

FACTORS AFFECTING FEMALE CAREER ADVANCEMENT: COMPARATIVE STUDY OF HIGHER EDUCATION SECTOR, BANKING PRODUCTION AND CONSTRUCTION SECTORS OF KARACHI

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Abstract

Gender Biasness is one of the most important topics in the field of human resource management especially in the categories of under developed countries and least developed countries of South East Asia like Pakistan where most of the professions are dominated by males. In these countries females are treated as home manager and their role is to support their spouse through taking responsibilities home and child care etc. On the other hand females are constantly ignoring these myths as they are found to be keenly interested in interest is having profound professional careers. In fact research also highlighted that there is a considerable increase in the number of female workforce during last decade but it has been also highlighted that most of the times females are opting those professions which are coherent with their attitudes and personalities like education and they have least acceptance in male dominated professions. Moreover their representation on top level positions is also in far and few between as there are several factors which are hindering in their way of career excellence. Thus there is a systematic need of investigation regarding those factors which are creating hindrance in the female career paths. Hence the aim of this research is to figure out those factors which are creating hindrance for female careers in the context of Pakistan and through combining literature and different research constructs a comprehensive research model has been develop to compare barriers

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associated with female careers with respect to different industries do to determine the impact of these barriers for each industry. Hence it is legitimate to believe that this research is pervasive in nature and will help managers in devising organizational policies more effectively. Therefore for the statistical part second order CFA and Path Analysis has been indulged for validating the research model and through the of structural equation modeling so to predict the impact of different constructs e.g. familial, cultural and organizational on female careers operating in higher education, banking, construction and production sector of Karachi. Thus through this research theory building might be enhanced in the context of Asian and under developed countries and researchers might able to perform optimized level of research in the betterment of society.

Keyword: Female employees, Female Career Advancement, Gender Biasness, Stereotyping.

INTRODUCTION

1980 was the year from which world in witnessing significant growth in the level of research on life's and experiences of women lives in developing countries of the world (Ghoryshi & Balager, 1996) but there is a significant increase in awareness regarding improvised role of women in developing countries (Augusto & Zahidi, 2005). Moreover social believes are also hindering in the way in women empowerment in developing side of the contemporary world (Cohen, 2006).

Initially a survey conducted in 1980 highlighted the change in level of preference of women regarding career as 70.6% working women in Korean manufacturing companies indicated that job is the most important aspect of their lives (Kim, 1985). But for women, the decision of career has been made by considering the upshot of this decision on others (Mianiero & Sullivan, 2005). On the other hand study of Kathleen Matthew and Marijke (2013) indicated that male dominance in some professions like engineering is because of match

of the profession with males as a gender thus female face hard times in pursuing these professions.

According to research of Kathleen et al (2013) existence of invisible but powerful barriers exists because of cultural believes regarding abilities of gender. Structure of workplace also prevent women opportunities, in fact research indicated that live of women in developing countries became so complex because of religious practices, gender differences and cultural norms (Ghorayshi & Belanger, 1996). Research of Hammami (2002) enforced these findings as according to the survey men are lastly preferred outside working for their spouse. Regardless of the findings that men are more inclined towards success through jobs as compared to women (Korman, Wittig-Berman & Lang, 1981) and higher rates of fertility makes women occupied by their social roles (Hammami, 2002). Family conditions are also one of the major hindrances in women career, but regardless of these there is also evidence that female workers now became more serious about their professional careers as compared to the past (Seguino, 1997) though most of the female workforce is working under male supervision (Kim, 1993).

Research carried by Harel Tzafrir and Baruch (2003) and Smith, Smith and Verner (2006) highlighted that lack of female representation in organizations is hindering in obtaining benefits associated with gender diversity. Thus research of 2012 claimed that organizations wish to have greater female representations at senior positions in order to optimize firm's performance (Dezso & Ross, 2012) though we have witnessed increase in seriousness of females towards career (Seguino, 1997) and organizational endeavors (Dezso & Ross, 2012) there is lack of representations of women at senior management (Davidson & Burke, 2011). "Women still face discrimination and gender, ethnic, cultural and religious stereotyping; there is continuing male domination at senior-management and corporate board levels". (Davidson & Bruke, 2011, p. 11) Research work of Francesca and Alison (2015) highlighted that regardless of preferences and

initiatives towards gender equality the representation of females at top level positions is far and few between (Mirza & Jabeen, 2011 & Raja, 2016). Appropriately claimed by ANDRIC (2015) that most of the jobs in European Union are still influenced by male dominance and to be exact men are holding up to 70 % of the managerial positions and only 5% of women CEOs are present in the list of Fortune 400 CEOs which highlighted that gender equality even in countries rated high for creating gender mix (Mirza & Jabeen, 2016).

Statement of Problem:

There is a massive importance for the topic of “Women Career Advancement” in the field of management sciences (Shabbir, Shakeel & Zubair, 2017). Research also enforced that women related issues are treated as of most importance and thus sessions and workshops are taking place all over the world to provide understanding issues pertaining to the women careers (Caliguiri & Tung, 1999). We are witnessing increase in rate of female enrollment in higher education (Morley, 2013 & Nidiffer, 2010) though these enrollments are accompanied by the global issue of lacking of females at top positions (Catalyst, 2012).

There are several researches highlighted by Raja (2016) which highlighted that presence of women at top level positions for e.g. Adler and Izraeli (1988); Davidson and Burke (2004); Madsen (2012) and Wirth (2001), which highlighted lack of female presence at top level positions & especially for highest level positions. Research revealed that when organizations understand the importance of women in male dominated work place then retention level of female employees optimized (Kathleen et al., 2013) but fact remains the same that regardless of increase in women inclination towards career (Seguino, 1997), lacking of their presence at senior positions (Davidson & Burke, 2011) and benefit which organizations might achieve through having a appropriate mix of genders (Dezso & Ross, 2012)

Research conducted by Mehra & Gammag (1999) indicated that there is a considerable increase in economic activities by women especially in developing countries since 1980 though their wage rate is still 17% lesser than the males (UNIFEM, 2008 a, 2008 b and 2010). Especially in developing countries difference in pay structure of genders is found to be significant (Kynaston, 1996 & UNDP, 1995). Research declared that in most of the countries of Africa and South East Asia main role of women is to serve their family and thus only accounted for maintenance and non monetary payments. Research also revealed that for South Asian Countries females are confined to unrecognized and even unregulated sectors like agriculture (Morrisson & Jutting, 2005). Similar sort of findings has also been highlighted in the territories of Pakistan that there are very few managerial positions which are held by females (Mirza & Jabeen, 2011 & Shah & Shah, 2012).

In Pakistan 51% of population is comprises of women (Pakistan Bureau of Statistics, 2014). Thus it is an evident question that what are those barriers which are hindering the way of women career advancements, especially at higher managerial levels? How these barriers are preventing the professional advancements? (ANDRIC, 2015). Though there is a significant lacking research associated with the factors contributing towards women career advancement in Pakistan and very few researches e.g. Raja (2016) who conducted qualitative research through collecting data from forty eight women working at university level. Other research of Shabbir et al (2017) conducted empirical research through taking evidence from banking as well as telecom sector of Pakistan. Moreover research take 111 responses from banking sector & 161 responses from telecom sector. Although researchers themselves claimed that the sample size is too small and would not be generalized and future research might be done by evaluating the responses of women operating in manufacturing and construction sectors. Moreover research of Leela and Marie (2003) and Shakeshaft (2006) that teaching profession has female dominance all over the world, so in Pakistan (Raja, 2016).

Supported by the findings of Kumar Brendan Rebecca and Gian (2016) that there is a significant room for conducting research for investigating factors which might foster female representation at senior level thus the purpose of this research is to generate more extensive platform through collecting data from females operating in Higher Education, Banking, Production as well as Construction sector.

Theoretical Framework:

Research conducted by Jabbar and Imran (2013) focused upon the women operating in private and public higher educational institutes of Punjab. Findings of research highlighted that there are several factors like under representation, less promotion opportunities, differentiation in pay and tough time etc which are hindering in advancement of female careers in the field of education. Other than these factors like social and cultural norms and values etc also hindered the way of women career enhancement. Research work conducted by Ilyas (2014) used primary as well as secondary data resources to compile results through collecting evidences from 20 female faculty members located in Public Universities of Lahore and highlighted the fact that regardless of equal employment opportunities and anti discrimination policies number of female representations at top level positions is much less in comparison to their representation in lower level jobs.

Moreover Raja (2016) compiled qualitative research through taking data from 48 employees of higher education working at 17 grades and above conducted semi-structured interviews from focused group & identified that Socio-Cultural Factors might also affect women's careers in different ways. Research also highlighted that respondents faced stereotyped believes regarding women and their work abilities which impaired the way of women career progression. Similarly research work of Mehmood and Masood (2016) also investigated the effect of glass ceiling on women career development through taking

evidence from lower, middle and upper grade female officers of higher educational sector of Sahiwal and Okara and highlighted that the male dominance in society is prime factor due to which females are underprivileged and also not getting equal representations in top level positions.

On the other hand research also claimed that there is a considerable increase in female representation in private as well as public sector in comparison to the past but still females are getting stuck at middle level positions and could not get easy opportunities for promotions. Other research of the same year linked with the qualitative technique highlighted that gender biasness is the main element which creates complication in women career enhancement not only through creating stratifications in our personalities but also in cultural rules and institutional rules for women. (Ansari, Jabeen & Baig, 2016)

Research of Shabbir et al (2017) focused upon telecommunication and banking sectors of Lahore, Islamabad and Faisalabad sample size of research was 272 and after analysis revealed that that gender stereotyped has a negative influence on women career advancements. Qualitative research of Tahir (2017) also highlighted that female face barrier which might be treated as familial, cultural or organizational in nature and for compilation of his research data was collected from female managers situated in banking, education and telecom sector of Khyber Pakhtunkhwa. Thus through linking all the points highlighted in Statement of Problem and Theoretical Framework of our research we have conducted research in Karachi city in order to check response of females operating in different sectors.

Scope of Research:

The research is significant for all the managers working in the field of Employee Gravencies, Compensation and Benefits, Talent Acquisition, Recruitment and Selection and also at top HR positions, especially in Pakistan in order to understand the problems and issues which might be the reason of female dissatisfaction and turnovers.

Thus this research is helpful in explaining the requirement of policies and procedures which needs to be optimized in order to manage gender inequalities in each and every aspect associated with the human resource management. Furthermore this research is valuable for all the researchers who wants to enhance the literature and empirical findings associated with the women job satisfaction, turnovers and gender inequalities not only in Pakistan but all over the world especially in developing countries the research model can be conceptualized in order to flameout the results more appropriately.

This research is also supportive for analyzing the factors which must be conducting on job specification for females. At last but not the least research is immensely helpful for managers operating in different areas especially in the field of administration and HR to understand factors which might ensure Equal Employment Opportunities in organizations and help organizations in achieving gender mix in order to increase productivity of the organization.

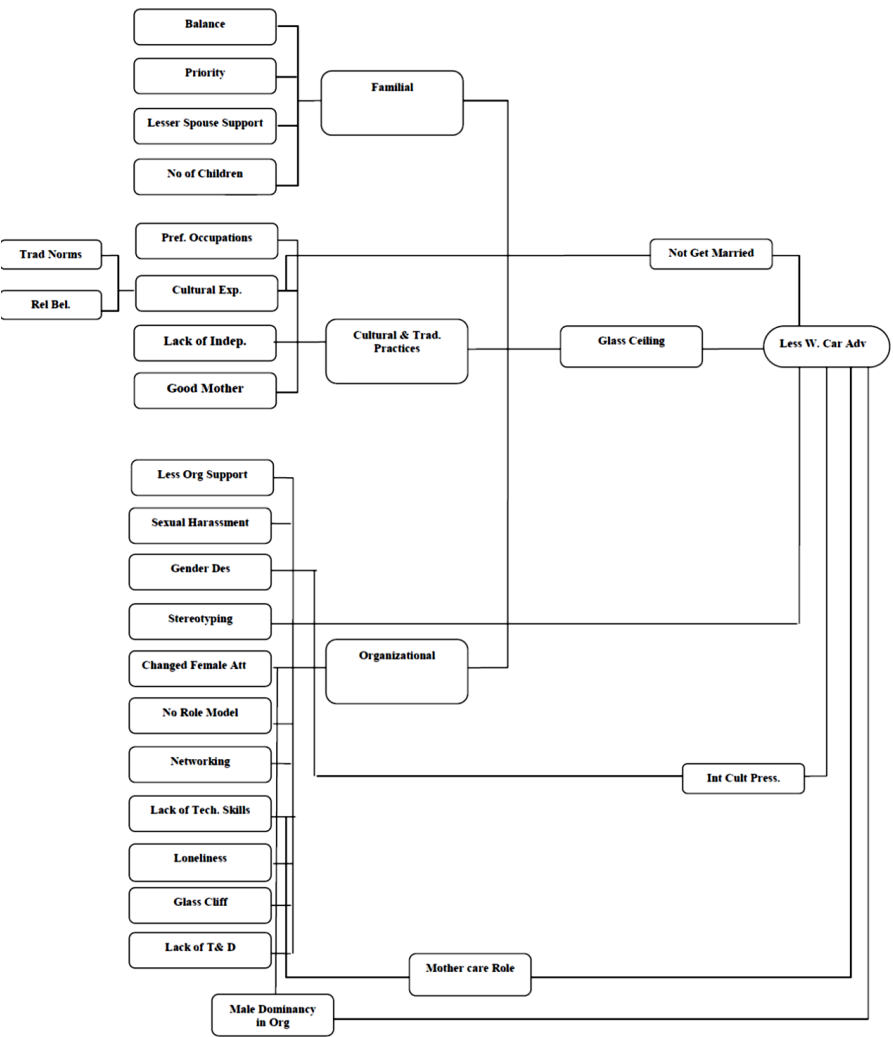
Objectives:

1. To check the impact of familial aspects on female career advancements
 - a) To see the impact of Balance between traditional role and professional role on female career advancements
 - b) To check the resultant of priority and preference of females on female career advancements
 - c) To view the upshot of lack of spouse support on female career advancements
 - d) To analyze the result of children on female career advancements
2. To understand the resultant of cultural aspects female career advancements

- a) To judge the resultant of female preference of profession on female career advancements
 - b) To gauge the output of cultural expectation on female career advancements
 - c) To realize the effect of lack of female independence on female career advancements
 - d) To clarify the output of perception of good mother on female career advancements
3. To clarify the upshot of organizational aspects on female career advancements
- a) To understand the impact of Organizational Support on female career advancements
 - b) To judge the effect of Sexual Harassments on female career advancements
 - c) To see the output of Loneliness on female career advancements
 - d) To analyze the upshot of Lack of Leadership Skills on female career advancements
 - e) To gauge the impact of Lack of Technical Skills on female career advancements
 - f) To examine the resultant of Networking on female career advancements
 - g) To verify the force behind Changed Female's Attitude on female career advancements
 - h) To analyze the output Glass Cliff on female career advancements
 - i) To judge the resultant of Unavailability of Mentor on female career advancements
 - j) To determine the impact of Training and Development on female career advancements

- k) To view the upshot of Gender Discrimination on female career advancements
- l) To understand the effect of Gender Stereotyping on female career advancements

Research Model:



LITERATURE REVIEW

Women Career Advancement:

Being researchers we cannot deny the presence of various social and organizational variables causing decline in ambitions and career prospects of women (Sumita & Upasna, 2017). According to Patawardhan Maya and Joshi (2016) career advancement in any organization is a mixture of efforts from employee and support from organization which is especially valid for the promotion at senior level positions. Research also highlighted that the use of strategy for getting the top positions is different with respect to gender and most of the times females tried to exceed associated expectations in order to be promoted (Knutson, 1999). These strategies might be classified as Asking and searching for assignments of high visibility (Cartalyst, 2012) became responsible for huge workforce, willing to gain management experience and acceptance of tough tasks use of effective Communication skills and Switching careers and companies (Patawardhan et al., 2016) trying to have influencer mentor (Bruke & Nelson, 2002) and at last but not least efforts to adapt style which can enhance the comfort zone of men (Ladkin, 2002). Canlon (2003) demands the career development must be addressed in a manner that it would become coherent with the needs of more diverse workforce and organization must pay concern towards the issues of women careers in order to remain effective and efficient (Poindexter, 1993 & Wirth, 2001).

This is evident through literature that female students having more desire to pursue professional career in comparison to males Watts, Wagner, Velasquez and Behrens (2017) but due to the fact that gender related aspiration of top management (Sumita & Upasna, 2017) high masculinity is still the demand for the top level positions (Powel & Butterfield, 2013) and importance of masculinity for top level positions is not expected to decrease over time (Sumita & Upasna, 2017). Thus there is an existence of high perceived barriers in the path of women career aspirations and prospects (Watts et al., 2015). This is

even identified through the literature of Datta and Agarwal (2017) who highlighted that high percentage of women are dropping out from the white collared jobs during their struggle towards the top level thus it is important to understand the role of gender in changing the career aspirations of women. Maxwell (2007) reported that “Glass Ceiling” the term originated by Ann Morrison in 1980’s is responsible for keeping females away from the top level positions, as there are some artificial barriers impairing their way when they trying to climb the ladder (Rayan & Haslam, 2005). These postulates are supported by Hoobler, Wayne and Lemmon (2009) that regardless of available prerequisite elements like education and experience females are still experiencing glass ceiling in their workplace.

But in recent times research also paid attention to inclusion of females in organization to create gender diversity and to extend innovation in business (Brancato & Patterson, 1999 and Carter, Brush, Greene, Gatewood and Hart, 2003). There is also a existence of various theories which explains least female presence on top level positions and barriers hindering in their way (Shabbir et al., 2017). For example according to the Heilman (2001) and Schein (1975) leadership is the job of males and leadership does not resemble with the soft spoken and caring females. Similarly research work of Blackmore (1989 & 1999) and Cecilia and Shanti (1999) highlighted the importance of organizational constraint theory and stressed that there are various organizational barriers, for e.g. Lack of support, Fewer role models, Experience of Lower managerial level, Inflexible working schedule & Long working hours (Crampton & Mishra, 2009) which are affecting level of motivation, self efficacy and extent of female behavior in organization which at last resulted in lesser women percentage striving for higher level position (Blackmore, 1999 & Cecilia & Shanti, 1999).

The theory of Numbers presented by Kanter (1977) is related with lack of female presence at higher level positions & postulated that leadership characteristics of females are mostly exhausted due to the

evaluation given by male majority (Bowen, Swim & Jacobs, 2000). Similarly Gate Keeper theory presented by Tellerico (2000) highlighted that male control over the process of hiring resulted in lesser number of female hiring. Theory also highlighted that influence of similarity attraction and gender stereotyping are the major cause of male biasness (Shabbir et al., 2017). Thus over all analysis in this regards supported that there is a considerably different attitude towards females which most of the times found to be negative. Thus females have to face attitudinal as well as structural barriers while marching towards success in their carriers (Tahir, 2017).

Readers will find optimal efforts rendered to explain relationships of all the potent variables related to familial construct, cultural and social construct and organizational construct as the barrier to women carrier advancement.

Familial Issues Hindering Women Career Advancement

Role of females in families tends to be change once they enter into professional life. But still there are some family related issues which create hurdles in the career progression of females (Shabbir et al., 2017 and Uzma, 2004)

a) Balance Between Traditional and Professional Roles:

Females face issues in managing appropriate balance in family and profession, (Wirth, 2004) as most of the time female are fulfilling dual responsibilities i.e. family and office (Shabbir et al., 2017 and Uzma, 2004) and thus fulfilling dual role restricting their progress towards top level positions. (Wirth, 2004) Research through collecting data from television anchors indicated that managing of balance its near to impossible and they hardly have time for their personal lives when they strives for career advancements (Engstrom & Ferri, 2000).

b) Priority & Preference of Females:

Research of Liff and Ward (2001) indicated that females have certain doubts regarding their career advancements because of their commitments towards their family. Elmuti Jia and Davis (2009) indicated that demands of job requirements associated with attaining promotion forces women to select family or career. This is even highlighted by the indication of research conducted in 2001 that female was not promoted because of her family life as management was not sure about the level of efforts which she can render to job (Liff & Ward, 2001). In fact research also revealed that females failed to sacrifice their family time to long working hours and hence preferred family in comparison to their office time and schedule which resulted in preventing them from top level positions (Shabbir et al., 2017 and Uzma, 2004).

This is also supported by research that preference of female is one of the prime elements in the career advancements, as for being on top level positions one must work up to twelve to thirteen hours per day and for women a job is not the primary task and thus they avoid working for long hours. But their counterparts are efficient in working as per these requirements which resulted in glass ceiling for female in any of the organization (Shoaib, Khan & Khan, 2011). Research also evidence voluntary turnovers by females due to their family decisions in fact research of Elmuti, et al (2009) indicated that more than 32% of females from developed countries leave their professions after having children.

c) Lack of Spouse Support:

Initial research work highlighted that continuation of job for females are subjected to the esteem of their spouse and if esteem has not been threatened then females will pursue their career with dedication (Lopate, 1971). Research of Shoaib et al (2011) also revealed that support of family especially from spouse is immensely value able for effective participation from females. Research further elaborated that

through spouse support females will have mental peace which makes them pass through rough areas. Though female tends to sacrifice promotional and relocations if these can create negative impact on their spouse careers (Foster, 1994).

This is also supported by the research of same year that lack of support from spouse is one of the prime factors which makes females disadvantageous as the working mother might not accept her transfer and spouse will always prefer their careers over female careers (Tharenou Latimer, Conroy, 1994). These findings are even supported by the research of Engstrom and Ferri (2000) that one of the respondent working as news anchor highlighted that relocating which might affected her career positively was turned down by her in order to avoid negative impacts associated with her husband's career. On the other hand it has also been highlighted that increase in income of female's impact their relationships negatively (Biernat & Wortman, 1991).

d) Children:

There is a relationship between children and career choices and advancement as indicated by study of Baldridge, Eddleston and Veiga (2006) though findings indicate opposite directions for both the genders. Children affect male career advancement and choices in positive manner as they are the source of earning behind the family while for females children will produce negative effect on career advancement and choices. Research further clarify that reason behind negative impacts on female careers are their increased responsibilities towards children and thus their preference for seeking job declines with children.

Research of Hewlett (2002); Lyons and McArthur (2005) and Woodard (2007) are predominant in explaining this reason further and highlighted that due to children female avoid travelling and extensive working hours which are responsible for diminishing the prospects of her career advancement.

Cultural and Traditional Issues Hindering Women Career Advancement

Cultural and Traditional Practices also cause sloth and decline in female careers as highlighted by Uzma (2004), research also reveals that there are lesser opportunities available to female for advancement of their careers, even to those who fulfills all the requirements associated with position. Especially when we consider a country like Pakistan females are treated as family manager, and thus it is optimal to state that religious thoughts and societal concerns are creating continuous hindrance in their occupational activities. Therefore females with professional competencies and skills sometimes failed to pursue their careers because of religious, country and familial culture (Ilyas, 2014).

a) Difference in Female Preference of Occupation:

Culture reflect basis of appropriate conduct for males as well as for females and this will become point of difference of social behaviors for and females (Eagly, 1987; Eagly and Johannesen-Schmidt, 2001 & Eagly, Wood & Diekman, 2000). Research work also highlighted that these differences of social behavior are generated by parents themselves during early life stages of their kids. Females are mostly rewarded for those behaviors which are reprimand for males (Aycok, 2011).

Thus the preferences of males are the professions which are dominated by men and require agentic personal qualities where as females tried to enter those professions which prefer communal personal qualities (Sumita & Upasna 2017). In addition to these study of Powell and Butterfield (2003) also indicated that the professions require masculinity have high pay structures as well as more prestige in comparison to the femininity oriented professions (Cejka & Eagly, 1999).

b) Cultural Expectations from Female:

In our society management of entire set of issues associated with family are under the job description of females. (Uzma, 2004) It has also been observed that pursuing careers is the part time of female until they get married while the other reason for persuasion of careers by females in our society is the lacking of economic necessities as doing it under normal circumstances might make females as culturally disapproved (Ilyas, 2014).

Study of Singh (2003) indicated that females after getting married preferred to settle down with their role as family managers by understanding the fact that their career orientation is not matching with their career desires.

c) Lack of Female Independence:

Early research work highlighted the lack of support for women for their non traditional roles and indicated that female receive lesser level of support from their partners and relatives when opting for non-traditional careers (Russel, 1994). Research also indicated that lack of independence is one of the major variables of interest which affect women career advancement and due to this so many females withdraw themselves from careers of their choice (Uzma, 2004).

This is even highlighted by the early work conducted by Burks and Vernon (1993) that family's obligations are also a hurdle in the career excellence of females. These types of researches are even valid for the countries like Pakistan where decision of any family member i.e. father, husband and brothers etc will affect females. (Ilyas, 2014)

d) Perception of Not a Good Mother:

Bennett & Reardon (1985) indicated that there is a negative relationship between absence of mother during the early years of child and emotional or psychological development of child. Obviously increase time spent at office resulted in lesser time spent

with children (Nock & Kingston, 1988). Research also clarified that females were incompetent and unable to survive in highly demanding scenario of work requirements as they have to fulfill their role as mother (Ward, 1998). Study of Shoaib Khan & Khan (2010) further clarified that abilities of reproduction might also decline due to excessive pressure taken by females thus they reluctant to pursue their careers in highly demanding scenario.

Uzma (2004) also revealed that it's a strong perception that working women cannot be a good mother as they do not have sufficient time for their families Though research also indicated that after being mother women scarifies their professional careers for the sake of their family life (Singh, 2003) in fact in comparision to men, female spend 70% more time in taking care of their children (Bilimoria Goodwin & Zelechowski 2007).

Organizational Issues Hindering Women Career Advancement

In addition to familial and cultural barriers there are some organizational barriers which are reported as the barriers for female career progression for e.g. stereotyping, discrimination and male dominant colure (Catalyst, 1992 & 1996; Marshal 1995; Ragins, Townsend & Mattis, 1998 & Riley & White, 1994). Moreover Bae (2002) indicated that lack of training provided to females is also one of the barriers in the career progression.

a) Organizational Support:

Organizational Support is found to have positive impact on career development of females (Morrison et al., 1987). Organizations must implement structure that will assess achievements of females so to track the level of female advancement in the organizations (Vidya et al., 2016).

The implementation must be done in such a manner that system will not only track pay and opportunities for promotion but also evaluate level of respect and credibility for females as well as number of

females participating in decision making (Morrison et al., 1987). Measures will significantly helpful in tracing their performance level, rate of promotion, evaluate their needs, assess their goals, tracked assumptions associated with them and also factors which results in discrimination against them. (Mattis, 1994)

b) Sexual Harassment:

Sexual harassments are the modern view of gender struggle over gender norms, sexuality, power and gender equality and organizational norms (Zippel, 2002). Early research of Schneider, Swan and Fitzgerald (1997) and Suzanne and Peggy (1984) highlighted that most of the times sexual harassments found in the case of jobs associated with females for e.g. secretary, waitress and lower level manager. In past twenty years there are several cases of sexual harassments were reported in United States of America and due to these sexual harassment is now treated as serious and illegal issue (Zippel, 2002).

Females are willing to report these types of cases to make employer pay attention towards these serious issues, research conducted in the scenario of Pakistan by Shoaib et al (2010) used terminology of “Trap Doors” for problems like harassments. Researches further indicated females have to remain quit in these cases as spreading it out might create issues of prestige and respect for females. Thus research uses a terminology of “**Trap Doors**” as this type of activities provide chances to male counterparts to exploit females on continuous basis.

c) Loneliness:

Among several other organizational factors which causes decline in the performance of females one is loneliness, as females feel alone in the male dominated organization and this resulted in decline of their performance. (Davidson & Cooper, 1983 & 1992) According to Hakan and Sigal (2011) loneliness is a private emotion which might also be

considered as social phenomenon which affect level of employee performance through affecting individual as well as group tasks.

Supported by the findings of Oznur and Oya (2012) that loneliness at office is a negative factor but there is limited research available in this regards. Thus research recommended that more research must be undertaken on the issue through considering different cultures, samples and variables. Moreover research also highlighted that organization treat loneliness as the personal problem thus does not consider its importance as personal problem could not affect organizational productivity.

d) **Lack of Leadership Skills:**

Research conducted by Farida (2010) highlighted that good education, extensive experience; sound self motivation skills and intensive level of maturity are some prerequisites to reach top level in any of the organization. Though females most of the times found on the lower side in these skills. That's why there representation at top level positions is far and few between. Research work also indicated that small percentage of women who became able to reach top level positions are found to be inflexible and failed to adapt the required attitude s which are the demand of managerial level. (Singh, 2003)

e) **Lack of Technical Skills:**

Mathipa and Tsoka (2001) highlighted the assumption that lack of expertise and skills causes hindrance in career paths for females which is clarified by Tower Plummer and Ridgewell (2007) through collecting data from faculty that there is a positive relationship between participation in research activities and career development but female faculty member does not possess the required level of research skills. Thus research concluded that lacking of these types of technical skills restricts females from reaching top positions in higher education sector and there is rarely an example of female Dean, Vice Chancellor etc. Thus if females wishes to advance towards

managerial positions of esteemed level then they must strive for required traits and skills. (ANDRIC, 2015)

f) **Networking:**

Networking is also found crucial for the careers of females as indicated by the research of Edwards Woodwall and Welchman (1996). These findings are supported by several researches as Burt (1992 and 1998); Catalyst (1990) and Tharenou (1999) and all these researches highlighted that women are dependent upon their linkage and networks with other females for career advancement. Thus it is legitimate to state that through networking women tries to improve their skills as well as their careers (Ibarra, 1997). Moreover networking also aids providing more information as well as career options to females (Burt, 1998) but in male dominated cultures females are bounded from these types of networking which can provide them information & social network. Thus there would be lesser chances of women career advancements (Ryan & Haslam, 2005).

g) **Changed Female's Attitude:**

Research also highlighted that job related behaviors by both the genders are also predominant in shaping glass ceiling (Oakley, 2000) as females tried to manage job and working relationships with different approach as compared to males. (Bickel & Clark, 2000) Moreover it is very difficult for females to imagine themselves working at top level positions in main dominated societies or organizational culture. Thus they do not consider themselves eligible for these positions. (Davidson & Cooper, 1992)

h) **Glass Cliff:**

Glass cliff is also highlighted as one of the important barrier in women career advancements as when organizations have to promote females they promoted them to unsafe positions (Rayan & Haslam, 2005).

Research work also indicated female exploitation in sense that females have their promotions only when there is no one else to improve the situation for the company and the major reasons for these types of promotions is to crush all the wastage on females through making them responsible for entire mishap (Shabbir et al., 2017)

i) Unavailability of Mentor:

We can assure existence of mentorship in the organization when senior manager(s) share their experiences with the junior and guide them about the patterns they must follow in order to be successful in the organization (Burn, 2005). Because of these sharing of experiences new comers become able to avoid mistakes and answer technical questions appropriately (Laughlin, 1999). Reason behind the requirement of mentor is availability of mentor enhances the level of confidence & also reduces stress from females (). But unfortunately numbers of female employees working at top level positions are much fewer than males (Laughlin, 1999). Research conducted in year 2000 reported that lack of mentoring also resulted in glass ceiling between career advancement of women (Bickel & Clark, 2000). These results are supported by several other researches like Henning and Jardim (1977); Kanter (1977); Mattis (2001) and Morrison While and ven Velsor (1987), in fact it is the requirement of working women (Ragins, Townsend & Mattis, 1994 & Riley & White, 1994).

Research work of mid eighties also reflected that availability of female mentors is very important for females who are climbing the ladder of advancement in the organization. Availability of female mentor helps them in managing effectively with gender discrimination, work life balance and family issues, stereotyping and women isolation during job (Nelson & Quick, 1985). Recent research of 2013 conducted in Asian perspective further supported these findings by highlighted that regardless of increase in the number of females admitted to the institute of Chartered Accountant in Ghana no one was holding any of

the top positions in order to collect data regarding the research on women career advancement (Bruce-Twum, 2013).

j) **Training and Development:**

Generally, it has been assumed that training and development aids in enhancing employee's overall level of performance and achievements (Patawardhan Maya & Joshi, 2016). Similar has been true for women's development and increase of their participation in managerial work, as access to education, training and development increase their abilities (Wirth, 2001).

Research also evidences that training and development are important for females as through these females can enhance their skills, knowledge and credentials required for their progression and advancement (Vidya Patawardhan Maya & Joshi, 2016). On the other hand Burke (2002) illustrated that it's a challenge to organizations to provide education, training and development to females. Thus it is legitimate to state that providing access to formal training programs, making training program tailored with respect to the requirement of female employees and providing training on equity based approach to are the factors which might affect female advancement in a positive manner (Patawardhan et al., 2016). Though there are also some references like Tharenou (2001) the chances of women's career advancement through training and development practices and challenging assignments is only valid till their progression to middle level management.

k) **Gender Discrimination:**

Research indicated that discrimination in wages is also preventing women career advancements as their remuneration level is not same as of their counterparts and this is one of the reasons why females are falling behind as compared to their males. (Bryce, 1989) Research conducted by Eric and Bihagan (2006) uses the terminology of "Sticky Floors" for these types of situations and highlighted that this is

actually a horizontal inequality between men and women and due to this there is also a difference in recruitment, training and development as well as level of assignments assigned. Several studies highlighted that females managers are least preferred by the workers (Tahir 2017). Research conducted in Chinese context also proved that female sales managers are not favored by the male workforce as compared to female workforce (Liu, Comer & Dubinsky, 2001). Though early study conducted by Sutton and Moore (1985) indicated nominal improvement towards female managers in last twenty years

From the territories of Pakistan one of the researches focused on female careers evidences comparative study between female managers of Pakistan and Turkey evident that female managers have more respect as well as positive treatment in Pakistan as compared to Turkey (Guney, Gohar, Akinci, Kilic & Mutlu, 1996). This is even supported by the recent research work which highlighted that regardless of certain barriers for female workers in the context of Pakistan but the acceptance level of female managers in Pakistan has been increased (Batoool & Tahir, 2016). On the other hand research of Lobel (1999) indicated that organizational culture is the most important factor which is the base of supportive working environment as organizations are relying on their norms, assumptions attitudes and beliefs etc which are affecting organizational practices and values (van Vianen & Fisher, 2002). It has also been found through research that if organizations prefer gender equity then they promote more and more females to the top level positions (Patawardhan et al., 2016).

l) Gender Stereotyping / Not Suited for Top Position:

Russel (1994) indicated that the gender which is most coherent with the philosophy of successful manager is male, as for being a successful manager there is a requirement of certain characteristics, attitudes, behaviors and temperaments which are mostly found in males rather than females. On the other hand research marked

females as severely emotional, less competent and as an individual which could not handle intense level of pressure. Other research of Maier (1999) differentiated between masculine and feminine personalities and highlighted that male personalities includes independence, work autonomy, competition, task orientation and inclination towards status and authority while females are inclined towards management of balance between life activities and prefer participation and collaboration in organization.

Though there is lack of evidence which suggested that females are lesser favored for managerial positions due to their inheritance and organizational practices are found to be responsible for distinction between males and females and restricted them from getting promotions (Vinnicombe & Singh, 2003). Though it is also treated as a natural phenomenon that males are there to hold superior positions and females are there to play submissive roles. Thus it has also been highlighted that gender is a strong predictor of success within the organization (Brenner, Tomkiewicz & Schien, 1989 & Ledet & Henley, 2000).

Schein (1973) indicated that the required qualities in relevance with one specific gender and "Sex-typing in occupations occurs when one sex dominates an occupation in numbers and there is the expectation that this numerical dominance should be maintained" (Montagna, 1977, p. 126), which is evident by the research of Tajfel (1982) that in any narrow-minded society male manager mostly have tradition stereotype characteristics and by the virtue of which they believe that female does not possess those characteristics which aids them in becoming successful managers.

Broveman, Vogel, Broveman, Clarkson and Rosenkrantz (1972) highlighted that there is believe that females are less efficient as well as non-serious about the goals as compared to their counterparts and because these stereotypes, employers believe that females will leave the job whenever they have to start their own family or after having children. Moreover research also indicated that employer with

stereotyped mindset hire and evaluates employees on the same criteria. (Dobbins, Cardi and Truxillo, 1988) Thus it is valid to state that regardless of the progress of female in the professional fields stereotype assumptions are creating issues in women excellence and career advancement in non-traditional areas and professions (Uyen, 2005).

Research Methodology and Delimitations

The philosophy of research we have linked with this research is **"Epistemology"** as the major aim of this research is to build knowledge and according to Cohen Manion and Morrisison (2007), Epistemology is concerned with forms of knowledge. The philosophical stance we have associated is **"Realism"** as the Epistemological logic is concerned with relationship of what would-be knower and what can be known? (Guba & Lincon, 1994) Research was conducted through **"Deductive Method of Research"** and the purpose of research was Descriptive as heap of literature is available through various form of literature and data compilation, while the investigation technique was **"Co-relational"** as we were not only checking the impact of defined variables but also included several moderating variable as well as mediator (Glass Ceiling).

The type of experiment which we have conducted was **"Field Experiment"** and the study setting was **"Non Contrived"** while the nature of respondent was **"Individual"** and for collecting responses from individuals we have used an adapted closed ended questionnaire through use of research work conducted by Afande (2015), Hakan and Sigal (2011), Ilyas (2014), Motheba (2013) and Patawardhan et al. (2016), hence it is appropriate to state that the questionnaire is actually a hybrid of tools used by various researchers in order to reduce the impact of personal biasness and to enhance the construct validity.

To compile this research on quantitative basis we have to take into mind the data collection techniques of quantitative research work

conducted in Pakistan and while doing this we observe that research work conducted by Ilyas (2014) was based upon the analysis made upon the responses driven through females working on top most positions of higher education sector in Lahore, Pakistan.

Thus it is suitable to believe that the type of sampling employed was snow ball or purposive sampling in order to collect data appropriately. Similarly research work of Shaikh Shaikh and Bhagal (2015) was focused upon 154 respondents from Universities of interior Sindh and includes respondents only from Liaquat University of Medical and Health Sciences; Mehran University of Engineering and Technology; University of Sindh Jamshoro. Sampling techniques indulged with research was Purposive Sampling & research was based upon Mixed Methods thus both types of data were used for the purpose of analysis.

On the other hand research work conducted by Mehmood and Masood (2016) was done on the basis of data collected from 220 female employees working on low, middle and top level positions in colleges and universities of Okara and Sahiwal .through structured questionnaire adapted from prior research work based upon Likert Scale for data compilation. Similarly the research of Shabbir et al (2017) was done through the use of convenience sampling from Faisalabad Lahore and Islamabad which might not be generalize able and Raja (2016) conducted survey through 48 female working in higher education sector at grade 17 or above.

As mentioned earlier we are focusing towards the quantitative analysis and thus research work using qualitative technique for analysis' for e.g. Ansari and Jabeen, (2016) and Raja (2016) are not included in the analytical procedure. Moreover any of the research which we have used in compilation of Research Model and Research Design hasn't use any indication regarding the collection of data from Karachi regardless of its several significances and managerial implications as:

a) Any of the prior research conducted on the topic haven't discussed anything regarding the inclusion of responses from women operating in Karachi, which provides 65% revenue to Pakistan. (Tariq, 2015) thus we have collected from the females operating in the Karachi city

b) We have collected data from the sectors like Higher Education as education is treated as the segment in which is dominated by females all over the world (Cubillo & Brown, 2003 & Shakeahft, 2006), Banking sector which is treated as the sector in which females are facing biasness since long time, not only in the form of career advancements but also in form of difference in income and rewards (Khalid & Aroosh, 2014).

c) Manufacturing and Construction sectors are highlighted as research gap in a sense that research focused upon women career advancements must cater these sectors for future research (Shabbir et al., 2017).

d) Stratified Random Sampling has been used as research is to provide comparison between industries and hence it is required to develop strata's in order to collect data specifically from the target population. Similarly as the research of Mehmood and Masood (2016) respondents are divided in to hierarchy in different industries, as per the requirement of stratified random sampling according to Kish (1987), that Strata are formed to employ other forms of sampling within the Strata's.

e) Stratified Sampling resulted in either *a)* Proportionate Stratified Random Sampling or *b)* Non-Proportionate Stratified Random Sampling (Ross, 2005). Although literature indicates that most of the females only became able to reach middle level of management thus in accordance with Kish (1965) Non-Proportionate Stratified Random sampling has been employed in order to have maximum opinion from middle level management. Moreover according to Ross (2005), Non-Proportionate Sampling also provides

liberty to compare results achieved from the strata's. Therefore in accordance with the gap of the research use of this type of sampling method suits best for research.

Statistical Testing and Analysis:

In order to check the consistency of data we initially check the level of reliability of data through using Cronbach's Alpha (α) as it is treated as most appropriate tool for checking reliability of data especially in the case where respondent has a liberty to select range of given options rather than selection between the two (McMillan and Schumacher, 2006). Moreover research of Pietersen and Maree (2007) indicated that value of 0.7 or above for Cronbach's Alpha (α) is found to be significant and appropriate enough for further statistical testing.

Moreover in order to match the descriptive statistics with the requirement of research i.e. comparison between four industries i.e. Banking, Higher Education, Construction and Production the reliability analysis has also been done for four different sectors which can be seen in Table No. 01

After that in order to check the impact of these variables on the dependent variable (i.e. Female Career Advancement) researchers indulged the plug-Inn of Software Packs for Social Sciences known as Analysis of Moment of Structure (AMOS) in order to draw develop research model in a practical way for achieving results. The purpose of drawing model is to check the impact of different variables (i.e. Independent, Mediating and Moderating upon each other as well as upon Dependent Variable), as well as to estimate the validity of model for using this as the base in real scenario so to achieve maximum benefits for stakeholders. This can be seen in Figure No. 01. Moreover the Model Fit has also been evaluated in order to ensure the applicability of model to the practical scenario and to benefit stakeholders, which can be seen in Table 2:

Variables	No. of Items	Cronbach Alpha			
		Banking	Higher Education	Construction	Production
Balance	5	0.909	0.854	0.814	0.820
Priority	5	0.877	0.801	0.896	0.791
Less Support from Spouse	5	0.750	0.855	0.778	0.904
Children	5	0.829	0.884	0.819	0.848
Preference of Occupation	5	0.880	0.772	0.881	0.778
Traditional Norms	5	0.870	0.808	0.848	0.906
Religious Believes	5	0.907	0.752	0.755	0.853
Lack of Independence	5	0.912	0.913	0.893	0.881
Not a Good Mother	5	0.856	0.779	0.854	0.790
Less Org Support	5	0.782	0.873	0.911	0.851
Sexual Harassment	5	0.888	0.905	0.916	0.802
Gender Discrimination	5	0.809	0.798	0.819	0.912
Stereotyping	5	0.885	0.883	0.770	0.918
Change Female Attitude towards Job	5	0.766	0.802	0.909	0.804
No Role Model Available	5	0.859	0.847	0.761	0.806
No Networking	5	0.785	0.771	0.855	0.783
Lack of Technical Skills	5	0.770	0.807	0.762	0.813
Loneliness	5	0.775	0.908	0.893	0.767
Glass Cliff	5	0.768	0.881	0.865	0.767
Lack of Training and Development	5	0.910	0.751	0.894	0.802
Glass Ceiling	5	0.916	0.762	0.901	0.776
Not Getting Married Moderator with cultural expectations	5	0.914	0.816	0.854	0.798
Inter Cultural Pressure with Gender Discrimination	5	0.762	0.774	0.790	0.754
Male Dominancy in Org moderator with Changed Female Attitude	5	0.873	0.799	0.908	0.861
Lack of Technical Skills Moderator with Lack of Technical Skills	5	0.828	0.844	0.895	0.834
Lesser Career Advancement for Women	5	0.857	0.809	0.825	0.883

Table 1: Reliability of variables and construct use in the model for analysis of barriers affecting female career advancements.

Analysis:

It has been observed that value of Cronbach’s Alpha (α) is found to be more than 0.7 for each and every case for all the industries in which researchers are aim to conduct research in order to examine the difference associated with female career progression working under different industries. Thus it is optimal to state that data which is collected from these industries is valid as well as reliable to conduct further inferential statistics in order to determine the impact which

researchers are deemed to conduct.

Model Fit Summary

CMIN/DF	GFI	CFI	RMSEA
2.728	0.912	0.928	0.03

Table No. 02: Model Fit in order to validate the model used for Analysis of barriers affecting female career advancements

Analysis: As per the indication of Schumacker and Lomax (2004) value of Relative ChiSquare (CMIN/df) must be in the range of 1 to 5 in order to indicate Good Model Fit, while the value of Root Mean Square Average (RMSEA) should be in range of 0.01 to 0.05. Thus in accordance to the citation research model is found to be have Good Fit as its CMIN/df value is 2.728 and RMSEA value is found to be 0.03. Same has been supported by Hooper Coughlan and Mullen (2008) that value of RMSEA must be in range of 0 to 0.008 i.e. lower limits must be near to zero and upper limit is up to 0.008. Moreover the values of CFI (Confirmatory Fit Index) which is the treated as the mostly used index for analyzing model fit Hooper et al (2008) and according to Hu and Bentler (1999) the value of CFI must be greater than 0.90

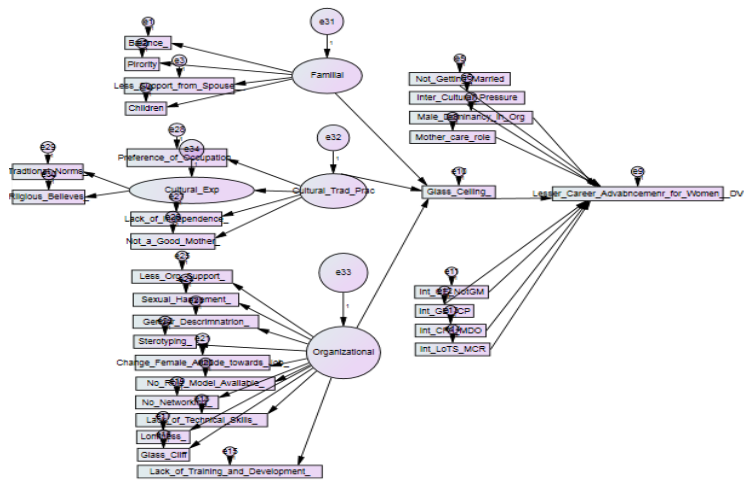


Figure 1:

Figure 1: is a concrete figure used as the model base for this research and comparison among four mentioned industries will be conducted on the basis of the figure mentioned above. The purpose of behind the use of this figure is to provide readers knowledge regarding various constructs and other variables (Mediating and Moderating) which are used in association with multiple independent variables.

Moreover in order to evaluate the impact of each and every variable used in the research we have used structural equation modeling and implement Path Analysis so to evaluate the impact of different variables on the dependent variable which resulted in regression weights. This analysis has been done initially for the entire model through summing up all the responses which can be seen in Table No. 03 and also for four different industries separately in order to meet the research gap which can be seen in Table 5:

			Estimate	S.E.	C.R.	P
Cultural Exp	<---	Cultural Trad. Prac.	1.483	0.174	8.523	0.000
Glass Ceiling	<---	Familial	0.839	0.174	4.822	0.000
Glass Ceiling	<---	Cultural Trad. Prac.	0.330	0.165	2.000	0.000
Glass Ceiling	<---	Organizational	0.512	0.170	3.012	0.000
Traditional Norms	<---	Cultural Exp	0.581	0.035	16.600	0.000
Religious Believes	<---	Cultural Exp	0.578	0.125	4.624	0.000
Balance	<---	Familial	0.984	0.433	2.273	0.000
Priority	<---	Familial	1.005	0.327	3.073	0.000
Less Support from Spouse	<---	Familial	0.975	0.089	10.955	0.000
Children	<---	Familial	0.990	0.097	10.206	0.000
Changed Pref. of Occupation	<---	Cultural Trad Prac	0.854	0.058	14.724	0.000
Lack of Independence	<---	Cultural Trad Prac	0.866	0.092	9.413	0.000
Not a Good Mother	<---	Cultural Trad Prac	0.829	0.074	11.203	0.000
Less Org Support	<---	Organizational	2.389	0.640	3.733	0.000
Sexual Harassment	<---	Organizational	2.381	0.124	19.202	0.000
Gender Discrimination	<---	Organizational	2.372	0.258	9.194	0.000
Stereotyping	<---	Organizational	2.368	0.247	9.587	0.000
Change Female Attitude towards Job	<---	Organizational	2.352	0.057	41.263	0.000
No Role Model Available	<---	Organizational	2.338	0.841	2.780	0.000

No Networking	<---	Organizational	2.395	0.836	2.865	0.000
Lack of Technical Skills	<---	Organizational	2.393	0.370	6.468	0.000
Loneliness	<---	Organizational	2.026	0.510	4.561	0.000
Glass Cliff	<---	Organizational	2.360	0.558	4.229	0.000
Lack of Training and Development	<---	Organizational	2.394	0.876	2.733	0.000
Lesser Career Advancement for Female	<---	Glass Ceiling	1.250	0.354	3.531	0.000
Lesser Career Advancement for Female	<---	Int GD ICP	0.050	0.003	17.946	0.000
Lesser Career Advancement for Females	<---	Int CE Not GM	0.054	0.003	19.145	0.000
Lesser Career Advancement for Female	<---	Int CFA MDO	0.016	0.003	5.738	0.000
Lesser Career Advancement for Female DV	<---	Int LoTS MCR	2.250	0.401	5.611	0.000
Lesser Career Advancement for Female DV	<---	Not Getting Married	3.650	0.758	4.815	0.000
Lesser Career Advancement for Female DV	<---	Mother care role	0.060	0.017	3.556	0.000
Lesser Career Advancement for Female DV	<---	Inter Cultural Pressure	0.319	0.017	19.070	0.000
Lesser Career Advancement for Female DV	<---	Male Dominancy in Org	0.091	0.017	5.275	0.000

Table 3: Impact of different variables associated with Familial, Cultural and Organizational constructs on female career advancements

Analysis:

Table 3 indicated that all the variables included in three potent constructs i.e. (Familial Factors, Cultural Factors and Organizational Factors) are valid to be included in the construct as all the variables have significance value up to 0.000 and value of C.R. for all the variables is also greater than 2 thus it is optimal to believe that all the variables are valid to be included in their respective constructs.

Moreover the entire set of major constructs creating significant impact on creating of glass ceiling and glass ceiling is significant in producing negative impact on female career advancement. Therefore it is obviously found to be valid that all the variables and construct used in the research are valid for creating hindrance in the path of female careers. Now as per research gap we are providing comparison between four industries i.e. Banking, Higher Education, Construction and Production. This in order to indicate the fitness of research model for each and every industry mentioned earlier first we are providing the model fit analysis which can be seen in Table No. 04

Analysis for moderation

- a) The moderation of Not Getting Married (Not GM) with the with Cultural Expectations Discrimination (Variable of Organizational Factors) is able to distract females from their career progression although its impact after moderation has been decreased from 1.483 to 0.054 which indicates female working in some of the industries believe that there is no or almost no impact of impact of not getting married on female career advancement and regardless of their marital status female has to face glass ceiling in their career progression.
- b) The moderation of Internal Culture Pressure (ICP) with Gender Discrimination (Variable of Organizational Factors) is able to distract females from their career progression but its impact has also been decreased somehow in comparison to the impact of Gender Discrimination alone (i.e. from 2.372 to 0.050) which means there are some industries in which there are is no or almost no impact of moderation i.e. ICP
- c) The moderation of Male Dominancy in the Organization (MDO) with Changed Female Attitude towards the job (Variable of Organizational Factors) is able to distract females from their career progression but its impact has also been decreased in comparison to the impact variable is creating previously i.e. (i.e.

from 2.352 to 0.016) which means there are some industries in which there are is no or almost no impact of moderation i.e. MDO

The moderation of Mother Care Role (MCR) with Lack of Technical Skills (Variable of Organizational Factors) is significantly able to distract females from their career progression as its impact has been increased in comparison to the impact of variable Lack of Technical Skills i.e. increased to 2.250 from 2.026 which means female working in most of the industries do believe that mother care role has a potent role in diminishing their technical skills and hence create glass ceiling in their career progression.

Model Fit Summary

	CMIN/DF	GFI	CFI	RMSEA
Banking	3.854	0.875	0.892	0.035
Higher Education	4.952	0.887	0.910	0.029
Construction	2.225	0.865	0.882	0.420
Production	3.558	0.931	0.950	0.025

Table 4: Model Fit for Banking, Higher Education, Construction and Production Industries

Analysis: Model for all the industries is said to be fit in all regards as the value of CMIN/ df (Chi-Square/ Degree of Freedom) i.e. Relative Chi-square is below 5 in all the cases. While the values of Goodness of Fit Index (GFI) and Confirmatory Fit Index (CFI) are more than 0.8 (in fact in higher sides and sometimes more than 0.9) and last but not the least value of Root Mean Square Average (RMSEA) is less than 0.05 in all the cases. Therefore research believes that the model is valid for conduction of research and comparative analysis among four industries.

Now we are going to provide comparative analysis of all the constructs for four different industries in order to compare barriers obstructing the careers of female managers operating in different industries.

Dependent Variable		Independent Variable	Banking	Higher Education	Construction	Production
Cultural Exp	<---	Cultural Trad Prac	0.159**	1.542*	2.315**	0.375**
Glass Ceiling	<---	Familial	1.921**	1.646**	2.631**	0.286*
Glass Ceiling	<---	Cultural Trad Prac	1.93**	2.421**	0.254**	0.324**
Glass Ceiling	<---	Organizational	2.876**	0.178*	1.237*	2.829*
Traditional Norms	<---	Cultural Exp	0.205*	2.074**	0.936**	0.695**
Religious Believes	<---	Cultural Exp	2.439**	0.456*	0.501**	1.87**
Balance	<---	Familial	0.22**	0.457**	2.995**	1.864**
Priority	<---	Familial	2.24*	1.827**	2.735**	1.386*
Less Support from Spouse	<---	Familial	0.671**	1.711**	0.19**	2.269**
Children	<---	Familial	2.035**	0.957**	1.708**	0.754
Preference of Occupation	<---	Cultural Trad Prac	1.801*	1.147**	1.92**	1.419**
Lack of Independence	<---	Cultural Trad Prac	0.877*	2.748**	1.446**	1.256*
Not a Good Mother	<---	Cultural Trad Prac	1.857**	1.783**	0.532**	0.19**
Less Org Support	<---	Organizational	0.166*	1.465**	1.637**	2.007**
Sexual Harassment	<---	Organizational	1.545**	0.407**	0.631	1.725*
Gender Discrimination	<---	Organizational	1.553**	2.083**	2.179**	2.321**
Stereotyping	<---	Organizational	1.902**	2.794**	2.914**	2.879**
Change Female Attitude towards Job	<---	Organizational	2.053**	1.157**	1.471**	1.566**
No Role Model Available	<---	Organizational	1.225*	2.905**	1.021	0.316**
No Networking	<---	Organizational	2.367**	1.491**	2.34**	2.616**
Lack of Technical Skills	<---	Organizational	0.217**	2.646*	1.594**	1.174*
Loneliness	<---	Organizational	2.937**	1.375**	2.575**	1.413**
Glass Cliff	<---	Organizational	1.17**	1.239*	1.963**	2.8**
Lack of Training and Development	<---	Organizational	1.384**	2.562**	1.163**	0.441
Lesser Career Advancement for females	<---	Glass Ceiling	0.465*	1.782**	1.747**	2.036*

* Significant at 0.05 ** Significant at 0.01 No * Non-Significant

Table 5: Table No. 05 indicated the impact of different variables associated with Familial, Cultural and Organizational constructs on female career advancements with respect to four (4) different industries.

Analysis: Table No. 05 is indicating “Beta Coefficient Values” rather than Sig Values and as per the table most of the variables associated with three potent constructs (i.e. Familial, Cultural and Organizational) have significant impact upon the dependent variable (Female/ Women Career Advancement) for all the industries which are included in the research settings. However there are some variables which are not creating for some particular industries e.g. Unavailability of Role Models is not created as potent variable for hindering female career advancement by female entrepreneurs of construction sector.

Similarly lack of Training and Development is not treated as potent variable in the stream of barriers which affect female career advancement by the female intrapreneurs of production department. On the other hand the moderation of “ICP” with Gender Discrimination does not have impact on female career advancements according to the responses achieved from female intrapreneurs of Banking and Higher Education Sectors.

Similarly moderation of “Not G M” with Cultural Expectations is also not creating impact on female career advancement as highlighted by the responses of female intrapreneurs OF Banking, Higher Education and Construction sectors. Furthermore moderation of “MDO” with change in female attitude is also not found to be true for the banking and higher education industries, as per the responses achieved from female intrapreneurs of the respective sectors.

At last but not the least the value of moderation of “MCR” with Lack of Technical Skills has been found to be the one which is found affective on female career advancement in all four industries. Hence became able to raise the sig value in the analysis highlighted through

table 1.

CONCLUSION AND MANAGERIAL IMPLICATIONS:

Through this comprehensive research it has been observed that females are somehow still facing glass ceiling as the barrier in their career progressions. Hence it is legitimate to believe the requirement of further research work on barriers associated with female career advancement as highlighted by Kumar et al (2016) and Raja (2016). Thus by considering the gap identified by Shabbir et al (2017) we have included female respondents from construction and production sectors and after detailed analysis it has been found that most of the variables treated as barrier to female career advancement are still creating hindrance in their way of glory.

Though research of Guney et al (1996) compared the level of treatment organizational does with female intrapreneurs operating in Pakistan and Turkey and indicated that treatment of managers with female intrapreneurs is better in Pakistan. Moreover Batool and Tahir (2016) also highlighted that the way of treatment as well as overall scenario associated with female career progression has been optimized in the territories of Pakistan. Though according to the analysis of this comprehensive research all the variables are creating hindrance in the way of female intrapreneurs and resulted in the formation of "Glass Ceiling". Thus managers need to understand the importance of each variable for different industries as some of the barriers have different result for different industries. Moreover through analysis of these difference HR managers might also became able to device more effective work place so to create proper gender mix to foster departmental and organizational productivity.

Moreover through this research it has also been clarified that female intrapreneurs does not believe in the point that getting married will foster decrease in their level of expertise under most of the conditions. Thus HR specialist might consider hard working females even for

senior level positions. Although the other point of the research clarified that for being good mother females have to sacrifice their careers specially when they belongs to eastern culture in order to succeed in their marital life. Thus in order to retain married female employees HR must provide them some relaxation, especially during the early period of their marriage life so to retain their productive employees and to enhance organizational well being and productivity in the long run.

Area of Future Research:

Research has been done on the indications and research gap indicated by and thus in order to improve research and its managerial implications future research might be done on the following dimensions associated with female career advancements.

- a) Comparison of different provinces by taking in consideration females working in Banking, Higher Education, Construction and Production
- b) Comparison of females with different marital status like single, married, divorced and widow (working in these above mentioned sectors).
- c) Comparison of females of different social classes.

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