



Impact of Glass Ceiling and Gender Stereotyping on the Organization Commitment of Women with Moderating Effect of Managerial Support in Telecom Sector of Pakistan

Zara Tahir¹, Fatima Bashir^{2,*}, Saadullah Shah³

¹Lecturer, Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan

²Lecturer, AUSOM, Air University, Islamabad, Pakistan

³Ph.D Scholar, Institute of Management Studies, University of Peshawar, Peshawar, Pakistan

ABSTRACT

The purpose of this study was to look at the influence of the glass ceiling and gender stereotypes in the organizational commitment of female telecom workers in Pakistan. The goal was to identify the factors responsible for working women's lower levels of commitment, particularly in specific industries. In the Pakistani telecom sector, a personally administered survey was undertaken, and 355 professionals replied to questions, contributing to the data for inference. The study's findings revealed that the organizational commitment of women working in Pakistan's telecom sector is drastically lowered as a result of factors such as glass ceilings and gender stereotypes. The study also discovered support for the moderating effect of management support, which, if in place, may be able to control the influence of such elements through policy structuring and implementation, resulting to increased commitment of female professionals. Companies should focus on the establishment and promotion of managerial support and policies that assist female employees in changing their perceptions of prejudice, according to this suggestion.

Keywords: Gender stereotyping, glass ceiling, organization commitment, organization identification, managerial support.

Article info.

Received: September 30, 2021

Accepted: December 10, 2021

Funding Source: Nil

Conflict of Interest: Nil

*Address of Correspondence:

fatima.bashir@mail.au.edu.pk

Cite this article: Tahir Z, Bashir F, Shah S. (2021). *Impact of Glass Ceiling and Gender Stereotyping on the Organization Commitment of Women with Moderating Effect of Managerial Support in Telecom Sector of Pakistan*. *RADS Journal of Business Management*, 3(2): 96-114.

This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

1. INTRODUCTION

The debate on how women are treated at the workplace has built up to the stage where not only women but also men are getting more and more vocal about the commitment of organisations towards gender parity (Tinsely & Ely, 2018; Kornbluh, Johnson, & Hart, 2021). But the situation in Pakistan has not shown any significant change. According to the latest human development reports (United Nations development program, 2018; Bertrand, Black, Jensen, & Muney, 2019; Salahuddin, Mahmood, & Ahmad, 2021), Pakistan has been

ranked at 149 out of 189 countries on the human development index and 150th on gender development, which is very low. The current state is alarming and requires the urgent attention of policymakers. Women make up nearly half of the population of our country, Pakistan (Trading Economics, 2012).

In Pakistani society, men and women have unequal access to and control over various resources, as well as the right to the concept of sharing power (Habib, 2011). Discrimination against women persists in all spheres of society, public and private (Anaeme, 2012; Fernandez & Rubineau, 2019; Erkal, Gangadharan, & Xiao, 2021). In contrast to federal laws of the state, Pakistani establishments in operation do not offer equal rights and opportunities to applicants, and there are cases of clear discrimination against applicants based on their religion, ethnic origin, and gender (Naqvi, 2003; Carvalho, Costa, Lykke, & Torres, 2019; Cohen, Dalton, Webb, & McMillan, 2020).

There is a need to analyze different aspects of this problem. There has been a lot of discussion and development on different types of sexism, such as stereotypes against female education in science, technology, engineering, and mathematics (STEM) (Blickenstaff, 2005; Runder, Plaza, Warner, & Bothwell, 2018; Escobar, Hoekstra, Kang, & Kittilson, 2021; Weaver, Smith, & Sims, 2021). The cultural and religious facets have totally been ignored in literature (Ali, 2005). Research studies have been conducted previously in order to analyse the hurdles in the career paths of women in the working sector, but the impact of the proposed managerial policies imposed by the organizations is lacking, which should be studied. (Shah, 2014). A study conducted by Taukobong *et al.* (2016) indicated that psychological factors such as the centrality of work, the concept of perceived social support, and also age identity can be focused on in order to improve the levels of commitment of the employees towards their jobs, their engagement, and their satisfaction with their jobs. The study indicated that future research should include other variables such as the factors contributing to gender discrimination, job control, and level of supervision in order to expand the findings. They also included that the organization's policies should also be used in order to reduce discrimination as well as reduce anxiety about the psychological factors and their impact on job commitment, satisfaction, and engagement.

The current study is supported by the rational bias theory, which says that there are times when the involvement in the process of discrimination seems just to the employee, although s/he is fully aware of the laws and regulations which prohibit being biased, and they may also feel like treating other people equally (Eugene, 1991; Li, Souza, Esfandiari, & Feine, 2019). Babic and Hansez (2021). The study is also supported by the social identity theory, in which the person identifies himself based on the group s/he belongs to. If they feel that they belong to the out group, they will become unsatisfied with their position, which will raise concerns in terms of performance, health, commitment, etc. (Turne & Tejfal, 1979).

Currently, in the technical fields, women are underrepresented. A brainstorming session was also conducted with women working in the telecom sector of Pakistan on International Women's Day in which it was mainly highlighted that women are underrepresented in the telecom sector at the grass-roots level. They are not appreciated for taking admission in technical educational programmes (STEM), hence not many of them qualify for good positions in the telecom sector. They are usually considered for entry-level positions or executive level, and the glass ceiling and stereotypical concepts about women do not allow them to bypass those barriers.

The management of Nokia Networks, a leading telecom network providing company having global standing around the globe, including Pakistan, also identified the issue. In his blog post in respect to International Women's Day 2016, Barry French, the EVP Marketing and Communications, mentioned that if we look around in the industry, the representation of women is not adequate, we have limited ourselves to 50% of the talent in the world's population. Similarly, Kathrin Buvac, the vice president for strategy at Nokia Networks, mentioned in her post that until today, the progress towards gender parity was a challenge. Women remained

underrepresented in the board rooms in the senior leadership positions and technical positions, so each of the leaders within their own sphere of influence should work to accelerate the gender balance. Studies have been conducted in this regard to check if managerial policies and support can help in improving the situation. A study conducted by Levy (2016) found that organization policies should also be used in order to reduce discrimination as well as reduce anxiety about psychological factors and their impact on job commitment, satisfaction, and engagement. There are many factors at work that impact the employees, especially the female employees who believe that they belong to a certain group that is treated differently.

The study is an important source of information for both managers and female employees. The findings will assist employers to devise policies that support rectifying the situation. Currently, the topic is under-discussed, especially in the telecom sector of Pakistan, and more research and exploration is required in this direction. It will also be an addition to academia since the referred studies have mainly focused on secondary data and qualitative analysis, and the results of quantitative analysis will support the development of more reliable analysis, leading towards answers to the research questions.

The main issue is that women in Pakistan are not getting equal opportunities to work due to certain stereotypical attitudes that hinder them from working and also the glass ceiling effect. The problem was identified through self-experience interviews conducted with professionals working in the telecom sector of Pakistan. Researchers and practitioners need to attend to the problems being faced by working women in Pakistan to encourage their participation in the labor force, which can improve the country's overall productivity and positioning in international rankings and also lead to improved living and working conditions for females in Pakistan.

The study has been carried out to find the factors that are affecting the commitment of women in the workforce and also to see if there is some role that the management of the organizations can play to save the situation through support.

2. REVIEW OF LITERATURE

Preventing the reported phenomena of discrimination at workplaces based on the gender of an employee is not just a concern of morality or ethics but also has an economic and financial imperative. It leads to losses in the economic domain, lower innovation, and ultimately stifles the competitiveness of not only the firms but also the country as a whole (Dipboye & Colella, 2005; Cornejo, 2007).

In a recent study, authors discussed a very interesting point about how gender discrimination starts as early as when a girl is called bossy; it is taken highly negatively while when a boy is called bossy, it is considered a quality (Hebl *et al.*, 2018; Manzi & Heilman, 2020; Rocha, Silva, & Esnard, 2021). In the past, Greenberg *et al.* (2007) found that managerial women reported working significantly more in the home than men; measures of conflict and strain, however, while showing some effect, are not impacted to the degree that managerial women's combined number of work and home hours per week might suggest. He also found that measures of hours, conflict, and strain did not diminish abruptly when children entered school, perhaps in part due to managers' increased work hours and managerial women's renewed work emphasis when children entered school. Measures of hours, conflict, and strain did show some reduction for parents of teenaged children, although they are still significantly higher than those of nonparents, which proves that family life has a very important role in the development of women's careers. In one of the recent studies, Carvalho, Costa, Lykke, and Torres (2019) revealed that women working in top positions feel the presence of gendering at their workplace even today. Indeed, hidden discrimination has been indicated to be more present in organisations nowadays than overt discrimination. Another study also revealed that women's work and homework conflicts play a very important role in determining how well they will perform at work. The pressures on homework

increase stress and depression, which lead to an impact on performance in professional work life (Mackey, Jim & McKenna, 2002; Bevilacqua & Navigli, 2020; Fierro, & Sancho, 2021).

Until now, studies on the lower representation of women on boards and in leadership positions have offered explanations such as: different career socialisation (Hoobler, Lemmon, & Wayne, 2014), gender stereotyping (Reddy, Adhikari, & Chitranshi, 2017; Eagly & Karau, 2002), and gender discrimination culture in organisations (Hale, 2012; Moya, Glick, Exposito, Lemus & Hart, 2007; Faruk, Still, the topic of the barriers that women face in the workplace is under-researched and requires further exploration.

The Organizational Commitment

Glass Ceiling

The term "glass ceiling" was first used in the year 1984 by Gay Bryant in his book, "The Working Woman Report," which observed the position of female personnel in establishments. The "Federal Glass Ceiling Commission" was established in 1991 to acquire and collect information about opportunities and barriers to career advancement for women and minorities (Women History 2012).

What is a Glass Ceiling?

The glass ceiling is basically a term that refers to the barriers that prevent women's workforce from upward mobility, leading them towards leadership positions (Pinto & Aquinas, 2018). The application of the "glass ceiling" obstructs capable female workers' advancement in an officialdom's chain of command (Appelbaum, 2011). Women workers have to face obstacles in their career development and experience a hurdle that impedes their means of growth (Pinto & Aquinas, 2018). Their professional development in the upper-level spots suffers from the existence of the glass ceiling. There needs to be a workplace range in establishments to reassure the workers to achieve well and in yield organisations to attain the "competitive edge" compared to other companies. A glass ceiling impedes the female employees' progress towards the top-level positions. There is another level that prevents women workers from getting the "international assignment" (Insh, 2008). Workers must be given the chance of equal engagement. A female worker must be provided the chance to benefit from the international assignment. Females can show themselves, but all they need is a chance.

Impact of the Glass Ceiling on Women in Organizations

The phenomenon of GC (glass ceiling) is being experienced by many women at their workplaces nowadays. It is highly impacting the diverse workforces, most often the ones assigned to international assignments. Since in today's times there is a lot of competition in the market based on globalisation and the availability of many alternatives, the companies that are proactive and favour the concept of diversity are the ones that survive the strong competition. Companies need to devise policies that eradicate the impact of workplace discrimination, especially in terms of the glass ceiling, which will support the promotion of equal career opportunities for both genders (Imam & Shah, 2013).

The term "GC" (glass ceiling) is one of the most captivating representations for observing inequalities among men and women in the workplace environment (McLeod, 2008). The manifestation has also been extensively used in the prevalent media, both in the government's official reporting and in academic journals (Garland, 1991). The blockades that inhibit women from rising to the senior managing positions in enormous companies have frequently been labelled by the image of the "GC," which is a see-through fence that stops females from touching upon the corporate hierarchy preceding a definite point (Morrison, 1987). According to Weyer (2007), the insufficiency of female leaders can be related to continuing discrimination and the holding against them at the workplace. This means that, though women have now become adept at moving to higher levels in the hierarchy, at some point they are stopped by an unseen obstacle. It smears women as a cluster who are

reserved from proceeding further since they are "women." Morrison (1987) Auster (1993) indicates that, though the glass-ceiling is not one maximum or barrier at one point, but instead, it refers to many diverse and persistent practices of gender prejudice that happen regularly in both covert and overt customs. Investigators found that there are diverse kinds of glass ceiling obstacles, such as diverse pay for analogous work (Commission, 1995).

Impact on Organization Commitment

Channar, Abbasi, and Ujan (2011) investigated the impact of various forms of gender discrimination on employees' levels of commitment, motivation to work, and job satisfaction, and discovered that women working in the private sector face more discrimination than women working in public sector organizations. Gender discrimination in terms of the glass ceiling or other phenomena has a negative relationship with the levels of employees' job satisfaction as well as their commitment to the organization. The term GC (glass ceiling) is one of the most enthralling metaphors for observing inequalities between men and women in the workplace (McLeod, 2008). The manifestation has also been extensively used in the prevalent media, both in the government's official reporting and in academic journals (Garland, 1991). The blockades that inhibit women from rising to the senior managing positions in enormous companies have frequently been labelled by the image of the "GC", which is a see-through fence that stops females from touching upon the corporate hierarchy preceding a definite point (Morrison, 1987). According to Weyer (2007), the insufficiency of female leaders can be related to continuing discrimination and the holding against them in the workplace. This means that, though women have now become adept at moving to higher levels in the hierarchy, at some point they are stopped by an unseen obstacle.

H: Glass ceilings have a negative impact on organisational commitment.

Women face low motivation. Once they realise that they are being discriminated against based on their gender, their level of stress increases, and they start working under stress, which leads to a decrease in the performance and productivity of the employee. This all goes against the organization, so it is better to devise policies in order to avoid such situations that lead to the loss of their commitment to the job. Based on theoretical support and gaps, the current study has proposed:

H: Glass ceilings have a negative impact on organisational commitment through reduced organisational identity.

Gender Stereotyping

The concept of stereotyping can be explained as cognitive shortcuts that are used by people to categorise other people based on their distinct characteristics, such as their age, their race, or their gender (Crites, Dickson, & Lorenz, 2015). Such stereotypes primarily affect women working in organizations, preventing them from assuming roles that would allow them to advance up the corporate ladder (Spencer, Steele, & Quinn, 1999; Steele, 1998). Women encounter certain attitudes projected on them by society and the people at their workplace, which result in blocking their job performance and career advancement as well. Such attitudes fall into the category of gender stereotypical attitudes. The role of gender typing for managerial positions is still going on. Surveys have revealed that the majority of both female and male managers today still believe that it will take more than 10 years before female candidates are given a chance to fill managerial positions. There is also some percentage of people who believe that they won't see this happening in their entire lifetime, Wood (2008).

Working women start their families before they hit the glass ceiling. Discrimination based on pregnancy begins as soon as a working woman begins to show signs of last through her motherhood. Studies conducted in the US have shown evidence of sidelining pregnant women through a system at the time of raises and promotions,

and upon complaint, they are fired. (Kitroeff & Silver–Greenburg, 2018). These women, even being highly skilled, are penalised for their lost experience when they have steered away from the important assignments, contact with the clients, or short periods of leave that they use for child-rearing. (England, Bearak, Budig, & Hodges, 2016). Similar stereotypes related to working women include their preference for family life over their work life (Eagly & Carli, 2007; Sandberg & Scovell, 2013; Hegewisch & Hartmann, 2014).

What is Gender Stereotyping?

Gender stereotyping refers to a procedure in which gender, that is, being male or female, becomes the basis of making judgements for the roles that are prescribed by the cultures they exist in. They are placed in different levels of categories and that becomes a source of putting limits on their potential. This is true not only for women but for men as well (Agars, 2004). These chiefly affect the advancement of women in their professional vocations. For example, management, about which it is and historically and culturally supposed that it is the area of a man, as "Think manager, Think male" is well-thought-out as a worldwide phenomenon (Brenner, 1998). Schien (1978) has defined the concept of gender stereotyping as "the trust that a group of characteristics and skills is more probable to be found amongst one gender than the other."

Impact of Gender Stereotyping on Women in Organisations

According to Schien (1978), gender roles depend on the type of society. There are two types of gender roles: masculine and feminine, and traditionally, females are expected to behave in a feminine way. According to the author, because there is a clear definition of sex roles in society, there are also certain gendered expectations from both men and women, which lead to the gender gap.

Numerous studies have found that when sex and gender-related role features are used as predictors of an individual's future success in an organization, being a woman or having feminine traits is considered detrimental, whereas being a man or having masculine qualities and traits is considered more beneficial for the individual in the organization (Brenner, Tomkiewicz, and Schien, 1989; Powell & Butterfield, 1979). Damaging female gender-related role stereotypes have been observed to include such characteristics as dependency, submissiveness, and emotionality, while the characteristics that are related to masculine roles are independence in actions, dominance, confidence, rationality, objectivity, and most importantly, strength (Haanand Livson, 1973; O'Leary, 1974). Power is also perceived to be less related to feminine (female) stereotypes and more to masculine (male) stereotypes (Moore 1995).

H: Gender stereotyping has a negative impact on organisational commitment.

When the workers feel the presence of gender stereotyping in the organization, they feel demotivated and can relate less to the organization, hence leading to lowered levels of organisational identity, which in turn leads towards reduced organisational commitment.

H: Gender stereotyping has a negative impact on organisational commitment through reduced organisational identity.

Organizational Identification

Organizational identification refers to the perception of an individual that his or her organization and he are one (Ashforth & Mael, 1989). Past research on organisational identification shows that it has substantial effects on the relevant outcomes for an organization, such as the turn-over intentions of the employees (Conroy, Becker, & Menges, 2016), increased levels of job satisfaction (van Dick *et al.*, 2004), as well as enhanced extra-role performance (Liu, Loi, & Lam, 2011). The current study has proposed that the factors that lead to

the decrease in organizational commitment of working women (gender stereotyping and glass ceiling) are mediated by their lowered identity with the organization.

According to the typical definition of the concept of organization identification, individuals feel more loyal towards the organization they are working for, they have high fidelity, and they give more value to the goals of the organization since they can identify with it (Cheney, 1983). Organizational identification helps to escalate the success of the organization through corporate action in a coordinated way. It is also possible to see it as a convincing mechanism for participation in the organization's activities. It becomes a source of motivation for targets of individual and organizational goals to make further efforts towards the realization of these goals (Uray, 2014).

Managerial Support

Brendan (2016) investigated the impact of supportive HRM (human resource management) practices and policies in senior human resource managers' intent to encourage women to pursue senior-level managerial positions. They have established a concept based on the theory of "planned behavior" in which helpful human resource policies and practices have an impact on managers' attitudes toward the elevation of females to high-ranking positions, as well as their perception of organisational standards and their control over the decision. Researchers have recommended that the role of human resource practices and policies is not only to remove the opportunity for discrimination but also to reassure the expansion of more deep normative and attitudinal acceptance of the involvement and nomination of women in senior management.

In normal circumstances, there are three antecedents of employee commitment that have been measured in earlier research: work, personal, and job-related experiences (Steers 1977). The concept of managerial support can be incorporated into work-related experiences. The earlier facets of research recommend that "managerial support" is an essential organizational trait that has a direct impact on employee commitment (Eisenberger *et al.* 2010). The "perceived organisational support" (POS) theory (Eisenberger, Huntington, Hutchison, & Sowa 1986) recommends that employees have the sense to form certain beliefs about the level of care and attention the organization puts into their wellbeing and how much the organization appreciates and values their contribution to the business operations. Such beliefs serve as the foundation for their perception of the actions of the organization for which they work, resulting in reactionary adjustments in how they behave (Alfes, Shantz, Truss, and Sooane 2013). Putting this standard of exchange (Gouldner 1960), Eisenberger *et al.* (1986) suggest that workers who recognise an extraordinary level of support they receive from the organization have a greater probability of being beneficial for the organization in terms of elevated levels of their affective organization commitment (Settoon, Bennett, and Liden, 1996).

The current study has proposed that in the presence of managerial support, the female employees may feel supported and the impact of reduced identity owing to the glass ceiling and gender stereotyping will be lowered, hence weakening the relationship between the lowered organizational identity and organizational commitment of the female employees.

H: Managerial support moderates the proposed relationship between organizational identity and organization identity such that, in the presence of strong managerial support, the female employees with lowered identities will have a lesser impact on their commitment.

Theoretical Framework

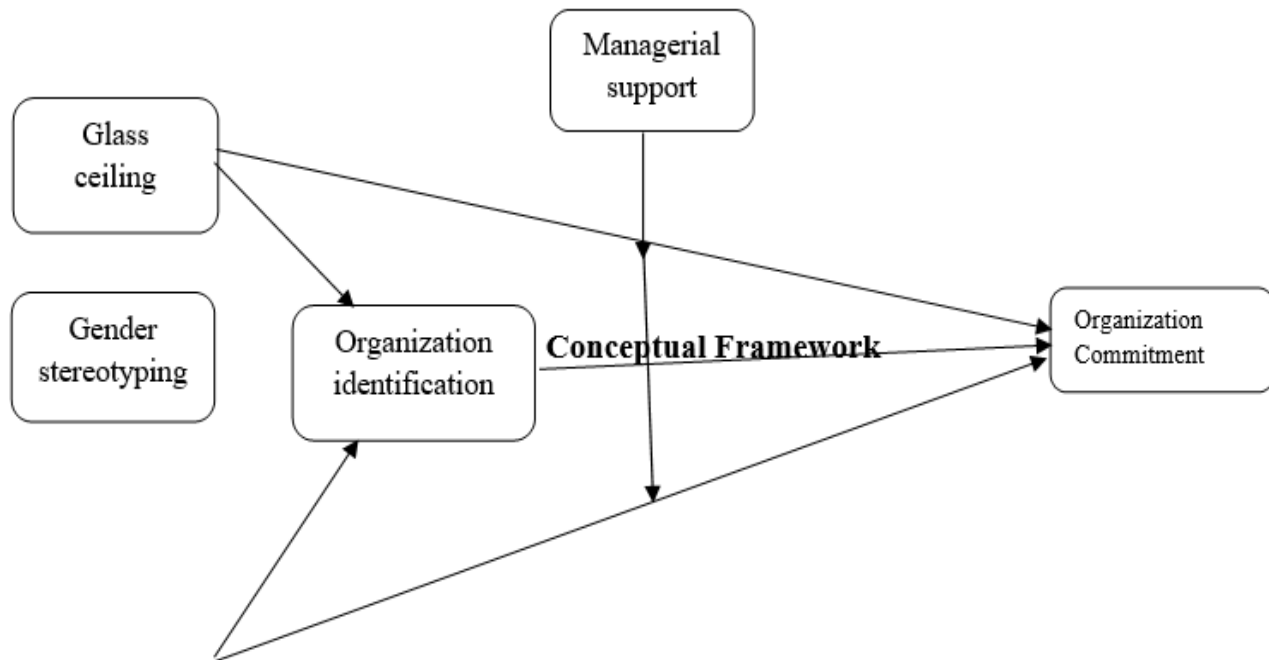


Figure 1. Conceptual framework.

3. RESEARCH METHODOLOGY

Using positivistic philosophy and a deductive approach, the current study has used the quantitative method for inference purposes, which is acknowledged for its precise nature and reliability when examining the data. A questionnaire was used to collect firsthand data, and secondary data, such as published reports from the chief authorities, was used for contextual analysis. The problem identification was done through analysis of existing research and discussion with working women in the telecom sector of Pakistan.

All the items were presented to the respondents in English. The author with the subject matter experts checked and ensured the face and content validity of the items. Gender stereotyping was assessed using a 5-point likert scale developed by Norris and Wylie (1995). The items included "women are believed to be less career-oriented", "it is believed men do not like reporting to women," etc. The internal consistency checked using Cronbach's alpha is mentioned in the later section. The glass ceiling was assessed using a 5-point Likert scale developed by the U.S. Department of Labor in 1992. Items included "women must perform better than men to get the same job", "women are normally placed in positions that do not match their skills," etc. The internal consistency checked using Cronbach's alpha is mentioned in the later section. The scale was developed through adaptation from Lowe, Matthews, and Dourali (2001), and the items included "the management of my organisation cares about the female employees", "my manager keeps me informed about the latest developments in the organization", etc. Cronbach's alpha was used to check the reliability. The scale was adapted from Meyer and Allen (1990), and the items included, "I would be very happy to spend the rest of my career with this organization", and "I do not have a strong sense of belonging to my organization". Similarly, Mael and Ashforth's (1992) 6-item organizational identification scale was used. Items included "When somebody criticises (name of organization), it feels like a personal insult" and "When I talk about (name of organization), I usually say "we" rather than "they". Reliability will be discussed in the later sections.

Females working in government and private telecom organisations in Pakistan serve as the research's unit of analysis. The total sample size for the research using the Barlet and Higgins table is 278 (population = 1000

and error = 5%). We sent out 400 questionnaires through emails and personal administration, but only 355 valid responses were received. The response rate was 88.75%. Judgment sampling was used to collect data from the target population since we needed to collect data from the targets of glass ceiling and gender stereotyping and the selection was based on the judgment of the researcher. As we are interested in explaining the impact of one variable on the other associated with the problem, regression analysis was used for this purpose. It was a cause-and-effect design. In order to check the moderation and mediation, the macros of process extension were used in SPSS 21.

Validity of Face and Content

Since the questionnaire being used was already tested, its content validity was only checked with other experts in the field for clarity and language problems. It was tested only through pilot testing. The researchers themselves critically examined the clarity, format, order, and content of the questionnaire over all.

4. RESULTS

The average age of the respondents ranged between 25 and 35 years of age. The average respondent had a bachelor's level of education. Since all the respondents were females working in the telecom sector, gender has not been included in the demographic analysis.

Cronbach's alpha was used to assess the reliability of the instrument. The Cronbach's alpha ranged from > 0.7 , which is considered good. No items were deleted and the values of Cronbach's for the variables were "glass ceiling." Gender stereotyping, managerial support, organisational commitment, organizational identity (Lee *et al.* 2017).

Confirmatory Factor Analysis

Since measures used in the current study are already established, a two-step procedure was used (Anderson & Gerbing, 1988), i.e., before the execution of the measurement model. Before the validity and reliability of the model were tested, To measure the convergent and discriminant properties of the model variables, confirmatory factor analysis was run (Kara, Uysal, Sirgy & Lee, 2013). Amos was used to check the distinctiveness of the variables (Anderson & Gerbing, 2988). The results show a good model fit with all the values in acceptable ranges (CMIN/DF =2.75, CFI=0.91, RMESA=0.07). All of the factor loadings are statistically significant ($>.05$), indicating that the model is convergent.

Table 1. Confirmatory Factor Analysis.

Code	SFL	SE	T-Value	AVE	CR
Glass ceiling (Cronbach's alpha=.77)				0.35	0.71
GC1	0.52				
GC2	0.56	0.11	8.92		
GC3	0.51	0.12	7.91		
GC4	0.65	0.11	9.15		
GC5	0.68	0.11	8.12		
GC6	0.67	0.1	7.22		
GC7	0.61	0.11	8.88		
Gender Stereotyping (Cronbach's alpha = 0.87)				0.52	0.9
GS1	0.9				
GS2	0.91	0.1	12.4		
GS3	0.72	0.1	12.8		

Cont.

GS4	0.79	0.12	11.7		
GS5	0.69	0.11	12.6		
GS6	0.8	0.09	11.8		
GS7	0.8	0.11	12		
GS8	0.82	0.11	11.6		
Organization commitment (Cronbach's alpha = 0.90)				0.61	0.83
OC1	0.66				
OC2	0.71	0.08	15.8		
OC3	0.77	0.06	14.7		
OC4	0.64	0.07	15.2		
OC5	0.56	0.07	12.6		
OC6	0.77	0.11	11.6		
OC7	0.89	0.07	12.8		
OC8	0.93	0.09	13		
Managerial support (Cronbach's alpha = 0.78)				0.44	0.73
MS1	0.75				
MS2	0.66	0.05	12.3		
MS3	0.62	0.06	12.5		
MS4	0.68	0.05	12.8		
MS5	0.7	0.05	14.6		
MS6	0.74	0.07	13		
MS7	0.89	0.09	13.5		
MS8	0.81	0.05	15.4		
Organization identification (Cronbach's alpha = 0.87)				0.57	0.88
IDT1	0.57	0.05	14.2		
IDT2	0.65	0.07	15.4		
IDT3	0.67	0.07	15.9		
IDT4	0.58	0.06	11.4		
IDT5	0.57	0.07	15.8		
IDT6	0.77	0.09	17.3		

Table 2. Mean Standard Deviation and Correlation.

Variables	M	SD	1	2	3	4	5
Gender Stereotyping	3.57	0.9	1				
Glass ceiling	3.55	0.62	0.420**	1			
Org- Identity	2.85	1.2	-0.472**	-0.545**	1		
Managerial support	2.88	1.16	-0.337**	-0.345**	0.408**	1	
Org- commitment	2.57	1.28	-0.624**	-0.658**	0.665**	0.670*	1
Note. n=355, **, P<0.01, * .P<0.05							

Descriptive statistics and correlation of variables

*Note: n=355, **P<0.01, *P<0.05*

The mean values of the variables indicate the presence of glass ceilings and gender stereotyping with the neutral presence of managerial support, leading to a lowered commitment towards the organization. The standard deviations are within the range and the values of the correlation coefficient are significant at 0.01 alpha, showing the highest association between organization commitment and organization identity at 0.670**.

Hypothesis Testing

Mediation Analysis

The mediation analysis was done using the Process macros extension in SPSS. There were two models in the study:

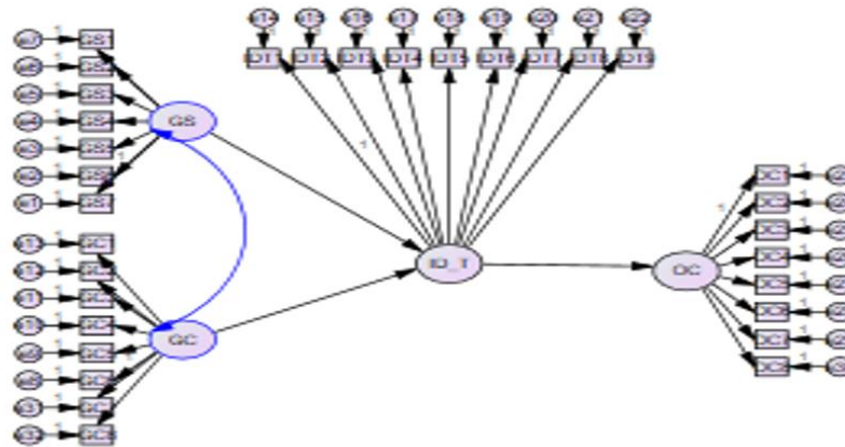


Figure 2. Model fit.

Mediation Analysis: the Impact of Gender Stereotyping on Organizational Commitment Through Organizational Identity:

Model A tested the indirect effect of gender stereotyping on the organizational commitment of women through organizational identity. In Step 1 of the mediation model, the regression of gender stereotyping on the organizational commitment of working women ignoring the mediator was significant; $b = -.831, t(355) = -15.018, p > 0.01$. For testing the hypotheses 3, 5, and 7 path analysis was done using model 4 in the process, with the Sobel test leading to the next steps. Step 2 revealed that the regression of gender stereotyping on the mediator, organisational identity, was also significant, $b = -.647, t(35) = -10.066, p < 0.01$. Step 3 of the mediation process showed that the mediator (Identity), controlling for the commitment of working women, was significant, $b = .462, t(355) = 11.962, p < 0.01$. At a 95% confidence interval (LLCI = .396, UCLI = .851), the indirect effect of gender stereotyping on organisational commitment was found to be significant ($= .5633, S.E = .114$) in step 4 of the analyses. The normal theory test for indirect effect is also significant ($= -.2996, p < 0.01$), indicating that hypothesis 7 is supported. Thus, all the hypotheses of the proposed model have been supported by the results.

Table 3. Mediation Analysis.

Statement of hypothesis	B	S.E	t	p
H1 Direct impact of GS on OC	-.831	.055	-15.018	.000
H3 Direct impact of GS on IDT	-.647	.053	-10.066	.000
H5 Direct impact of IDT on OC	.462	.038	11.962	.000

Cont.

Indirect effect using normal distribution				
Sobel Test	Effect	S.E	Z	P
For IDT	-.2996	.039	-7.6863	.000
Bootstrap results for indirect effects				
	Effect	S.E	LLCI	ULCI
H7 Indirect effect of GS on OC through IDT	.5633	.114	.396	.851

Mediation Analysis: the Impact of Gender Stereotyping on Organizational Commitment Through Organizational Identity:

Model A tested the indirect effect of gender stereotyping on the organizational commitment of women through organizational identity. In Step 1 of the mediation model, the regression of gender stereotyping on the organizational commitment of working women ignoring the mediator was significant; $b = -.831$, $t(355) = -15.018$, $p > 0.01$. For testing the hypotheses 3, 5, and 7 path analysis was done using model 4 in the process, with the Sobel test leading to the next steps. Step 2 found that the regression of gender stereotyping on the mediator, organisational identity, was also significant, $b = -.647$, $t(35) = -10.066$, $p < 0.01$. Step 3 of the mediation process showed that the mediator (Identity), controlling for the commitment of working women, was significant, $b = .462$, $t(355) = 11.962$, $p < 0.01$. At a 95% confidence interval (LLCI = .396, ULCI = .851), the indirect effect of gender stereotyping on organisational commitment was found to be significant ($= .5633$, S.E = .114) in step 4 of the analyses. The normal theory test for indirect effect is also significant ($= -.2996$, $p < 0.01$), indicating that hypothesis 7 is supported. Thus, all the hypotheses of the proposed model have been supported by the results.

Table 4. Mediation Analysis.

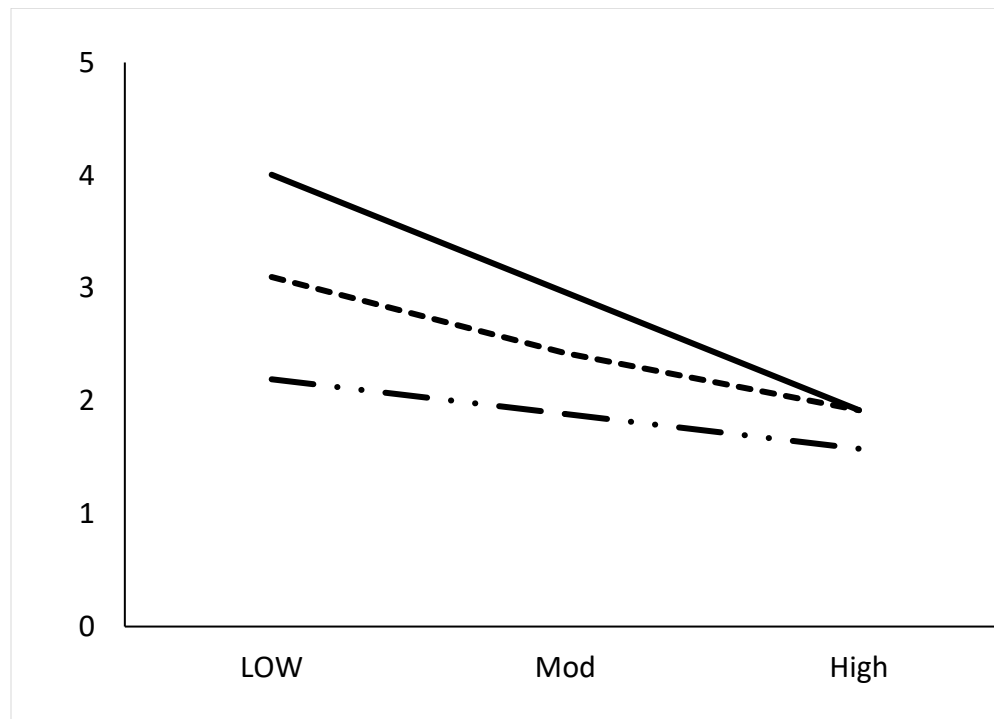
Statement of hypothesis	β	S.E	t	p
H2 Direct impact of GC on OC	-.835	.0830	-10.404	.000
H4 Direct impact of GC on IDT	-.991	.0911	-12.223	.000
H6 Direct impact of IDT on OC	.462	.038	11.962	.000
Indirect effect using normal distribution				
Sobel Test	Effect	S.E	Z	P
For IDT	-.4712	.0596	-7.907	.000
Bootstrap results for indirect effects				
	Effect	S.E	LLCI	ULCI
H8 Indirect effect of GS on OC through IDT	-.4712	.0619	-6.000	-.3632

Moderation Analysis: Role of Managerial Support Between Gender Stereotyping and Organization Commitment:

According to the claim of the current study, H8: managerial support moderates the relationship between gender stereotyping at the workplace and organisation commitment. The test moderation process was run using model 1 at a 95% confidence interval. The results have shown that the impact of the interaction between gender stereotyping and managerial support is significant (LLCI = -.4844, ULCI = -.3990). Looking at the conditional effect, it has increased from low to medium to high. The decrease in the effect size (β) and its movement from positive to negative shows that the relationship between gender stereotyping and organisational commitment weakens as managerial support becomes strong.

Table 5. Conditional Effect of Managerial Support Between Gender Stereotyping and Organization Commitment.

Parameters	R2	F	P	Coefficient	SE	t	LLCI	ULCI
Constant	.9499	1865.42	0.000	-1.2195	.2872	-4.24	-1.784	-.6544
M_S			0.000	2.1592	.0804	26.84	2.000	2.3174
G_S			0.000	.5428	.0734	7.3965	.3983	.6872
MS*GS			0.000	-.4417	.0217	-20.355	-.4844	-.3990
Conditional effect from X to Y at values of moderator								
β	SE	t	LLCI	ULCI				
-.3425	.0341	-10.038	-.4096	-.2753				
-.7519	.0222	-33.9366	-.7955	-.7083				
-1.1614	0.250	-46.3689	-1.2107	-1.1121				

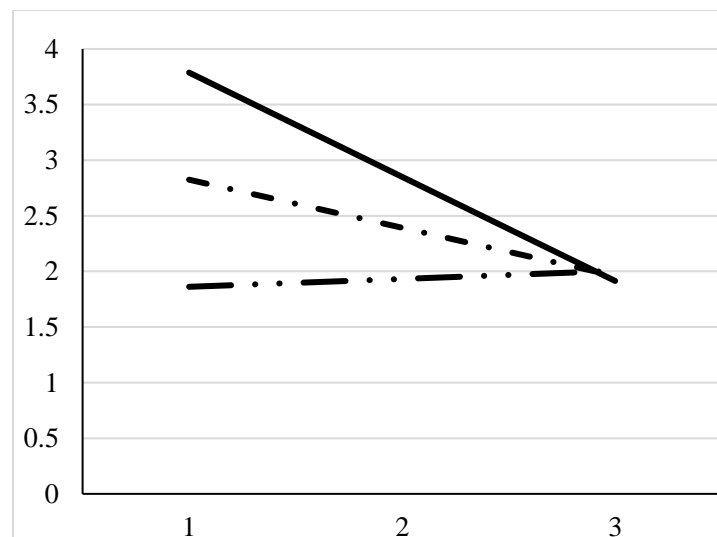
**Figure 3.** Moderation graph low-high.

Role of Managerial Support Between Glass Ceiling and Organization Commitment

According to the current study H9's claim, managerial support moderates the relationship between the workplace glass ceiling effect and organisational commitment. The test moderation process was run using model 1 at a 95% confidence interval. The results have shown that the impact of the interaction between gender stereotyping and managerial support is significant (LLCI = 1.07, ULCI = -.780). Looking at the conditional effect, it has increased from low to medium to high. The decrease in the effect size (β) and its movement from positive to negative shows that the relationship between gender stereotyping and organisational commitment weakens as managerial support becomes strong.

Table 6. Conditional Effect of Managerial Support Between Glass Ceiling and Organizational Commitment.

Parameters	R ²	F	P	Coefficient	SE	t	LLCI	ULCI
Constant	0.8159	518.37	0	-6.08	0.787	-7.73	-7.63	-4.53
M_S			0	3.8	0.244	15.57	3.32	4.28
G_C			0	1.966	0.229	8.55	1.51	2.41
MS*GC			0	-0.9253	0.0737	-12.55	-1.07	-0.780
Conditional effect from X to Y at values of moderator								
β	SE	t	LLCI	ULCI				
.1156	.0903	1.280	-.0620	.2932				
-.7007	.0478	-14.663	-.7947	-.6067				
-1.517	.0698	-21.7429	-1.6542	-1.3797				

**Figure 4.** Moderation plot low-high.

5. DISCUSSION, LIMITATIONS AND CONCLUSION

Looking at the current state of women's education in Pakistan, an increase in the trends is observed. However, most of them end up not working in any sector in any position (Anjum, Kamal & Bilwani, 2018). The female workforce is constantly facing problems with gender gaps in every industry. Even before entering the work force, there is a problem of very low enrolment of women in STEM-based programmes in Pakistan (Wasif, 2012; Shabib-ul-Hasan & Mustafa, 2012; Anjum, Kamal & Bilwani, 2018). The current study also attempted to recognise and unravel the causes of the problems of commitment faced by women in the work force, considering the major impact of the very less discussed and accepted issues of glass ceiling and gender stereotyping. In the past, very few studies in Pakistan have attempted to touch on these topics. The current study's findings confirmed not only the presence of a glass ceiling and gender stereotyping in Pakistan's telecom sector, but also that if management provides adequate support to women, they believe their commitment will be enhanced even in the presence of such factors at work and in society as a whole. The results of the study are confirmed by one of the studies done recently using the phenomenology technique,

where the authors confirmed the presence of inequality in the technology sector of Pakistan (Tanwir & Khemka, 2018).

The problems of bias in the sample may be a point of concern since the data collection has been done only for the gender facing the problem currently. Future studies may incorporate the responses of the opposite gender, and the comparison can provide very interesting findings. Moreover, there are many other possibilities for explaining the commitment issues of working women, which may include family and work life conflict (Sheikh, Ashiq, Mehar, Hassan & Khalid, 2018), sexual harassment (Wilder, 2018), as well as legislative policies (Baghal, Tuino & Sheikh, 2019). Furthermore, the underlying mechanisms of the relationships investigated in the current study also need further exploration.

DISCLOSURE

This paper is extracted from author's own research thesis.

REFERENCES

- Agars, M. D. (2004). Reconsidering the impact of gender stereotypes on the advancement of women in organizations. *Psychology of Women Quarterly*, 28(2), 103-111.
- Agarwala, T., Arizkuren-Eleta, A., Del Castillo, E., Muniz-Ferrer, M., & Gartzia, L. (2014). Influence of managerial support on work-life conflict and organizational commitment: an international comparison for India, Peru and Spain. *The International Journal of Human Resource Management*, 25(10), 1460-1483.
- Al-Ali, N. (2005). Reconstructing Gender: Iraqi women between dictatorship, war, sanctions and occupation. *Third World Quarterly*, 26(4-5), 739-758.
- Ali, F. (2013). A multi-level perspective on equal employment opportunity for women in Pakistan. *Equality, Diversity and Inclusion: An International Journal*, 32(3), 289-309.
- Anaeme, F. O. (2012). Reducing gender discrimination and violence against women through library and information services.
- Appelbaum, S. H., Asham, N., & Argheyd, K. (2011). Is the glass ceiling cracked in information technology? A qualitative analysis: part 1. *Industrial and Commercial Training*, 43(6), 354-361.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of management review*, 14(1), 20-39.
- Babic, A., & Hansez, I. (2021). The Glass Ceiling for Women Managers: Antecedents and Consequences for Work-Family Interface and Well-Being at Work. *Frontiers in psychology*, 12, 677.
- Bertrand, M., Black, S. E., Jensen, S., & Lleras-Muney, A. (2019). Breaking the glass ceiling? The effect of board quotas on female labour market outcomes in Norway. *The Review of Economic Studies*, 86(1), 191-239.
- Bevilacqua, M., & Navigli, R. (2020, July). Breaking through the 80% glass ceiling: Raising the state of the art in word sense disambiguation by incorporating knowledge graph information. In *Proceedings of the 58th Annual Meeting of the Association for Computational Linguistics* (pp. 2854-2864).
- Biswas, K., Boyle, B., Mitchell, R., & Casimir, G. (2016). A mediated model of the effects of human resource management policies and practices on the intention to promote women: An investigation of the theory of planned behaviour. *The International Journal of Human Resource Management*, 1-23.
- Bowleg, L. (2012). The problem with the phrase women and minorities: intersectionality—an important theoretical framework for public health. *American journal of public health*, 102(7), 1267-1273.
- Brenner, O. C., Tomkiewicz, J., & Schein, V. E. (1989). The relationship between sex role stereotypes and requisite management characteristics revisited. *Academy of management journal*, 32(3), 662-669.
- Brown, C. S., & Stone, E. A. (2016). Chapter Four-Gender Stereotypes and Discrimination: How Sexism Impacts Development. *Advances in child development and behavior*, 50, 105-133.

- Bruckmüller, S., Ryan, M. K., Haslam, S. A., & Peters, K. (2013). Ceilings, Cliffs, and Labyrinths: Exploring Metaphors for Workplace Gender Discrimination. *The SAGE handbook of gender and psychology*, 450.
- Carvalho, I., Costa, C., Lykke, N., & Torres, A. (2019). Beyond the glass ceiling: Gendering tourism management. *Annals of Tourism Research*, 75, 79-91.
- Channar, Z. A., Abbassi, Z., & Ujan, I. A. (2011). Gender discrimination in workforce and its impact on the employees. *Pak. J. Commer. Soc. Sci*, 5(1), 177-191.
- Cheney, G. (1983). The rhetoric of identification and the study of organizational communication. *Quarterly journal of speech*, 69(2), 143-158.
- Cohen, J. R., Dalton, D. W., Holder-Webb, L. L., & McMillan, J. J. (2020). An analysis of glass ceiling perceptions in the accounting profession. *Journal of Business Ethics*, 164(1), 17-38
- Conroy, S., Henle, C. A., Shore, L., & Stelman, S. (2017). Where there is light, there is dark: A review of the detrimental outcomes of high organizational identification. *Journal of organizational behavior*, 38(2), 184-203.
- Cornejo, J. M. (2007). An examination of the relationships among perceived gender discrimination, work motivation, and performance.
- Cox, T. (1993). *Cultural diversity in Organizations: Theory, reason & practice*. San Francisco: Berrett-Koehler Publishers.
- Crites, S. N., Dickson, K. E., & Lorenz, A. (2015). Nurturing gender stereotypes in the face of experience: A study of leader gender, leadership style, and satisfaction. *Journal of Organizational Culture, Communications and Conflict*, 19(1), 1.
- da Rocha Grangeiro, R., Silva, L. E. N., & Esnard, C. (2021). I broke the glass ceiling, now what? Overview of metaphors to explain gender inequality in organizations. *International Journal of Organizational Analysis*.
- Dipboye, R. L., & Colella, A. (2005). The dilemmas of workplace discrimination. *Discrimination at work: The psychological and organizational bases*, 425-462.
- Eagly, A. H. (2007). Female leadership advantage and disadvantage: Resolving the contradictions. *Psychology of women quarterly*, 31(1), 1-12.
- Eagly, A. H., & Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. *Psychological review*, 109(3), 573.
- Eisenberger, R., Karagonlar, G., Stinglhamber, F., Neves, P., Becker, T. E., Gonzalez-Morales, M. G., & Steiger-Mueller, M. (2010). Leader-member exchange and affective organizational commitment: The contribution of supervisor's organizational embodiment. *Journal of Applied Psychology*, 95(6), 1085.
- Ely, R. J. (1995). The power in demography: Women's social constructions of gender identity at work. *Academy of Management journal*, 38(3), 589-634.
- England, P., Bearak, J., Budig, M. J., & Hodges, M. J. (2016). Do highly paid, highly skilled women experience the largest motherhood penalty?. *American Sociological Review*, 81(6), 1161-1189.
- Erkal, N., Gangadharan, L., & Xiao, E. (2021). Leadership selection: Can changing the default break the glass ceiling?. *The Leadership Quarterly*, 101563.
- Escobar-Lemmon, M. C., Hoekstra, V. J., Kang, A. J., & Kittilson, M. C. (2021). Breaking the judicial glass ceiling: The appointment of women to high courts worldwide. *The Journal of Politics*, 83(2), 662-674.
- Faruk, A. (2021). Analysing the glass ceiling and sticky floor effects in Bangladesh: evidence, extent and elements. *SN Business & Economics*, 1(9), 1-23.
- Federal Glass Ceiling Commission. (1995). *Good for business: Making full use of the nation's human capital*. Washington, DC: US Department of Labor.
- Fernandez, R. M., & Rubineau, B. (2019). Network recruitment and the glass ceiling: Evidence from two firms. *RSF: The Russell Sage Foundation Journal of the Social Sciences*, 5(3), 88-102.
- Fiske, S. T. (1993). Controlling other people: The impact of power on stereotyping. *American psychologist*, 48(6), 621.
- Garland, S. (1991). Throwing stones at the glass ceiling. *Business Week*, 19, 29.

- Grandner, M. A., Hale, L., Jackson, N., Patel, N. P., Gooneratne, N. S., & Troxel, W. M. (2012). Perceived racial discrimination as an independent predictor of sleep disturbance and daytime fatigue. *Behavioral sleep medicine, 10*(4), 235-249.
- Greenhaus, J. H., Parasuraman, S., & Wormley, W. M. (1990). Effects of race on organizational experiences, job performance evaluations, and career outcomes. *Academy of management Journal, 33*(1), 64-86.
- Hegewisch, A., & Hartmann, H. (2014). Occupational segregation and the gender wage gap: A job half done.
- Holmgren, K. P., Ekbladh, E. P., Hensing, G. P., & Dellve, L. P. (February 2013). *Journal of Occupational & Environmental Medicine, 55* (2), 121–127.
- Hoobler, J. M., Lemmon, G., & Wayne, S. J. (2014). Women's managerial aspirations: An organizational development perspective. *Journal of Management, 40*(3), 703-730.
- Hoobler, J. M., Wayne, S. J., & Lemmon, G. (2009). Bosses' perceptions of family-work conflict and women's promotability: Glass ceiling effects. *Academy of Management Journal, 52*(5), 939-957.
- Hurley, J., Hutchinson, M., Bradbury, J., & Browne, G. (2016). Nexus between preventive policy inadequacies, workplace bullying, and mental health: Qualitative findings from the experiences of Australian public sector employees. *International journal of mental health nursing.*
- Imam, A., & Shah, F. T. (2013). Impact of gender bias on organizational commitment: an empirical study of glass ceiling practices in corporate sector of Pakistan. *Elixir Human Resource Management, 57*(2013), 14111-14115.
- Insch, G. S., McIntyre, N., & Napier, N. K. (2008). The expatriate glass ceiling: The second layer of glass. *Journal of Business Ethics, 83*(1), 19-28.
- Jung, A. K., & Heppner, M. J. (2015). Work of Full-Time Mothers: Putting Voice to the Relational Theory of Working. *The Career Development Quarterly, 63*(3), 253-267.
- Kauppinen, K., & Aaltio, I. (2003). Leadership, Power, and Gender. In *Encyclopedia of Sex and Gender* (pp. 97-106). Springer US.
- Kitroeff, N., & Silver-Greenberg, J. (2018). Pregnancy discrimination is rampant inside America's biggest companies. *New York Times, 15.*
- Kornbluh, M., Johnson, L., & Hart, M. (2021). Shards from the glass ceiling: Deconstructing marginalizing systems in relation to critical consciousness development. *American Journal of Community Psychology.*
- Li, J., de Souza, R., Esfandiari, S., & Feine, J. (2019). Have women broken the glass ceiling in North American dental leadership?. *Advances in dental research, 30*(3), 78-84.
- Liu, Y., Loi, R., & Lam, L. W. (2011). Linking organizational identification and employee performance in teams: The moderating role of team-member exchange. *The International Journal of Human Resource Management, 22*(15), 3187-3201.
- Macdonald, J. L., & Levy, S. R. (2016). Ageism in the workplace: The role of psychosocial factors in predicting job satisfaction, commitment, and engagement. *Journal of Social Issues, 72*(1), 169-190.
- Mackey Jones, W., & McKenna, J. (2002). Women and work-home conflict: A dual paradigm approach. *Health Education, 102*(5), 249-259.
- Manzi, F., & Heilman, M. E. (2020). Breaking the glass ceiling: For one and all?. *Journal of personality and social psychology.*
- Martínez-Fierro, S., & Lechuga Sancho, M. P. (2021). Descriptive Elements and Conceptual Structure of Glass Ceiling Research. *International Journal of Environmental Research and Public Health, 18*(15), 8011.
- McLeod, S. (2008). Social identity theory. *Simply Psychology.*
- Merkin, R. S., & Shah, M. K. (2014). The impact of sexual harassment on job satisfaction, turnover intentions, and absenteeism: findings from Pakistan compared to the United States. *SpringerPlus, 3*(1), 215.
- Moya, M., Glick, P., Expósito, F., De Lemus, S., & Hart, J. (2007). It's for your own good: Benevolent sexism and women's reactions to protectively justified restrictions. *Personality and Social Psychology Bulletin, 33*(10), 1421-1434.

- Mujtaba, B., Afza, T., & Habib, N. (2011). Leadership tendencies of Pakistanis: Exploring similarities and differences based on age and gender. *Journal of Economics and Behavioral Studies*, 2(5), 199.
- Nittrouer, C. L., Hebl, M. R., Ashburn-Nardo, L., Trump-Steele, R. C., Lane, D. M., & Valian, V. (2018). Gender disparities in colloquium speakers at top universities. *Proceedings of the National Academy of Sciences*, 115(1), 104-108.
- Offermann, L. R., & Gowing, M. K. (1990). *Organizations of the future: Changes and challenges* (Vol. 45, No. 2, p. 95). American Psychological Association.
- Petrides, K. V., & Furnham, A. (2006). The Role of Trait Emotional Intelligence in a Gender-Specific Model of Organizational Variables I. *Journal of Applied Social Psychology*, 36(2), 552-569.
- Pinto, P., & Aquinas, P. G. (2018). Glass ceiling effect on women employees: A panoramic view. *ZENITH International Journal of Multidisciplinary Research*, 8(2), 46-56.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of applied psychology*, 59(5), 603.
- Powell, G. N., & Butterfield, D. A. (1979). The "good manager": Masculine or androgynous?. *Academy of Management Journal*, 22(2), 395-403.
- Powell, G. N., & Butterfield, D. A. (1994). Investigating the "glass ceiling" phenomenon: An empirical study of actual promotions to top management. *Academy of Management Journal*, 37(1), 68-86.
- Reddy, C. N., Adhikari, J., & Chitranshi, J. (2017). Understanding and Managing Gender Diversity Challenges at Leadership Positions: A Review. *Journal of Strategic Human Resource Management*, 6(2), 40.
- Roberson, L., & Block, C. J. (2001). 6. Racioethnicity and job performance: A review and critique of theoretical perspectives on the causes of group differences. *Research in organizational behavior*, 23, 247-325.
- Saigol, R. (2011). *Women's Empowerment in Pakistan: A Scoping Study*. Aurat Publication and Information Services Foundation.
- Salahuddin, A., Mahmood, Q. K., & Ahmad, A. (2021). Breaking second glass ceiling: lived experiences of women entrepreneurs in Pakistan. *Quality & Quantity*, 1-12.
- Sandberg, S. (2013). with Nell Scovell. *Lean In: Women, Work, and the Will to Lead*.
- Spencer, S. J., Steele, C. M., & Quinn, D. M. (1999). Stereotype threat and women's math performance. *Journal of experimental social psychology*, 35(1), 4-28.
- Steele, C. M. (1998). Stereotyping and its threat are real.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative science quarterly*, 46-56.
- Suyono, J., Eliyana, A., Ratmawati, D., & Elisabeth, D. R. (2021). Organization commitment and work environment on job satisfaction: The mediating role of work motivation. *Sys Rev Pharm*, 12(2), 681-688.
- Syed, J., Ali, F., & Winstanley, D. (2005). In pursuit of modesty: contextual emotional labour and the dilemma for working women in Islamic societies. *International Journal of Work Organisation and Emotion*, 1(2), 150-167.
- Szwajkowski, E., & Larwood, L. (1991). Rational decision processes and sex discrimination: Testing 'rational' bias theory. *Journal of Organizational Behavior*, 12(6), 507-527.
- Taukobong, H. F., Kincaid, M. M., Levy, J. K., Bloom, S. S., Platt, J. L., Henry, S. K., & Darmstadt, G. L. (2016). Does addressing gender inequalities and empowering women and girls improve health and development programme outcomes?. *Health policy and planning*, 31(10), 1492-1514.
- Tinsley, C. H., & Ely, R. J. (2018). What most people get wrong about men and women research shows the sexes aren't so different. *Harvard business review*, 96(3), 114-121.
- Vermeer, P., & Scheepers, P. (2018). Committed Believers: Determinants of the Organizational Commitment of Dutch Evangelicals. *Journal of Religion in Europe*, 11(4), 291-320.
- von Hippel, C., Sekaquaptewa, D., & McFarlane, M. (2015). Stereotype Threat Among Women in Finance Negative Effects on Identity, Workplace Well-Being, and Recruiting. *Psychology of Women Quarterly*, 0361684315574501.

- Weaver, J. L., Smith, A., & Sims, C. A. (2021). Is there a glass ceiling at national trauma meetings?. *The American Journal of Surgery*, 221(1), 222-226.
- Weyer, B. (2007). Twenty years later: explaining the persistence of the glass ceiling for women leaders. *Women in Management Review*, 22(6), 482-496.