

## “Gender Biased Discriminatory Factors Affecting the Carrier Progression of Female Employees in Private Organizations of Multan City (Pakistan).”

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### Abstract:

Women’s professional experience is typically prone to incapacitation on account of gender discrimination in job opportunities and discontinuity in labor market participation. Gender discrimination in the workplace crop up when the potential of a person is discriminated due to gender biasness. In private sectors of Pakistan female employees are facing gender discrimination in job opportunities due to numerous discriminatory features that have unconstructive impact on their working potential. These dynamics comprised of patriarchal structure of the society, prejudice for working women, lack of social support, inadequate professional encouragement, social taboos, gender biased attitude of male employees towards female employees and traditional values attached with the reputation of working women. The researcher assembled the data from 200 female employees that were working in Banks and Mobile Franchises of Multan city (Pakistan) through convenient sampling technique. Chi-Square test and Binary Logistic Regression were applied on the data (to study the relationship between the dependant and independent variables) that was coded in SPSS (Version 17). From the data the researcher institutes that male dominance at work place, traditional myths appended with the working women, wage discrimination, gender specified job positions, managers biasness, lack of trainings (especially for female employees) and inferiority complexes of men (due to female prominence) are the salient discriminatory factors that are facing by females (related with their job) in private sector organizations of Multan city (Pakistan). The researcher concluded that various discriminatory factors and institutional obstructions become the foremost impediment in carrier advancement of the female employees. Even the skilled females (who have the aptitude to get managerial seat) cannot infiltrate this due to miscellaneous stereotypes attached with the female job orientation. On top of it institutional blockades becomes the salient impediment in career advancement of female employees. In private sector organizations female managers at higher levels will receive fewer promotions relative to men at comparable level. Passable implication of rules and regulations in private companies to exterminate the gender discrimination, sturdy monitoring system in organizations, formation of anti discriminatory policies as well as gender related educational programmes and trainings are the foremost remedies that can diminish the disparaging impacts on gender discrimination for female employees.

**Key words:** Professional experience, incapacitation, gender discrimination, labor market participation, discriminatory factors, working potential, prejudice, wage discrimination, carrier advancement, managerial seat, institutional barriers, organization and gender biased attitude.

### Introduction:

Women have to countenance wide-ranging predicaments related with gender biased discriminatory factors in private sector organizations (Neathey, 2003). Women are frequently attributed to have less aptitude as compared to men for various management and administrative positions. As a result of this women habitually acquire less job promotions and carrier advancement opportunities as compared to men due to various stereotypes narrated with job promotion of the female employees (Morrison, et al. 1990; Reskin and Ross, 1990). In labor market all the

occupations must be obliged on the basis of skills of the organizational employees. Unfortunately there was a superlative segregation among occupational opportunities on the basis of gender role where female employees acquire less occupational advantages as compared to their male colleagues (Mathipa and Tsoka, 2001). Accordingly the prestige and promotion should be given to the organizational employees on the basis of intellectual abilities, productivity and skill formation etc (Eagly, et al. 2002). But due to various gender biased discriminatory factors, the potential of the female employees cannot be accomplished to the fullest. Although there are numerous gender biased discriminatory factors that have off-putting impact on job retention and carrier progression of female employees but wage discrimination and gender role stereotypes are momentous in this regard (Bergman, 1974).

Women are frequently considered to be appropriate for household tasks such as child caring, nurturing and household management (Miller, et al. 1992). The researcher evaluated the fact that it is the common perception of the society that men are considered to be well-organized and well managed while the women are considered to be less competent (Lujbljana, 2009). Thus it becomes the common practice that female employees are discriminated from male employees on gender and age based grounds. Male employees habitually feel envious from female employees if they got promotion in any organization in the younger ages (Simpson, 1998). Some organizations form illegitimate rules and regulations to discriminate the female employees from managerial work experience in comparison with their male colleagues. The major discriminatory factors that have negative impact on the retirement period of female employees are their longer periods of inactivity and non-participation in economic work (due to child rearing and nurturing). As the women are considered to be apposite on the grounds of family orientation and household tasks therefore they have to countenance discrimination in every aspect of the workforce participation. In private sector organizations the female employees are discriminated in recruitment and promotion tasks (Gueutal, et al. 2001). Even the older and the experienced women (of the age above 40) have to countenance this gender based discrimination in various private sector organizations (Duncan and Loretto, 2004).

If the female employees get some management position even then they countenance discrimination in assorted job areas because the major stumbling block starts from the hiring process of female employees (Peebles, et al. 1992). The foremost factors that discriminate the female employees from their male colleagues are lack of promotion, impediments in hiring process of female employees and stringent rules of the organization (Ghanda, et al. 2009; Gueutal, et al. 2001). Due to gender discrimination and miscellaneous occupational pressures the female employees are less satisfied with their future job attainment as compared to male employees of the organization (Lyness and Judiesch, 1999; Blau and Ferber, 1992). Despite this the other factors that opposes the carrier progression for female employees in private sector organizations are inadequate feedback for work, lack of social support, wage discrimination, inadequate office practices, lack of adequate authority, role conflict and occupational pressures (Mueller, 1998). These constraints lower the working capacity of the female employees in private sector organizations. The researcher also outlines the other factors that are affecting the carrier progression of the female employees and these factors incorporate cultural constrictions for working women, lack of training courses, sexual harassment, prejudice, social isolation and household stigmas on the girls carrier development (Granleese, 2004)

Women have to put up with discriminatory factors in their carrier development. Although the environment of the organization affects the working capacity of both men and women but women are more affected by organizational environment (Yasmeen, 1991). Due to gender schemas and stereotypic behavior of the people the female employees are discriminated in various areas of private sector organizations (such as business and academic pursuits). The additional discriminatory factor in job attainment and carrier development of the female employees is that women are considered to have less leadership abilities as compared to men. On the other hand this is the prevalent perception that if the women tried to exercise their leadership qualities then they have to work hard as compared to their male counterparts. Other factors that affect the carrier development of female employees are their domestic responsibilities, rigidity in carrier structures and discrimination in job attainment. The foremost reason is that women are considered to be worthy in terms of prestige and reputation (Nejati, 2009).

Women also have to countenance job segregation and assorted titles due to gender discrimination (Simpson, 1997; 1998). Men and women are segregated on the basis of job titles in workforce settings. Socially the female employees are more preferred to occupy the positions in narrow range of jobs that must not be related with some managerial position. Mostly the skills of women in most of the managerial jobs are not at all represented. Usually the female employees are given low level managerial jobs that have low turnover rate. Gender discrimination includes the perceived difference between the abilities of the men and women for this particular managerial job. The organizations themselves cause differences in employment and reward practices between male and female employees. Despite this work distribution, carrier opportunities, workforce participation, recruitment process and occupational luxuries are the major areas in which the female employees are discriminated in the private sector organizations (Bielby and Baron, 1986).

The other major area of discrimination is wages among the various employees in labor market. Labor markets are characterized by the significant gender gap for the male and female employees due to workforce multiplicity (Jackson, 2001). Although the characteristics of the organization are significant but men are occasionally pay higher as compared to women. This is the obvious experience in various private organizations that undergoes the gender segregation in wage distribution. If the aptitude of work is similar even then the female employees search out low wages as compared to their male counterparts. Thus the stereotypic behavior about carrier progression of the female employees is also imperative because this is the vital impediment that restricts those female employees to come forward and contribute their efforts for the betterment of organization (Christopher and Charles, 1999).

Female employees always face gender discrimination in wage distribution. This becomes the major factor for the females that shift towards the public sector jobs (Kanter, 1977). Despite women the minorities are also discriminated from the job opportunities (Auster and Drazin, 1988). Women and minorities are pushed into certain wage sectors that are considered to be appropriate for them. In this way the women are discriminated over the major issue of wage distribution especially in various private sector Banks and Mobile Franchises (Linehan and Walsh, 2000). Usually teachers and medical fields are considered to be appropriate for the women but on the other hand various economic and political areas (especially beurocratic areas) are considered to be inappropriate areas for women regarding their wages. Thus the individuals (such as women and minorities) from the private sectors always move towards the public sector.

### **Literature Review:**

Laser and Rosen (1990) concluded that men and women are assigned diverse job categories due to stereotypic behavior and differential occupational opportunities in labor market. Even the women who have the same aptitude level as men will earn less especially in various types of managerial jobs. Therefore wage discrimination and miscellaneous chances of job promotion of female managers are the salient discriminatory factors that have unconstructive impact on the abilities of female employees to prevail in the job market. Even the women that have the same ability level as men will receive less wages as compared to male employees (especially in diverse types of managerial jobs). Accordingly wage discrimination and lower probabilities for promotion of female managers are the foremost discriminatory factors that have negative impact on creativity and innovativeness of the female employees in labor market. Thus wage discrimination and job dissatisfaction are the prominent catalysts that lower the probability of female employees in their carrier progression as compared to male employees. Although the most significant thing in this regard is ability of the worker to do any job rather than his gender. Those workers (whether male or female) that have higher capability level must occupy the productive jobs in the labor market but this is also decided on the base of their gender. Therefore in all over the world even the proficient female employees are less promoted to high paid jobs as compared to their male colleagues. In addition to this female employees get fewer wages as compared to male employees in diverse administrative and managerial jobs.

Brown, et al. (2002) argued that although women are discriminated in every job attainment and carrier progression but pregnant women especially becomes the victim of this discrimination. Pregnant women have to face difficulty in working environment and behavior of the male employees. Thus the women perceive that they face alteration in their work life especially when they got pregnant. The researcher found that female employee's are more cooperative and optimistic in their attitude towards the pregnant co-worker as compared to male employees. On the other hand the administrative and managerial posts are considered to be inappropriate for the female employees. In addition to this the orders of the pregnant women (in some managerial or administrative posts) are considered to be less effective than non-pregnant women. The foremost discriminatory factor towards the women occupational carrier is the environment of the whole organization. Especially the private organizations consider that the role and capacity of the female employees mostly changed during the pregnancy period and after this era. For this reason they become unproductive for various types of organizational posts. Especially these organizations tried their level best to appoint male managers for their administrative work as the female managers are deemed to be less appropriate due to time constraints, carrier gaps, inadequate working environment and stereotypic behavior of the male employees. As a result of this the female employees always feel dissatisfied with their jobs and they reported that the attitude of coworkers and the environment of organization are the major factors that create hurdle in their job attainment and carrier progression.

Granleese (2004) analyzed that there are miscellaneous types of occupational pressures for the organizational employees because private sector banks are also making discrimination among the male and female workers. Banks have also undergone various policies that have transformed the criterion of women access to management positions. Career breaks and job sharing are utilized in retention strategies. Recruitment and promotion policies claim equal opportunities for carrier development of women. The researcher also noted that organizations

are placing a greater emphasis on development and promotion to enhance the likelihood of women succeeding to top management positions. The most significant thing is that policies are changed and designed in an appropriate manner but their implementation is not adequate to close the gender gap. Male bank managers consistently rated work environment pressures as more than female bank managers, with the exception of “equipment failure.” Thus women face double pressures because they countenance inadequate personal support and insufficient professional sustainability. The female employees frequently feel that their gender role is the major hurdle in their carrier progression because the female employees do not get an adequate personal and professional support. The other pressures that have unconstructive impact on carrier progression of female employees are gender discrimination in promotion, lack of encouragement from top management, lack of passable support from colleagues, long working hours, poor work environment, organizational politics and inadequacy to congregate deadlines of work etc.

Jacqueline (2004) identified that gender discrimination always exists in the labor market. The major factor behind this is perceived to be the attitude of the women towards job attainment and carrier promotion. The widespread factor is that men and women are considered to be appropriate for working but men are considered to be more appropriate for the managerial and administrative jobs as compared to women. Thus men and women fluctuates their job preferences for the labor market. There are copious indicators for gaining accomplishment in job market and these indicators are abilities of the employees, capability to spend time in the organization, relation with the male coworkers, human capital investment and attitude of the organization towards female employees. It is also the common perception that women are more preferred and indulged in their job as compared to men but still there are numerous factors that change the perception of the women towards job attainment and carrier endorsement. These factors are fertility issues, household preferences, educational attainment, marriage disputes and household alterations. In addition to this, supply and demand factors for certain jobs are also important for the occupational segregation of the female employees. There is a traditional and orthodox perception that women are less efficient and therefore they are incapable to tackle the problems of the organization as compared to their male colleagues. Due to this myth the female employees always face obstructions in carrier progression and various job retention criterions.

Berger, et al. (2005) analyzed that the women have to countenance diverse predicaments in organizations as compared to male employees. Especially when female employees have to take maternity leave then they countenance miscellaneous impediments in private sector organizations. Frequently in case of maternity leave the female employees remain unpaid that constructs hurdle in their work potential. Therefore the researcher recommended that there should be passable policy making that can bestow maternity leave to the female employees and advocate for their social rights. These obsessions are considered to be inappropriate for the male employees and they challenge the efficiency of female work as compared to the male managers. But the private sector organizations should make stringent rules and policies to protect the rights of female employees.

Mandel and Semyonov (2005) analyzed that earning gaps across countries are associated with structural characteristics of national labor market. The researcher reported that female employees cannot work for longer hours in the private sector organizations. In addition to this their childbearing and household activities also turn out to be the obstruction in their work efficiency. Therefore the welfare state should give some alternate to the female employees regarding their working hours and discourage employers from hiring at those positions. Thus lack of encouragement from organization due to these occupational pressures becomes the foremost stumbling block for female employees and they cannot compete with their male colleagues due to their occupational stress.

Sujatha (2008) examined that women are also taking part in diverse carrier developing campaigns. But still the women representation in the carrier ladder is very low. The foremost reason is that the private sector needs more technical professionals and they perceive that female managers are not apposite for this. Therefore they prefer to take male managers for this purpose because they cannot loose the crucial aptitude of men (as they can handle various types of managerial tasks and troubles). In addition to this top management positions consider that female employees are not appropriate for the top management jobs (especially the married women) because they undergo miscellaneous sorts of carrier breaks due to their household duties. In this way their working capacity becomes undermined due to this fact. As a result of this the organization develops some stereotypic attitude related with the promotion and appointment of the female workers. The noteworthy discriminatory factors associated with the female employees are the stereotypic behavior related with their professional life. The foremost stereotypes are that women are not ingenious rather they are emotional and house oriented entities. Therefore the working women need numerous networks for the carrier advancement and substitute paths for their promotion.

#### **Rationale of the Study and Research Methodology:**

Females have to face gender discrimination in accomplishing job opportunities and extending their occupational carrier in Pakistan. However despite these discriminatory realities, female employees are still trying to

make their place in the job market. Numerous empirical studies have revealed that women always countenance gender discrimination in terms of carrier opportunities and wage attainment. Although in all the developed countries the women have to face diverse discriminatory factors but Pakistan ranks highest in discriminating the human capital (especially female employees) in terms of potential judgment. Empirical analysis demonstrates that female employees have to face discrimination in job attainment and carrier progression otherwise women can earn more as compared to men in equivalent managerial jobs. The foremost rationale of the researcher was to find out the salient discriminatory factors that are affecting the female potential in private sector organizations. There are numerous social, cultural and institutional obstructions that are affecting the carrier aspiration of the female employees. Female employees have to countenance plentiful constraints in job opportunities due to the traditional myths attached with their working capacity (such as women are less ingenious as compared to men for managerial tasks). The major focus of the researcher was to find out the foremost factors that are affecting the job attainment and carrier progression for female employees in private sector jobs of Pakistan. Thus the researcher addressed the subsequent research queries in the present study:

1. What are the foremost discriminatory factors in private sector organizations that are affecting the women carrier progression due to gender discrimination?
2. How the women are discriminated in wage distribution in miscellaneous private sector organizations?
3. What are the significant stereotypes that are allied with the carrier development of the female employees?
4. How the working potential of the female employees is affected due to gender biased discriminatory factors in private sector organizations?
5. What are the momentous implications of gender based discrimination at private sector organizations?
6. What are the foremost policy implications that can lessen the impact of gender discrimination in private sector organizations?

After establishing the rational and objectives of the research, the researcher develops a scientific instrumentation for the recent study. Data used in this research was acquired from female employees (through Quantitative Research Design) who worked in Private Sectors of Multan city (Pakistan). All the lower level female employees who were working in Banks and Mobile Franchises were the universe for the present study. Some female employees were quite contented with their job and they reported that they were not facing any discriminating factor. The researcher excluded those females from the sample and assembled the data from those female employees that were facing the socio-cultural, institutional and economic discriminatory factors in their organization through convenient sampling technique. The researcher institutes these females through informal discussions (as a customer) in respective private sector organization. Afterward the researcher used questionnaire as a tool for data collection procedure. Most of the females were literate up to the Graduation level therefore they can fill the questionnaire by themselves. The researcher included both open and close ended questions to collect the data from female employees. Also the direct and indirect questions were included in the questionnaire. The primary rationale behind using the indirect questions was that some questions were related to their cultural setups and wage distribution. Thus the female employees were vacillated to answer those questions. Therefore the researcher used indirect questions for this justification. In addition to this the researcher also used unstructured questions so that the respondents can answer them in detail. To ensure the validity and precision of questionnaire pre-testing was done. Fifteen questionnaires were filled from five dissimilar female employees for pretesting. After pre-testing some questions were not at all appropriate and thus constructs hurdle in the data collection procedure. Therefore the researcher excluded those questions from the questionnaire. As the data from the females was collected at one point of time therefore Cross Sectional Survey Research Design (CSSRD) was used by the researcher. Even though the precise sample size was 210 female employees but regrettably 10 questionnaires were not passably filled due to the content error and in view of that the researcher excluded those questionnaires but still the response rate was adequate enough to generalize on the rest of the population. Afterward the researcher put the data in SPSS (version 17) to institute the relationship among the study variables. For the statistical purpose the process of coding was made where different response/categories were coded by the mathematical numbers so that the relationship of variables was statistically checked and the data can be easily interpreted. Then a non-parametric test Chi-Square was applied to collect the data that was coded and analyzed by SPSS. In order to judge the significance of the association among dependant and independent variables the calculated value of Chi-Square were compared at 5% significance level. The result was considered significant if the calculated values of chi-square was greater than tabulated value otherwise regarded a non significant value.

In addition to this Binary Logistic Regression was also applied on the data to evaluate the validity of the coded variables. Binary Logistic Regression is the major category of liner models. In Binary Logistic Regression the dependant variable is in the binary form (that composed of two categories).

**Results and Discussion:**

**Table no. 1**

**Percentage distribution of respondents (female employees working in private organizations) with respect to their demographic profile.**

<b>Parameters</b>	<b>Category</b>	<b>Percentage of respondents</b>
<b>Age</b>	20-30 years	75.0
	31-40 years	15.0
	Above 40 years	10.0
<b>Gender</b>	Female	100.0
<b>Marital status</b>	Unmarried	60.0
	Married	40.0
<b>Family type</b>	Nuclear	52.0
	Extended	30.0
	Joint	18.0
<b>Qualification</b>	Intermediate	5.0
	Bachelors	62.0
	Masters or above	33.0

**Discussion:**

It is revealed from the above cited table that 75.0% respondents (female employees) belong to the age group of 20-30 years. On the other hand 15.0% female employees belong to the age group of 31-40 years and 10.0% respondents belong to the age group of above 40 years. In addition to this the data was collected from only female employees (100.0%). Over and above this 60.0% female employees were unmarried while 40.0% female employees were married. Over and above 52.0% female employees have the nuclear family system, 30.0% respondents have the extended family system while 18.0% female employees have the joint family system. As far as the qualification of the female employees was concerned the above mentioned table demonstrates that 5.0% respondents have the qualification of Intermediate level, 62.0% have the qualification of Bachelors level and 33.0% have the qualification up to Masters level or above.

**Table no. 2**

**Percentage distribution of respondents with respect to gender of organizational manger, perception of the organizational male employees towards the work performance of female employees and behavior of the male employees towards female employees.**

<b>Gender of the manager in the organization of the respondents</b>		
<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
Male	176	88.0
Female	24	12.0
Total	200	100.0
<b>Perception of the organizational male employees towards the work performance of female employees</b>		
<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
Yes	127	63.5
No	73	36.5
Total	200	100.0
<b>Behavior of the male employees towards their female employees</b>		
<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
To greater extent	60	30.0
To some extent	50	25.0
Not at all	90	45.0
Total	200	100.0

**Discussion:**

From the above mentioned table it is evident that private sector organizations always discriminated the male employees from the female employees especially in managerial and administrative tasks. Table no. 2 demonstrates that 88.0% (F=176) respondents agreed that their current organizational manger is male. While only 12.0% (F=24) respondents agreed that their current organizational manager is female. From this percentage it is obvious that male managers are considered to be more appropriate for managerial tasks of organization as compared to the female managers. The foremost reason behind this is rigid cultural patterns and diverse myths attached with the work performance of the female employees. The above mentioned table also illustrates that majority of the respondents 63.5% (F=127) agreed that their work in their organization is considered to be less productive as compared to the male employees. The major reason behind this general perception of the male employees and overall society is that females are less productive and have low capacity to deal with matters of the management. On the other hand 36.5% (F=73) respondents denied that their work is considered to be less prolific in their organization. They argued that their work also receive equal prestige as their male coworkers. In addition to this table no. 2 also illustrates the behavior of the male colleges with the female employees in private organizations. Thus the table illustrates that only 30.0% (F=60) respondents agreed that the behavior of their male coworkers is satisfactory towards them. On the other hand 25.0% (F=50) respondents agreed to some extent the behavior of the male coworkers is really satisfactory. On the other hand 45.0% (F=90) denied this stance. They argued that the behavior of their male coworkers is not at all satisfactory with them. They argued about various reasons for this fact because male employees get jealous due to various abilities of the female employees. On the other hand the male employees have the perception that the female employees are not appropriate for organizational tasks as compared to them. Therefore they dispossess their male colleagues from the decision making power and demonstrate the dominating position over this.

**Table No. 3**

**Percentage distribution of the respondents with respect to whether organizational and societal culture is supportive for the carrier progression of female employees in private organizations and biased organizational support towards the male employees as compared to the female employees in private sector organizations.**

<b>Organizational and societal culture is supportive for the carrier progression of female employees in private organizations or not.</b>		
<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
To greater extent	33	16.5
To some extent	42	21.0
Not at all	125	62.5
Total	200	100.0
<b>Organizational support tilt towards the male employees as compared to the female employees in private sector organizations</b>		
<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
Yes	156	78.0
No	44	22.0
Total	200	100.0

**Discussion:**

The above mentioned table shows the effectiveness of the organizational culture for the female employees. The above mentioned results demonstrate that 16.5% (F=33) respondents agreed to greater extent that the organizational culture is very supportive for them and they work in an adequate way due to this culture. On the other hand 21.0% (F=42) respondents agreed to some extent that their organization is supportive for their carrier promotion. On contrary 62.5% (F=125) respondents denied this stance. They argued that the organizational culture is not supportive for their carrier progression but instead they described that mostly in private organizations the work environment is supportive for the male employees especially for some managerial task. The most important reason is that the female employees are considered to be inappropriate for managerial and administrative positions. In addition to this the other part of the above mentioned table shows that the overall societal culture is also less supportive for the female employees. For this matter majority of female employees 78.0% (F=156) agreed that the organizational culture is biased and tilt towards the favor of male managers as compared to female employees. On the other hand 22.0% (F=44) respondents denied this stance and argued that the organizational culture endow with opportunity for every employee to get promotion and secure its future but male employees are more well-organized to avail this as compared to the female employees.



**Table no. 4**

**Percentage distribution of respondents with respect to factors affecting the working capacity of female employees in private sector organizations.**

Discriminatory factors	Percentage of respondents	
	Yes	No
Wage discrimination	81.0	19.0
Lack of appreciation	75.5	24.5
Promotion discrimination	78.0	22.0
Occupational pressures	81.0	19.0
Lack of recognition of managerial abilities	89.5	10.5
Lack of supervision	66.0	34.0
Lack of trainings	72.5	27.5
Carrier breaks	61.0	39.0
Gender role stereotypes	83.5	16.5
Lack of support from male managers	84.5	15.5
Poor work environment for female employees	85.0	15.0

**Discussion:**

In the above mentioned table the researcher highlighted the gender biased discriminatory factors that are affecting the carrier progression for the female employees in private sector organizations of Pakistan. The foremost factors in this regard are wage discrimination, lack of appreciation, lack of appropriate trainings, lack of professional encouragement and carrier breaks (especially for the married female employees). Despite these factors the other constraints are lack of promotion, non-clarity of job role, lack of support from the supervisors, lack of feedback for work and inadequate working relationship with the male colleagues (Neathey, 2003). Thus 81% employees reported that there is always wage discrimination among the male and female employees especially in private sector organizations. On the other hand 19% respondents disagreed on this stance. They argued that the wages in the private organizations are given on the work performance of the employees. Therefore the low wages of the female employees demonstrates that their work performance is not adequate to meet wide-ranging organizational challenges (Brain, et al. 2005). But there is no matter of the intentional discrimination of wages among the male and female employees. The other aspect that makes discrimination among the work performance of male and female employees is lack of appreciation. This appreciation commences from the household level and extends to the macro organizational structure in private sector. Thus 75.5% respondents agreed that lack of appreciation at miscellaneous organizational and household levels is the major barrier in the efficient work performance of the female employees in private sector organizations. On contrary to this 24.5% respondents disagreed on this department. They argued that appreciation can increase the work performance of an individual but the basic requirement of any organizational task must be accomplished by the female employees. But unfortunately they are not succeeded in this task (Cain, 1987). Over and above this the promotion is also the major factor that must be delivered without any gender biasness. But regrettably the promotion criterion is also decided on the basis of gender. Mostly the male employees are given more promotions especially on the top management seats as compared to the female employees. The major reason in this regard is that most of the private sector organizations are headed by the male employees that consider female employees are not appropriate for the management and the administrative tasks. Thus 78.0% respondents agreed on this stance and 22.0% respondents denied this viewpoint. Mostly it is the widespread practice that men are at the uppermost managerial posts and the women have to face diverse carrier breaks therefore they can only dwell in the clerical and low grade jobs. These respondents argued that women themselves take some breaks in their carrier therefore they cannot get an adequate promotion as compared to the male employees otherwise each employee who complete the certain tasks of the organization can get an adequate promotion. Still the other factor in this regard is the occupational pressures faced by the women in private sector organizations. The organizational culture is biased about the promotion and retention of the female employees therefore 81.0% respondents agreed that female employees have to face certain occupational pressures that becomes the foremost impediment in their carrier progression. On the other hand 19.0% respondents disagreed on this viewpoint. They argued that the occupational pressures are faced by both male and female employees but this is not the factor that can resist the work performance of any employee. The additional foremost factor that becomes the impediment in the carrier progression of the

female employees is that the organization, society and the household members do not recognize the work potential of the female employees (especially their managerial capabilities). This becomes the foremost stumbling block for the carrier progression of the female employees because these female employees cannot get adequate promotion and other incentives in private sector organizations. In this regard 89.5% respondents agreed on this stance and 10.5% respondents disagreed on this standpoint. Female employees need a passable supervision to understand assorted tasks of the organization but unfortunately due to various gender based discriminatory factors the female employees are not give adequate instructions and supervision in private sector organizations. Over and above 66.0% respondents agreed that the female employees are discriminated in acquiring adequate supervision. On the other hand 34.0% respondents disagreed on this viewpoint. In addition to this 72.5% respondents agreed and 27.5% respondents disagreed on this stance. Women have to do various household tasks especially the married women become the victim of this. Therefore they cannot continue their professional life in a smooth way. Hence the above cited table illustrates that carrier breaks is the major gender biased discriminatory factor that obstructs the carrier progression for the female employees. Thus 61.0% respondents agreed on this stance and 39.0% respondents denied this viewpoint. By and large the cultural patterns of Pakistan are very traditional and therefore they prefer women in four walls of the house. Therefore there are various gender role stereotypes that discriminate the carrier progression of the female employees. These stereotypes comprise of prejudice, patriarchal structure of the society and values attached with the working conditions of women etc. Therefore 83.5% respondents agreed that gender role stereotypes is the foremost stumbling block in promotion and retention criterion of the female employees. On the other hand 16.5% respondents disagreed on this standpoint. Still the other factors are that the poor work environment in private sector organizations (due to gender biasness and stereotypes) is the major factor that diminishes the authority of the female employees. Thus 85.0% respondents agreed on this stance and 15.0% denied this standpoint. Most of the time the women that impedes the women carrier progression is inconsistency in work, maladjustment with the new technology, poor work environment, long working hours, carrier breaks and excessive travelling etc (Kramer and Lambert, 2001).

#### **Hypotheses testing:**

##### **Hypothesis: 1**

*Stereotypic behavior of the society increases the discrimination against the female employees in private sector organizations.*

H<sub>0</sub>: Stereotypic behavior of the society has no impact on female carrier progression in private sector organizations.

H<sub>1</sub>: Stereotypic behavior of the society is the major determinant of increasing discrimination against females regarding their job retention in private sector organizations.

Biased organizational culture about the working capacity of female employees (due to various stereotypes e.g. women has less ability to deal with the administrative and managerial tasks) has negative impact on the working potential of female employees at workplace		Societal culture (regarding their stereotypic behavior) is less supportive for the promotion of female employees.		<b>Total</b>
		<b>Yes</b>	<b>No</b>	
<b>Yes</b>		106	7	113
<b>No</b>		50	37	87
<b>Total</b>		156	44	200
<b>Predictor</b>	<b>Coefficient</b>	<b>SE. Coefficient</b>	<b>Z</b>	<b>P</b>
Constant	4.49656	0.815031	5.52	0
Society behavior	-0.59342	0.226708	-2.62	0.003

Likelihood Ratio Test Log-Likelihood = -102.259

**Test that all slopes are zero:**

G = 22.586

Degree of freedom = 3

P-Value = 0.003

**Discussion:**

Data in the above mentioned table presents that majority respondents (F=106) agreed that the stereotypic behavior of the society and the biased organizational culture about the working capacity of the female employees are the foremost factors that have unconstructive impact on working capacity of the female employees in private sector organizations. On the other hand (F=50) respondents argued that organizational culture is not biased about the female employees as there are some discrepancies in the working capacity of the female employees such as long working hours and carrier breaks. On the other hand the societal stereotypes is also not a worth mentioning factor that can diminish the working capacity and promotion predicaments of female employees. They argued that female managers have to demonstrate themselves by working harder and spend supplementary time in the organization so that they can prove their abilities to the male managers of private sector organizations. On the other hand the response rate of (F=106) respondents was towards the agreeable state that societal stereotypic behavior has an imperative impact on the overall performance of the organization. On the other hand only (F=7) respondents argued that the societal stereotypic behavior has no impact on the work performance and retention criterion of the female employees in an organization. The societal attitude towards the female employees is less supportive because the female employees are considered to be less proficient for managerial jobs due to their lack of creativity. Thus due to this fact, stereotypic societal culture is less supportive for female employees which was proved by applying Binary Logistic Regression. In the above mentioned table the researcher applied the Binary Logistic Regression on the table. The results of the hypothesis testing illustrates that Likelihood Ratio Test Log-Likelihood = -102.259, G = 22.586, DF = 3 and P-Value = 0.003. Thus the researcher concluded that null hypothesis ( $H_0$ : *Stereotypic behavior of the society has no impact on female discrimination in private sector organizations*) is rejected and the alternate hypothesis ( $H_1$ : *Stereotypic behavior of the society is the major determinant of increasing discrimination against females regarding their jobs in private sector*) is accepted.

*organizations*) is accepted. Thus it is evident from the results of Binary Logistic Regression that when the society impose the stereotypic behavior on the female employees then the work performance, appointment condition, promotion criterion and retention conditions for the female employees cannot function in an adequate and normal manner. The major myth that is attached with the female employees is that they cannot work in a more efficient manner as compared to the male employees (Eagly, et al. 2002). This is due to the certain myths attached with the female employees in which the females are not considered to be adequate if they leave the home for longer times for some professional work. Despite this the concept of the non working women in the middle class and patriarchal structure of society also obstructs the carrier development of women. In addition to this the gender role conflict is also important as the women are considered to have less performance ability, laziness and deprivation in managerial powers to do any work. Due to these stereotypes most of the men deny to work under the female managers.

**Hypothesis 2:**

**Married female employees are more discriminated in carrier progression as compared to unmarried female employees in private sector organizations.**

H<sub>0</sub>: Married and unmarried female employees are equally discriminated in carrier progression in private sector organizations.

H<sub>1</sub>: Married women have to face more discrimination in promotion and retention issues in private sector organizations as compared to unmaaried female employees.

Marital status	Discrimination of female employees in carrier progression		Total
	Yes	No	
<b>Unmarried</b>	35	68	103
<b>Married</b>	75	22	97
<b>Total</b>	110	90	200

Calculated value of Chi-square = 30.081  
 Level of significance = 0.05

Degree of freedom = 2  
 P value = 0.001

**Discussion:**

The results of the Chi-square test demonstrates that (F=35) respondents agreed that unmarried women have to countenance difficulties in their carrier progression. While (F=68) respondents disagreed on this stance that the unmarried female employees have to countenance difficulties in their carrier progression. They argued that the unmarried female employees have sufficient time that they can give to their professional life therefore they can make advancement in their carrier in a more proficient way as compared to the married women. On the other hand the results of the Chi-square test also illustrates that (F=75) respondents agreed on the stance that married women have to countenance numerous dilemmas in the appointment and job promotion. The major reason is that these women cannot bestow adequate time to their jobs due to their various household appointments. On the other hand (F=22) respondents disagreed on this stance and provide various evidences in which the married female employees in a private sector organization are doing well as compared to the unmarried female employees. The major reason was that the capability to do a certain task is not dependent upon the marital status of the female employees. If the woman has the managerial and administrative skills then they can do their work in an adequate manner in minimum time period. As Df=2, Calculated value of the Chi-square=30.081 and Level of Significance=0.05 thus the  $p=0.001$ . The results of the chi-square test shows that the null hypothesis is rejected (H<sub>0</sub>: *Married and unmarried female employees are equally discriminated in carrier progression in private sector organizations*) and alternate hypothesis is accepted (H<sub>1</sub>: *Married women have to face more discrimination in promotion and retention issues in private sector organizations as compared to unmarried female employees*). Thus according to the above mentioned Chi-square test the married

women have to face more discrimination in diverse organizations in the private sector as compared to unmarried women. Thus married women suffer from various barriers as compared to unmarried women. These barriers reduce the work efficiency of married women. Especially when the organization is male dominated then the women feel undervalued inadequate exposure. Obviously the male managers can stay for longer hours in the organizations as compared to the female managers. Mostly the domestic responsibilities of the working women are ignored due to long working hours as occupational pressures in job.

**Hypothesis: 3**

***Uncooperative organizational culture in private sector is the major factor that resists the carrier progression of female employees.***

H<sub>0</sub>: Uncooperative organizational culture has no impact on carrier progression of female employees.

H<sub>1</sub>: Uncooperative organizational environment is the major discriminating factor that lowers the chances for promotion of female employees.

Uncooperative organizational culture affect the carrier progression for female employees	Male mangers in organizations discriminate the women in promotion for administrative and managerial seats		Total
	Yes	No	
Yes	104	40	144
No	24	32	56
Total	128	72	200

Calculated value for Chi-square =43.748  
 Level of significance = 0.05

Degree of freedom = 4  
 P-value = 0.000

**Discussion:**

The above mentioned results of the Chi-square test demonstrate the importance of organizational culture in carrier progression for female employees. Therefore the table reveals that (F=64) respondents agreed that uncooperative organizational culture is the foremost factor that becomes the obstruction in carrier progression for female employees. On the other hand (F=24) respondents disagreed on this stance and argued that the female employees are also the part of organizational culture and this is their own perception that the organizational culture is not adequate for their carrier progression. On the other hand the other aspect of the hypothesis illustrates that the male managers themselves discriminate the female managers in terms of their carrier progression especially for the managerial and administrative seats. Thus (F=64) respondents agreed on this stance that actually this is the patriarchal structure of the organization that dispossesses the women from promotion and retention in job attainment. In addition to this discrimination also becomes the impediment in women future job carrier. Thus the calculated value for Chi-square=43.748, Df=4, Level of significance=0.05 and p=0.000. Thus the above mentioned table shows that the null hypothesis is rejected (H<sub>0</sub>: ***Uncooperative organizational culture has no impact on carrier progression of female employees***) and the alternate hypothesis is accepted (H<sub>1</sub>: ***Uncooperative organizational environment is the major discriminating factor that lowers the chances for promotion of female employees***). Thus it is proved that uncooperative organizational culture in private sector is the major factors that oppose the carrier progression for female employees.

**Conclusion:**

After revering the analysis carefully the researcher concluded that there are numerous factors that play a deep-seated role in female employee’s discrimination at the workplace (especially in private sector organizations). By and large the female employees are distinguished by the organization to be less ingenious and apposite to clerical work. In addition to this female employees are recurrently discriminated as compared to male employees on the basis

of wage distribution and carrier progression as they are considered to be less appropriate for the top management positions in a private sector organization. Male employees in miscellaneous organizations receive incentives, bonuses and promotions in a recurrent manner on completion of their tasks as compared to female employees. Thus female employees countenance biasness in the form of stereotypes, prejudices about women's role in workforce diversity and leadership styles that encumber in their job recruitment and promotion criterion. In addition to this sexual harassment, lack of domestic support, verbal abuse from boss, lack of encouragement (especially from the male colleagues), time pressures, carrier breaks and long working hours are the foremost factors that have unconstructive impact on the occupational attainment for the female employees. In addition to this the stigmas related with women are the foremost discriminating factor that dispossesses them to acquire adequate jobs in organizations. Especially the social stigmas such as gender role stereotypes, rigid cultural patterns, patriarchal structure of society and less ingenious stigma on females are the major factors that become the base for gender discrimination of female employees at workplace. The additional salient aspect of female discrimination in private sector organizations is that women who are married are considered to be less apposite for the work as compared to the female employees who are unmarried due to time restrictions, carrier breaks and role conflict. Due to these facts male managers are considered to be more appropriate for the management posts as compared to female employees. Female employees are discriminated from the male employees in selection, promotion and retention criterion in private sector jobs. The present study institute that the biasness related with the appointment and endorsement of the male managers, organizational culture and wage discrimination are the foremost determinates that discriminated the male managers from the female employees.

#### **Policy Implications:**

1. Anti-discrimination policies should be implemented in private sector organizations because they can diminish the gender gap.
2. Organizations should inculcate employees to notify managers when they learn about discrimination against themselves or any other person.
3. Organizations should prefer the abilities of their employees for some managerial posts rather than their gender. Accordingly talented employees (that can handle the assorted management and administrative tasks) should be preferred and stereotypic behavior related with the female employees should be avoided.
4. Organizations should make policies for managers to clamp down on discrimination in the workplace. The actions of managers will assist to prevent discrimination in the official policies.
5. Male employees should revolutionize their attitude towards the working potential of the female employees.
6. Organizations can implement sex discrimination policies by introducing gender-related education and training programs.
7. Organizations should encourage a culture that must empower their employees (to enhance their abilities) rather than making discrimination among them (to undermine their creativity).
8. Organizations should implement the criterion in which the worker get equal pay for required work despite the gender discrimination.
9. Organizations should deal with minimum and above-minimum wages that will be ensured on the basis of equal pay for equivalent work.
10. Organizations should organize a diversity training seminar that addresses the need for respect and equality across male and female employees at workplace.
11. Private organizations should made clear rules, procedures and guidelines for employees to respect everyone regardless of gender.
12. Private sector organizations should spotlight on the development and promotion criterion of their employees by giving an equivalent opportunity to the female employees.
13. Stringent actions should be taken by the top management committees against those who violate the gender equality policies (irrespective of their positions within organizations).
14. The organizational criterion for the job promotion should be obvious and it must support the qualified and talented women in labor market.
15. There is a need for the strong HR policies in the private sector to investigate the growth components of the organization.
16. There is a need for awareness campaigns so that the society can be sensitized about the significance of the working women prospective for the development of any nation.

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