

H1: Glass Ceiling Effect have significant impact on career plateau

2.4 Conceptual Framework

The Glass ceiling and sticky floor concept exists, Glass ceiling refers to the unseen barrier in women progress in their career while sticky notes are the self-imposed barrier women put in their way to success (Dean, 2009). It is proved from the above literature review that women are more Career plateaued than her male counter peer (Career Plateaus among Women, Consequences, Causes and Coping, 2012), and there are off course negative corollaries attached to it.

This research will find out whether glass ceiling effects is one of the reason women are mostly career plateau.

Below figure represents the theoretical framework of this study



2.5 Hypotheses

First this study will find out why women are more and frequently career plateau then men and will find out how career plateau varies with gender.

H1: There is significance impact of glass ceiling effect on career plateau.

H0: There is no impact of glass ceiling on the career plateau

3. Research Design

This study is descriptive analytical in nature which explored the causes for Pakistani women being career plateau through surveys, interviews and questionnaires. This study was cross-sectional, no plotted field study female employees of the age above thirty five was used as a unit of analysis as we were study the impact of Glass Ceiling Effect on Career Plateau (dependent variable), and we studied each case individually. This research paper explored whether glass ceiling really contribute to Career Plateau or not.

3.1 Target Population

This research target the working ladies in the corporate and health sector of Islamabad as evident that these industries are among those in which the glass ceiling effect practices more. (Kauflin, 2016). According to Huffman et al. (2013) women's self-efficacy is lower than men in STEM fields. So this research target population will be the female employees of health and corporate sector.

3.2 Sampling Design/Sampling Technique

A quantitative study will be managed to fulfill the research objectives. Purposive sampling is utilized to gather response from the target population. The eligibility criterion for the respondents of this study is the following specifications: female with higher career goals, employee of established organization, and must have decision making skills. Reason behind choosing this sampling technique is: as it is very useful in situation and will help to approach the target sample more easily, currently this study will concentrate on the female working in health sector.

3.3 Sample Size

This research population include female employees of health sector, this research paper will take data from female doctors from different cities of Pakistan. The sample size of this research paper is 202.

3.4 Instruments and Measures

Questionnaire is used in the survey as an instrument of data collection. Questionnaire was design to measure each variable. Questions of Glass ceiling effect were adopted from Stroh, Brett, & Reilly’s (1996) whose coefficient alpha was .76. The questionnaire is comprise of two portion, 1st portion comprise of the demographic knowledge of the subjects having five items and comprise of information about gender, age, income, experience and education while the 2nd portion measure the research variable whose reliability is tested through Cronbach’s alpha in spss statistical software, as the target population is educated this research distributed some of the questionnaire through emails while others was distributed manually in both health and corporate sector.

3.5 Procedure and Data Collection

As this research paper is primary in nature the data which is used in this paper is collected through a reliable questionnaire, with the help of which data is collected from health and corporate sector from different cities, after data collection the validity of the questionnaire was checked through AMOS software by doing Confirmatory Factor as analysis as it was adopted from different sources while the arrangement of the data was done with the help of SPSS software.

3.6 Pilot Testing

3.6.1 Face Validity

As face validity is a subjective measure in this paper it was checked by the subject experts. This varies from expert to expert as it is perception based.

3.6.2 Confirmatory Factor Analysis

To test the hypothesis and weather the questions in the questionnaire complement the variables in the hypothesis Confirmatory Factor analysis is used.

Figure 2: Confirmatory factor analysis for Glass ceiling effect

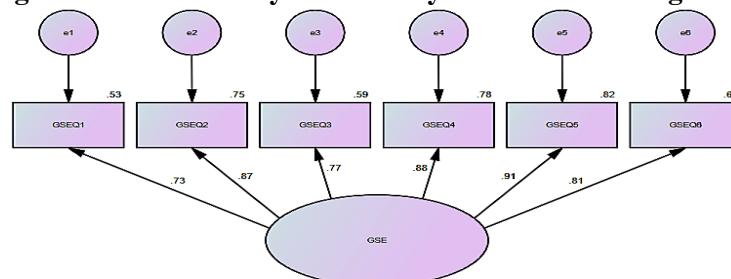


Table 1: Convergent Validity (N=53)

S.No	Items	Factor Loading (≥ 0.4)	Decision	Reliability (λ^2)	$\delta=1-$ Item Reliability
Glass ceiling Effect					
1.	GCE1	0.73	Included	0.81	0.19
2.	GCE 2	0.87	Included	0.2116	0.7884
3.	GCE 3	0.77	Included	0.2401	0.7599
4.	GCE 4	0.88	Included	0.7921	0.2079
5.	GCE 5	0.91	Included	0.16	0.84
6	GCE6	0.81	Included		
		$\sum \lambda_1=3.14$			$\sum \delta_1=2.786$

AVE of Glass Ceiling Effect = $[(0.73)^2 + (0.87)^2 + (0.77)^2 + (0.88)^2 + (0.91)^2 + (0.81)^2] / 5 = 0.44276$

CR for Glass ceiling Effect = $(3.14)^2 / (3.14)^2 + 2.786 = 9.8596 / 12.6456 = 0.779686$

Table 1 illustrates that standardized estimates and accepting and rejecting of six questions of Glass ceiling effect. It is observed that factor loading above 0.4 is known to be significant. The values of standardized coefficients are GCE1, GCE2, GCE3, GCE4, GCE5 and GCE6 respectively, which is shown in the diagram above. For all questions the factor loading is greater than 0.4, as these questions are significant they are included in the final questionnaire. The value of AVE is near to 0.5 required values, so, here in this case the adequate convergent validity is observed. Construct reliability explain about the degree to which the assessment tools produce a stable and consistency in the results. As the value greater than 0.7 so it suggests a better reliability for the glass ceiling effect.

Table 2: Model fitness index for Glass Ceiling Effect (N=57)

Factors	Values	Factors	Values
CMIN	27.558	DF	9
Chi-square/df	3.11	p-value	0.001
AGFI	0.756	GFI	.896
TLI	0.888	CFI	.933
RMSEA	0.146	RMR	.089

Table 2 is the summary of CFA for independent variable Glass ceiling Effect. The Chi square/ df value is 3.11 shows the goodness of fit of variable model. P-value of this model is 0.001 which interprets that this model is highly significant.

Figure 3: Confirmatory factor analysis for Career Plateau

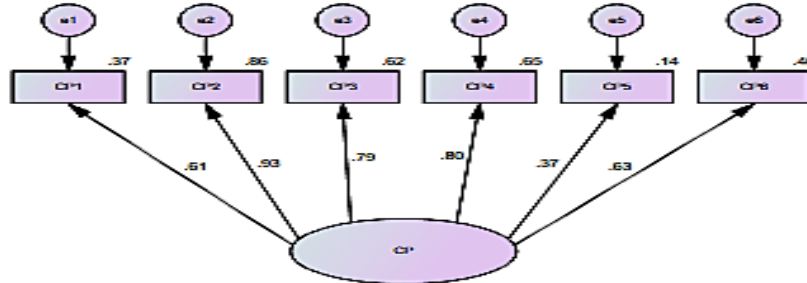


Table 3: Convergent Validity (N=53)

S.No.	Items	Factor Loading (≥ 0.4)	Decision	Reliability (λ^2)	$\delta=1-$ Item Reliability
Career Plateau					
1.	CP1	0.61	Included	0.37	0.63
2.	CP 2	0.93	Included	0.86	0.14
3.	CP 3	0.79	Included	0.62	0.38
4.	CP 4	0.80	Included	0.64	0.36
5.	CP 5	0.37	Excluded	0.14	0.86
6	CP 6	.63	Included	0.40	0.6
		$\sum \lambda_1=3.76$			$\sum \delta_1=2.11$

AVE of Career Plateau= $[(0.61)^2 + (0.93)^2 + (0.79)^2 + (0.80)^2 + (0.63)^2] / 5 = 0.578$

CR for Career plateau = $(3.76)^2 / (3.76)^2 + 2.11 = 14.138 / 16.248 = 0.870138$

This table portrays that standardized estimates and including and excluding of six questions of Career plateau. It is observed that a questions having the factor loading greater than 0.4 is considered significant construct. The value of AVE is near to 0.578 required .49 values, so, here in this case the adequate convergent validity is observed.

Table 4: Model fitness index for Career Plateau (N=57)

Factors	Values	Factors	Values
CMIN	9.579	Df	9
Chi-square/df	1.064	p-value	0.001
AGFI	0.635	GFI	0.844
TLI	0.977	CFI	0.986
RMSEA	0.060	RMR	0.058

This table shows CFA for career plateau. The chi-square/df value is 1.064. The values of different criteria of model fitness such as adjusted goodness of fit index (AGFI), Goodness of fit index (GFI), Tucker-Lewis coefficient (TLI), Comparative fit index (CFI), Root mean square error of approximation (RMSEA), Root mean square of residual (RMR) are 0.635, 0.977, 0.986, 0.060, 0.584 respectively. This model has a p value of 0.001 which shows that it is significant.

3.7 Main Study

When the pilot test is done on the questionnaire and CFA was run through AMOS graphics. Different Statistical techniques were applied such as descriptive statistics, correlation, regression and structural equation model in the main study.

3.7.1 Sample

The questionnaire was distributed to female doctors in different cities of Pakistan through emails as well as manually, three hundred questionnaire were distributed out which 202 responded.

3.7.2 Research Instrument

The instrument used in this research paper is questionnaire which is designed to check out the impact of Glass ceiling effect on career plateau. Questions of Glass ceiling effect were adopted from Stroh, Brett, & Reilly's (1996) whose coefficient alpha was .76. The questionnaire is comprise of two portion, 1st portion comprise of the demographic knowledge of the subjects having five items and comprise of information about gender, age, income, experience and education while the 2nd portion measure the research variable whose reliability is tested through Cronbach's alpha in spss statistical software shown in the figure below

Table 5: Reliability of Instruments

Variables	No. of Items	Cronbach's Alpha
Glass Ceiling Effect	6	0.906
Career Plateau	5	0.797
Total	11	0.849

The reliability of every construct of the instrument is presented through the values of Cronbach's alpha. Career Plateau is a dependent variable having five questions with minimum figure of reliability of about 0.797. While that of independent variable the Glass Ceiling Affect consist of six items and indicates the maximum reliability with the value of Cronbach's Alpha as 0.906.

3.8 Data Analysis

Data was collected from the respondents, with the help of SPSS software frequencies of the variables were calculated. Reliability and validity of the questionnaire is checked through Amos software. To check out the effect of glass ceiling on career plateau descriptive statistics is used.

4. Results and Discussion

In this study, the critical factors affecting the success of female careers in Pakistan have been analyzed on the basis of the collected and compiled data. Frequency distribution tests have been applied to analyze the data pertaining to the demographic features, and the results are summarized. Moreover, the results indicating the degree of agreeableness or disagreeableness to the various statements of the selected variables by the respondents have also been analyzed by descriptive statistic and have been presented in tabulated form.

4.1 Descriptive Statistics

First of all, frequency distribution and descriptive statistics on account of the gender is shown in table 4.1

Table 6 Frequency Distribution and Descriptive Statistics with respect to “Age”

Age	Frequency	Percent
18-31,	61	30.2
32-44	90	44.6
45-57	41	20.3
58-70	10	5.0
Total	202	100.0

It is clear from the table 6 that 30.2 percent of the respondents are in the age bracket of 18-31 (61 respondents) whereas 44.6 percent female respondents are of the age 32-44 in the undertaken research, 20.3 percent are of the age group of 45-57 while only 5 percent lies between 58-70. The reason of less 58-70 age group female respondents may be the less gender balance in the different organizations.

Table 7: Frequency Distribution and Descriptive Statistics with respect to “Education”

Education	Frequency	Percent
Inter	4	2.0
Bachel ors	17	8.4
Master	180	89.1
Other	1	0.5
Total	202	100.0

Table 7 furnishes the statistical results of rate of responses from the different educational backgrounds of the respondents. Out of total 202 respondents 4% were inter pass. Bachelors is a second number educational degree that is 8.4 % with 17 numbers of responses. Mostly respondents is having Master degree which comprise 89.1% of the total population. About 1% were having other sorts of academic degrees.

Table 8: Frequency Distribution and Descriptive Statistics with respect to “Experience”

Experience	Frequency	Percent
< 5 years	55	27.2
6-10 years	90	44.6
11-15 years	32	15.8
16-20 years	16	7.9
>20 years	09	4.5
Total	202	100.0

Table 4.3 provides the information about the response rate of respondents depending upon their experience. About 4.5% of total sample respondents were of the experience greater than 20 years which is the lowest frequency of the sample respondents. Thus, overall the response of young professionals having experience up to 10 years, remained high whereas the lowest rate of response observed from the experience group of 20 years.

Table 9: Frequency Distribution and Descriptive Statistics with respect to “Income”

Income	Frequency	Percent
<15,000	22	10.9
16,000-30,000	38	18.8
31,000-45,000	09	4.5
46,000-60,000	75	37.1
>60,000	58	28.7
Total	202	100.0

It is clear from the table 8 that 10.9 percent are having <15,000 per month whereas 18.8 percent with salary package 16,000-30.000 are the contributors in the undertaken research while 4.5% is contributed by employees having income 31,000-45,000. Salary bracket 46,000-60,000 is 37.1% in this research while employees’ income greater than 60000 is 28.7%.

Table 10: Frequency Distribution and Descriptive Statistics with respect to “Glass Ceiling Effect”

Items	SD	D	N	A	SA	M	St. Dev
There is gender discrimination in my workplace	73	38	22	24	45	2.65	1.592
I am offered a wide variety of assignments in different areas of the organizations	76	44	27	15	40	2.50	1.533
I feel additional pressure to perform because I am a women	72	39	20	20	51	2.70	1.628
I am not assigned to high visibility positions	68	27	20	43	44	2.84	1.597
There is gender discrimination in my workplace	63	37	13	35	54	2.90	1.636
There are career opportunities for me	57	35	19	44	47	2.95	1.568

This shows that maximum of the respondents agree that the glass ceiling effect has very important impact on the female career. Further, the mean values as indicated in the table, give the indication about whether the responses of the respondents is positive or negative.

Table 11: Frequency Distribution and Descriptive Statistics with respect to “Career Plateau”

Items	SD	D	N	A	SA	M	St. Dev
I expect to be constantly challenged in my job.	45	41	48	11	57	2.97	1.513
I have an opportunity to learn and grow a lot in my current job.	30	44	20	37	71	3.37	1.508
My job tasks and activities have become routine for me.	47	18	9	26	102	3.58	1.686
My job responsibilities have increased significantly.	54	27	18	12	91	3.29	1.730
I am challenged by my job.	31	36	34	32	69	3.36	1.483

This shows that maximum of the respondents agree that career plateau occurs after a certain time span. In this case, the mean values suggest that most of the respondents have positively responded which implies that the tabulated items are key for career plateau. The mean values against six items are 2.97, 3.37, 3.58, 3.29 and 3.36 respectively.

Table 12: Correlation Matrix of Glass Ceiling Effect and Career Plateau Correlations

		CGCE	CCP
CGCE	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	202	
CCP	Pearson Correlation	.268**	1
	Sig. (2-tailed)	.002	
	N	202	202

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

The results of the table-2 depicts that there is significant correlation among all variables by summarizing the values of Pearson’s correlation coefficient. It is clear from the result that at 5% level of significance Glass Ceiling Effect is positively weak correlated with career plateau the value of the correlation coefficient 0.002

Table 13: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.112	1	20.112	15.503	.000 ^b
	Residual	259.463	200	1.297		
	Total	279.575	201			

a. Dependent Variable: CCP

b. Predictors: (Constant), CGSE

The above table tells us about the overall significance of the model means that weather the independent variables which in this case are Glass ceiling Effect is good predictors of the dependent variable that is Career Plateau, in this case the model is significant as the p value is less than alpha .05

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.268 ^a	.072	.067	1.13900

As we know that R squared measure the change which occurs due to independent variables in this study there is an increase in the value of R square from 0.187 to 0.242 which explains the goodness fit model, it is not necessary that variables having R squared value near to zero is a bad fit specially in behavioral sciences as it is the most difficult task to assess human being perceptions.

5. Major Findings

The objective of this study was to unveil those barriers and obstacles which comes in the path of a professional women in Pakistan which not only stops the growth of the working lady but is also a drawback for Pakistani economy. This research aimed to explore three variables which can be a cause for career plateau. Following are the results which are revealed through the analysis done in chapter three and four

- It is approved from the regression analysis done through the spss software that the model is significant as the p values are <.05 so relationship exist between independent variables and career plateau (R-square= 0.242)
- It is also evident from the analysis that independent variables has an impact on the dependent variable as glass ceiling effect has a positive and significant relationship having beta coefficient value .150 and p value .020 .

5.1 Discussion

The question which lead this research paper was “Why women are more frequently career plateau than their male counterparts” so the objective is to elucidate the barriers which a Pakistani women face during her career, we conducted a longitudinal study in which responses were taken from professionals women mostly having 6 to 10 years’ experience data is collected manually as well as through internet survey. The impact of glass ceiling effect, self-efficacy and work life conflict on the career of a woman and how it leads to them to a path of their career where there is no more chances for promotion. Glass ceiling Effect is measured on five point Likert scale which reveals

that work environment and the culture of the organization is a source of career plateau for women these findings can be supported by Kiaye & Singh (2013) in their study. The components which lead to career plateau may vary from individual to individual, industry to industry and even country to country, as some studies focus on one country or a specific region of a country Lemire & Saba, (1999) Helm, (2006) Rehman & Waheed, (2012) and Kiaye & Singh, (2013). The impact of Glass ceiling on the career is explored by many researchers and find out that it plays a significant role in jeopardizing the career of a female Downes, Hemmasi, & Eshghi, (2014) and Hoobler & Wilson, (2010) which supports the findings of this research, Although a lot of research has been done to explore the effect of work life conflict on the career as they have to focus but it seems that career plateau requires more attention for researchers Frone, Barnes, & Farrell, (1994). This research also highlights self-efficacy as a predictor to career plateau which is supported by Hackett & Betz, (1981). Godard, Fouque, Gollety, & Flanchec, (2014) in their research find out that women experience career plateaus from their male counter peers and other researchers are of the view that mentoring helps out the female more than men (Ali., 2016), which is also the result of the present study.

There is no ambiguity left after viewing the results of data analysis in this chapter that career plateau can occur in female life after they are hit by the glass ceiling or there is a conflict between their work and family life or they have low self-efficacy to fight against these barriers but when there is a mentor in their career life they start responding negatively to the career plateau.

5.2 Conclusion

At the inception this study aimed to explore the reasons why women in Pakistan are unable to reach the top of the hierarchy. On the basis of the previous literature this study builds hypothesis that there are possibly three factors that lead women to reach their career plateau: Glass ceiling effect is usually the common hurdle which occurs in the path of Pakistani women and stops them to climb up their organization hierarchy ladder. Therefore the main objective of this study is to explore the relationship between glass ceiling effect, and its impact on Pakistani female doctors. This study finds out a significant and positive relationship between glass ceiling effect and career plateau as this is also evident from the previous researches Kiaye & Singh, (2013), Jackson, (2001) and Stroh, Brett, & Reilly (1996). This is suitable in Pakistani context as there is the mind set that female cannot be the boss of the men, so they create a glass ceiling in the way of female career progression which usually women in this society find hard to break.

5.3 Recommendations

On the basis of the previous literature we can overcome this issue by creating a culture where old school group or honey bee syndrome is discouraged and such culture should be created where the problems which a female faces are understood by the management and shall provide solution for them rather than leaving them alone.

5.4 Practical Implications

Practical Implications for this research paper is that management support will be provided to its results as nowadays it is the dilemma of all the organizations that due to glass ceiling effect women are at career plateau, this study also highlighted that until and unless societal and cultural barriers are removed from women's career path, she will not

be able to climb up the organization ladder, this study recommends how management can help their female employees to cope with these barriers

5.5 Future Research

This study is conducted on a small scale because of the time and resource constraints so we can not predict that all the female doctors who are in the middle of their career are being career plateaued. Although, the result of this paper are aligned with previous literature that with the previous literature that when female want to progress in their careers there are certain social, cultural, their family and organization environment effect this progress, Therefore the need of the future research is to do the same study on a higher level so the results can be generalize. Second, this research focus on the female without differentiating between the females minority, Is career plateau is taken by the minority as a barrier in their own way or their entire community. This issue may call for the future research. Furthermore, as this study focused only on the female career plateaued women and their factors future research may done on a comparative basis considering career plateaued men and its factors.

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Appendices

Appendix A

4: Women's percentage share of all managers, ILO, Latest years until 2012											
Rank	Country	Year	%	Rank	Country	Year	%	Rank	Country	Year	%
1	Jamaica	2008	59.3	36	Canada	2012	36.2	69	Czech Rep.	2012	26.2
2	Colombia	2010	53.1	37	Namibia	2004	36.0	70	Italy	2012	25.8
3	Saint Lucia	2004	52.3	38	Sweden	2012	35.5	71	Greece	2012	25.1
4	Philippines	2012	47.6	39	Bolivia	2009	35.1	72	Guinea	2010	23.9
5	Panama	2012	47.4	40	Portugal	2012	34.6	73	Chile	2012	23.6
6	Belarus	2009	46.2	41	Azerbaijan	2012	34.2	74	Mauritius	2012	23.4
7	Latvia	2012	45.7	41	U.K.	2012	34.2	75	Macedonia	2012	23.1
8	Guatemala	2012	44.8	42	Georgia	2007	34.0	76	Viet Nam	2009	23.0
9	Bahamas	2009	44.4	42	Rwanda	2012	34.0	77	Albania	2009	22.5
10	Moldova	2012	44.1	43	Venezuela	2012	33.4	78	Ethiopia	2012	22.1
11	Uruguay	2011	43.9	44	H.K., China	2012	33.2	79	Malaysia	2012	21.5
12	Bermuda	2010	43.5	44	Switzerland	2012	33.2	80	Liberia	2010	21.4
13	Barbados	2004	43.4	45	Slovakia	2012	33.1	81	Indonesia	2010	21.2
14	Trinidad & Tob.	2010	43.1	46	Estonia	2012	32.8	82	Zimbabwe	2011	20.6
15	United States	2008	42.7	47	Ireland	2012	32.6	83	Uganda	2009	20.2
16	Cayman Is.	2012	42.4	48	Belgium	2012	32.4	84	Cambodia	2010	18.0
17	Mongolia	2012	41.9	49	Kyrgyzstan	2012	32.3	84	Luxembourg	2012	18.0
18	Belize	2005	41.3	49	Paraguay	2012	32.3	85	China	2005	16.8
19	Aruba	2010	41.0	50	Norway	2012	32.2	86	Tanzania	2006	16.5
19	Nicaragua	2006	41.0	51	Mexico	2012	32.1	87	Cyprus	2012	15.8
20	Seychelles	2011	40.8	52	Israel	2012	31.8	88	Yemen	2010	15.2
21	New Zealand	2008	40.0	53	Macau, China	2012	31.4	89	Kosovo	2012	14.8
22	Iceland	2012	39.9	53	Romania	2012	31.4	89	Tunisia	2012	14.8
22	Ukraine	2012	39.9	53	Singapore	2008	31.4	90	Iran, Is. Rep.	2010	14.6
23	Ecuador	2012	39.7	54	South Africa	2012	31.3	91	Palestine	2012	14.4
24	France	2012	39.4	55	Germany	2012	31.1	92	Kuwait	2005	13.9
25	Russian Fed.	2012	39.1	56	Argentina	2012	31.0	93	Maldives	2010	13.4
26	Ghana	2010	39.0	57	Austria	2012	30.0	94	Morocco	2008	12.8
26	Slovenia	2012	39.0	57	Spain	2012	30.0	95	Turkey	2012	12.2
27	Lithuania	2012	38.8	58	Finland	2012	29.7	96	Japan	2012	11.1
28	Botswana	2010	38.6	59	Peru	2012	29.3	97	Korea, Rep.of	2012	11.0
28	Domin.Rep.	2012	38.6	60	Serbia	2012	29.1	98	Syria	2007	10.2
28	Hungary	2012	38.6	61	Netherlands	2012	29.0	99	U.A.E.	2008	10.0
29	Cuba	2010	38.1	62	Vanuatu	2009	28.5	100	Egypt	2012	9.7
30	Poland	2012	37.8	63	Denmark	2012	28.4	101	Oman	2000	9.3
31	Brazil	2012	37.3	63	Sri Lanka	2012	28.4	102	Lebanon	2007	8.4
32	Kazakhstan	2010	37.2	64	Thailand	2012	28.2	103	Saudi Arabia	2008	7.1
33	El Salvador	2012	37.1	65	Costa Rica	2012	27.9	104	Qatar	2007	6.8
34	Madagascar	2010	36.6	66	Bhutan	2012	27.6	105	Bangladesh	2011	5.4
35	Bulgaria	2012	36.4	66	Croatia	2012	27.6	106	Jordan	2004	5.1
35	Kiribati	2010	36.4	67	Montenegro	2012	27.3	107	Algeria	2004	4.9
36	Australia	2012	36.2	68	Malta	2012	27.0	108	Pakistan	2008	3.0

Source: ILO Statistical Database, employment by occupation: managers, June 2014.

Total 126 countries ISCO 88 and ISCO 08 (ranking 1-108 with 14 sets of two countries and two sets of three countries having the same percentage share, marked in blue).