

Glass Ceiling Factors, Job Satisfaction and Job Switching Decisions of Female Employees in Private Sector Enterprises of Bangladesh

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Abstract- *The Glass ceiling is an important barrier in the developing world like Bangladesh. But there are few studies on the private sector businesses of Bangladesh in this regard. Hence, this study aims to determine the influence of glass ceiling factors on the job satisfaction and job switching decisions of female employees in the private sector business of Bangladesh. This study was conducted by using a structured questionnaire on 177 female employees from two private sector industries such as, banking and telecommunication sectors of Bangladesh. The data were collected by using random sampling techniques. The study used Ordered Logit and Binary Logit Regression techniques. This study found that female employees working in banking sector hold more job satisfaction than those of the telecommunication sector. This study also found that glass ceiling related variables has no significant relationship with the job satisfaction of female employees, but there are several glass ceiling factors that have statistically significant influences on their decisions about changing the existing jobs of women employees. The glass ceiling factors are concerned with the discriminations: by any male colleague, to move to higher management position, for promotion, and in job security, and switching to better jobs. Some other glass ceiling factors also show a statistically significant relationship with not willing to change jobs. These are: the married women or the women who like to be isolated in the workplace, or those who have a good network and understanding within the organization. In order to improve the situation, several initiatives need to be taken in the organization like awareness building, standard and ethical human resource practices, strict policies for discriminatory attitudes and behavior, etc.*

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1. INTRODUCTION

Glass Ceiling means invisible barriers that impede the career advancement of women employees. It refers to situations where the advancement of qualified women within the hierarchy of an organization is halted at a particular level because of discrimination, most commonly sexism or racism. This situation is referred to as a “ceiling” as there is a limitation, blocking upward advancement, and “glass” (transparent) because the limitation is not immediately apparent and is normally an unwritten and unofficial policy which is invisible in nature (Afza & Newaz, 2008).

Several studies show that the disparity between male and female participation in public and private sector business is wide in most of the third world countries. Women have little or unequal access to employment. An insignificant number of women occupy key decision making positions (United Nations, 1989). Women are unable to exert power over economic structure in their societies. They are virtually poorly represented in economic decision making (Platform for Action, n.d.). Social and economic policies wholly or partially directed towards women remain inadequate in resolving problems as they often reflect male perceptions, thereby, contributing to inequalities between the male and female employees (Afza & Newaz, 2008). In the workplaces of Bangladesh, women are discriminated based on stereotypical perceptions. It is generally argued that in the developing world, like Bangladesh, where almost half the population is women, the need for involving women in the development process can make them more empowered and hence increase the chances for development (Afza & Newaz, 2008).

Recent research suggests that improved education and training facilities for women can open up more opportunities for women as far as getting access in the process of development. According to Afza and Newaz (2008), in Bangladesh, the stereotypical perception results in differing attitude in both genders regarding women's participation in different sectors of the economy. In the society, women are portrayed as weak, unassuming, passive, feminine, submissive, and dependent. In the workplaces, it is observed that the discriminatory practices against female employees that include attitudes of employers suggesting women are not capable enough physically mentally and emotionally. Studies show that women become temperamental very easily and do not possess enough motivation to do their jobs well and hence the common belief is that women perform well in traditional roles that include teaching in primary schools, working in the NGOs, social, health and welfare organizations instead of working in administrative and management positions. The stereotype about female employees is that they are committed and efficient only for a short period of time and are generally not reliable.

Women are believed to have health concerns and are easily vulnerable to sickness and therefore frequently remain absent from work. In addition, it is believed that pregnancies interrupt women's regular work and their careers are disrupted by family obligations (Zafarullah, 2000). According to Hossain (2007), there is a component of knowledge in the literature about women's career within organizations that suggests that it is the organization itself that plays a key role in the advancement of women in the organizational hierarchy (e.g. Liff & Ward, 2001; Benschop & Dooreward, 1998). Hence, this study attempts to determine the extent to which female employees of Bangladesh face glass ceiling barriers, its type and that factors that create this barrier.

1.1 Glass Ceiling Experiences

The term 'Glass Ceiling' has first been identified by Carol Hymowitz and Timothy Schellhardt in an article, published on March 24th edition of the "Wall Street Journal" in 1986. The article revealed the invisible barriers that impede the career advancement of women in the American workforce. The term glass ceiling was coined prior to 1984 by two women at Hewlett-Packard in 1979, Katherine Lawrence and Marianne Schreiber described that there seemed to be a clear path of promotion, but in actuality women seemed to hit a point where they seemed unable to progress beyond. However, Gay Bryant used the term prior to that, in one of his articles published in *Adweek* in March 1984. According to Davidson and Burke (2000), the concept of glass ceiling refers to an invisible, but impermeable barrier that limits the career advancement of female employees.

A glass ceiling is a specific type of gender inequality that can be distinguished from other types of inequality (Cotter, Hermsen, Ovadia & Vanneman, 2001). In their study, they have identified four criteria that create glass ceiling. The first criterion is that a glass ceiling inequality represents a gender difference that is not explained by other job-relevant characteristics of the employees. The second criterion is that a glass ceiling inequality represents a gender difference that is greater at higher levels of an outcome than at lower levels of an outcome. Third criterion is that a glass ceiling inequality represents a gender or racial inequality in the chances of advancement into higher levels, not merely the proportions of each gender or race currently at those higher levels. And the last criterion is that a glass ceiling inequality represents inequality that increases over the course of a career of a woman employee.

In the same research, they found evidence of a glass ceiling for women, but racial inequalities among men do not follow a similar pattern. Glass ceiling appeared to be a distinctively gender phenomenon. The concept of glass ceiling is an oft-used metaphor for the relative disadvantages regarding women's career opportunities, alluding to the growing difficulties for women when moving up to the career ladder (e.g. Cotter et al., 2001; Charles & Grusky, 1995). It creates a situation where there is a definite stop for women at a certain level in the hierarchy of the organization (Baxter & Wright, 2000; Britton & Williams, 2000).

A number of research in different countries has further examined the role of marital and childbearing responsibilities as aids or hindrances to progress women's professional career (Bellas, 1992; Cole & Zuckerman, 1987; Astin & Davis, 1985, Hossain, 2007). While men are usually occupied for their continuing professional career development and achievement of higher positions and promotions, women are assumed a degree of detachment from a profession and a postponement of promotion in favor of childcare and other family responsibilities (Hossain, 2007). These continuing differences pose career difficulties and dilemmas for female employees in different industries (Evetts, 1996).

Present research studies in the developed countries further reveal that female employees achieve progression in their career ladders ascribe it to the efforts of their organizations (Hossain, 2007). These employees state that their organizations identify and develop high-potential employees, provide high visibility assignments, social support, and mentoring programs for female employees (Burke & Nelson, 2002). Similarly, in some developing countries like Bangladesh, India, the government has been taking initiatives to promote female participation in employment, by providing special provision such as quota protection for women (Hossain, 2007). This is working as a positive incentive for female graduates to embrace a career in the government job. However, some researchers argue that the quota system is linked to the concept of reverse discrimination. Under this system, an employer would be required by law to employ a certain proportion from the marginalized group, such as females. It may cause psychological strain on quota appointees as they generally look down upon by the selection process on the basis of merit (Zafarullah & Khan, 1989).

Several reasons for difficulties in career opportunities for women have been identified in research. First, men in managerial positions prefer people with cultural preferences similar to their own, or that managers have a preference for appointing people similar in this respect to others already employed in the organization (Kanter, 1997).

This kind of homo-sociality implies that men have a tendency to prefer men to self-reflection, relaxation and social support, the intention being to confirm their own identity and cultural norms (Lipman-Blumen, 1976; Maume Jr, 1999). Another type of explanation is based on prevalence of sexist attitudes, e.g. that men are better suited to leadership positions than are women (Kanter, 1997; Reskin & Hartmann, 1986). Such attitudes could be used by men in strategies to secure power, authority and other privileges (Acker, 1990). Employers avoid promoting women because women as a group are absent from work more than men, child bearing and childcare responsibilities (where women are assumed to have larger responsibilities than men) (Rosenfeld, Van Buren, & Kalleberg, 1998). Despite a well-developed child care system, there seems to be a conflict between work and family, which cause practical problem, especially for women with small children (Ginn et al., 1996). As a consequence, women's aspirations could be lowered and their career prospects obstructed. All the above mentioned reasons are clearly connected to the idea of glass ceiling existence in an organization.

This also could be a consequence of a strong male homo-sociality, where women are strongly held back from continuing upward mobility at a certain level of the occupational hierarchy (Bihagen, & Ohls, 2006; UNDP, 1993). The survey identified six perceptions of disparate treatment of women in the administrative cadre of the BCS (Bangladesh Civil Service). These are (i) negative attitudes towards women by male colleagues; (ii) doubts of superior officers about the capabilities (for work) of women officers; (iii) superiority complexes of male colleagues; (iv) tendency of men to treat women in a gender-biased fashion; (v) comments that men were more efficient than women; (vi) non-cooperation of male colleagues. Hence, the existence of a glass ceiling in an organization has received considerable attention in recent years.

Research on glass ceiling in Bangladesh is very limited and unexplored. Previous research in Bangladesh on glass ceiling covered only the public sector enterprises of the country (Zafarullah, 2000; UNDP, 1993). Afza and Newaz (2008) conducted a study to examine the existence of a glass ceiling in different industries and service sectors of Bangladesh. This study also attempted to identify the contributing factors that create glass ceiling effects and women's career advancement in an organization. The analysis identified five factors responsible for glass ceiling effects that eventually restricts women's career progression at a certain stage. The identified factors are: management perception, work environment, work-life conflict, sexual harassment and organizational policy. The study confirms that the existence of a glass ceiling in the organizations. It also found that management perception and work environment are the most significant factors for creating glass ceiling, whereas, organizational policy and work-life conflict are the second most significant factors. Whereas pleasant appearance, attitude towards organization, career focused and family support were found to influence the career advancement of women in an organization.

1.2 Women Employment in Bangladesh

Bangladesh is a poor developing country with slow economic progress. According to the CIA World Factbook (2010), the GDP growth rate in Bangladesh is 6 percent. The Gender Development Index (GDI) rank of Bangladesh is 110 out of 144 countries of the world, and Gender Empowerment Measure (GEM) rank is 79 out of 80 countries of the world based on the 2005 Human Development Report. The United Nations Development Program (UNDP) Human Development Report contains two gender-aware measurements. The first is the Gender-related Development Index (GDI), which disaggregates the three variables of the Human Development Index (HDI) (life expectancy, educational attainment, and adjusted real income) by gender. The second is the Gender Empowerment Measure (GEM), which looks at women's share of managerial and professional jobs, women's representation in Parliament, and women's share of national income. The reasons of low GDI and GEM ranking for Bangladesh is that the country is staggering far behind in terms of female education, particularly in higher education and workforce participation (ESCAP, 1999). The adult literacy rate (15 years and above) of females and males in Bangladesh is 30.8 percent and 49.9 percent respectively (Human Development Report, 2003). This unequal literacy rate is reflected in the low workforce participation, mainly in the professional and skilled workforce (Hossain, 1999). Based on the Asian Development Bank (ADB) Report (2003), the labor force participation rate of women is 14.1 percent compared to men's labor force participation rate of 48.3 percent in Bangladesh. Unfortunately, the majority of the women in Bangladesh are illiterate, poor, and deprived in many areas such as control over assets, employment, security, health and nutrition as there is a significant gender gap in education, health, employment, income, opportunity and decision-making (Bangladesh Human Development Report, 1998).

Nevertheless, due to the demand generated by certain sectors (like manufacturing industry, mostly in the ready-made garment industry) of the economy, female participation in the labor market in Bangladesh has been increasing since the mid-1980s. Studies reveal that policies promoting export-oriented light industries in Bangladesh have created a demand for cheap labor, which, despite some negative implications, has opened up new job opportunities for females in the garment sector and brought major changes to their lives (Afsar, 1999). In addition, there are over 1,000 local and national organizations generating self-employment opportunities for over 8 million poor, mostly females, through activities related to micro-credit and training in literacy, technical skills and legal rights (ADB, 2003).

In Bangladesh, the participation of women in employment is strongly affected by social, cultural and religious norms. As a consequence, the notion of employment at professional levels had very little relevance for Bangladeshi females until recently. Among employed females, only 25% are working as professionals and technical workers (Human Development Report, 2003). It seems that the patriarchal social system upholds a rigid division of labor that controls the roles and mobility of females in Bangladesh. Until there are economic need, females, particularly at the middle and upper class level, encounter constraints in engaging in any economic activity that would take them outside the home, as well as ensure their social and economic independence from men (Pal, 2001; Goetz, 2001; Maddock, 1999; Murshid, 1995). On March 1997, the Bangladesh Government declared the National Policy for the development of women and under this constitution, both male and female has the same rights and entitled to equal treatment under the law (Hossain, 2007). Regardless of such constitutional assertion of gender equality, state legislation and institutions underpin this gender subordination and dependence. In practice, women are expected to stay in the domestic sphere and are not expected to compete with men in the public sphere like in the workplace, unless forced by economic reasons.

In Bangladesh, the introduction of the quota system in public employment in all professions (like teaching, medical and engineering) was initiated in the 1980s. At first, 10 percent of entry level positions were reserved for females (Jahan, 1995; Zafarullah, 2000). However, this quota system generated some skepticism about its usefulness as a mechanism to correct past discrimination against women. This is because it causes psychological strain on quota appointees as they are generally looked down upon by those selected on the basis of merit (Zafarullah & Khan, 1989). On the other hand, a survey of civil service conducted in 1991 demonstrated wide support for the quota system, which results in increasing the enrollment of women in technical education (Zafarullah, 2000). In Bangladesh, the number of female employees entering the workforce has been increasing over the last few decades. Due to religious restrictions and cultural constraints, female employees are often reluctant to express voice against discrimination and unfair treatment against them.

1.3 Discrimination at Work

According to Hossain (1999), Bangladesh is mainly a patriarchal society where male dominance over women in every phase of life is very common. Men are said to exercise power and authority over women because they control property, income and women's labor. Due to little or no change in the types of gender relations within Bangladeshi families and society, employment opportunities for females have not been on the same terms and conditions as for males and education and training have not successfully broken down sex segregation in occupations. There is still gender segregation and stratification of employment, females are concentrated in a few economic sectors, and, compared to men, occupy a low status, low paying jobs with poor working conditions in general and few prospects of occupational mobility. In the sexual division of labor, the workplace is presumed to be the man's domain, and women remain the 'secondary earners' without or with limited decision-making powers but with responsibility for child care and domestic chores. They continue to be hampered by traditional socio-cultural attitudes towards gender roles, and by their own limited awareness of their rights and entitlements and therefore, in terms of absolute numbers of women living in poverty and unable to consistently meet subsistence (Khan, 1993). Moreover, although their involvement in outside home provides their financial independence, but simultaneously poses as a threat to future exploitation and discrimination of women and their labor (Thomson, 1997).

Presently, society is transforming and females at the lower economic level have made significant progress in the labor market due to increasing demand for labor in the garment industries in Bangladesh. However, educated females in the middle and upper class level are still challenged with socio-cultural factors and the belief system that often imposes limitations on what they can aspire to, irrespective of their talents, capacities and qualities they may possess. Also, the labor market in Bangladesh is oversupplied and it is extremely difficult for females within the patriarchal social system to get a job even with very good qualifications (Khan, 2001). Even if they get jobs, traditional cultural ideologies and social attitudes towards what constitutes 'male' or 'female' jobs further result in occupational segregation. According to Murshid (1995) in employment, restrictions are imposed on the physical mobility and social interaction of females with males.

On the other hand, in the family, a female person's life is controlled through male authority, by imposing the whole burden of domestic work upon her, in addition to the paid work or employment in the public sphere or at the workplace. Most males feel that domestic work like child-rearing, childbearing, cooking, and washing clothes are not their job, and also some of them thinks that it is below their dignity to perform those responsibilities. By defining females as primary domestic workers and sexual and reproductive property of men, and by assigning priority to male paid employment, society devalues both the educational talent, and the economic and social contributions of females.

By setting their imprisonment within restricted spaces, educated females of Bangladesh are mainly concentrated in feminized professions like teaching (horizontal occupational segregation), where they also remain in lower job categories than males (vertical occupational segregation). Also, females tend to be excluded from the informal networks dominated by males at the organizations which are crucial for career development of an employee (Wirth, 2002). Although Bangladesh presently has and also had two women in leading roles in the Parliament since 1991; one as Prime Minister and the other as Leader of the Opposition; educated females are still discriminated compared with males, and excluded from many areas in private sector industries, as evident by their low level of representation in top managerial positions.

Nevertheless, recent studies show that as with all quota systems, there have been administrative issues in relation to equitable and fair treatment (Hossain, 2007). It has been found that many positions reserved for females are not filled because of gender biases in administration. Also, in several cases, these reserved positions are filled from within the regional quotas. Thus, most females who are born and raised in rural areas fail to get into the public or civil service due to lack of access to information. The Public Service Commission (PSC) in Bangladesh has also been unable to improve the actual implementation of the quota system and the way it is perceived. This is partly because of the abuse by administrators to drive their relatives and friends into the system. Unfortunately, neither the PSC nor the government organizations on a regular basis, monitor and evaluate the working of the quota system and its impact on equity and access issues. As evident from the case of Bangladesh, quotas have actually limited the opportunities for females to enter the civil service and have failed to eliminate discrimination against females (Zafarullah, 2000).

The review of literature reveals that women's professional careers in organizations are mainly influenced by family, socio-cultural norms, political pressures may also influence a person's working as well as social life. In Bangladesh, women are performing very well in education (from high school to university level of education) compared to men. In some cases, women outperform men in various public examinations in school and college levels. Although in Bangladesh, there has been a significant increase in the number of female employees, mostly in the private sector industries. The unfair treatment that female employees face at the private sector industries in Bangladesh, are mostly not understood.

The literature indicates that organizational cultural factors alone can explain the relative absence of female employees in the management of different organizations. The gender gap in different organizations is influenced mostly organizational culture as well as social norms in the environment that the organizations are operating in. There is little empirical evidence that exists concerning specific factors that actually influence female employee absence in the top management levels in the private sector industries in Bangladesh. Based on very few studies have documented the specific constraints or obstacles that affect female employees' career development in the private sector industries. Most of the existing literature has an exclusive western focus and thus may not capture conditions found in Bangladesh. Hence, such information would be particularly valuable to and provide recommendation for employers, policy makers, change agents, researchers, academics and students amongst others.

1.4 Hypothesis

This research will incorporate two hypotheses. First, from the above literature review and the conceptual framework of the study, it is hypothesized that organizational culture not only influences female employees' career advancement, but also determine their entry in jobs in private sector industries in Bangladesh. From this study, it is possible to enhance our understanding on how or what type of organizational culture would be creating a women-friendly work environment. Secondly, apart from organizational culture, other factors such as family obligations, political pressures, social norms and expectations also influence women's entry and career progression in private sector industries in Bangladesh. These factors will be examined or tested later. Hence, the testable hypotheses are:

H1. Organizational culture not only influences female employees' career advancement, but also determines their entry in jobs in private sector industries in Bangladesh.

H2. Apart from organizational culture, other factors such as family obligations, political pressures, social norms and expectations also influence women's entry and career advancement in private sector industries in Bangladesh.

2. DATA AND METHODOLOGY

This quantitative study conducted structured questionnaire survey of 177 female employees from two private sector industries – banking and telecommunication in Bangladesh. The data were collected in December 2016 by using random sampling techniques. This research used Ordered Logit Models, since the variables were measured on an ordinal scale from highly satisfied to highly dissatisfied. Other reasons for using logit model are:

- i. Outcome variable is categorical from predictor variables that are continuous and/or categorical.
- ii. The outcome variable must be discrete.

Regression Model

The study used Ordered Logit and Binary Logit regressions. The functional forms of the equations are as follows:

$$Y1 = f(X1, \dots, X33) \quad (1)$$

$$Y2 = f(X1, \dots, X33) \quad (2)$$

The measurements of the variables are as follows:

- X1 Age (0= up to 25 years age, 1= up to 30 years, 2= up to 35 years, 3= up to 40 years, 4= more than 40 years of age)
- X2 Marital Status (0= single, 1=married)
- X3 Education (0= bachelor, 1= masters)
- X4 Remained unemployed for 6 month & more time after graduation, yes=1, no=0)
- X5 Having break in career, yes=1, no=0)
- X6 Received career guidance from any mentor; yes=1, no=0)
- X7 Using network to get the job, yes=1, no=0)
- X8 Tenure - Total job experience year (0= up to 1 years of experience, 1= up to 3 years, 2= up to 5 years, 3= up to 10 years, 4= more than 10 years)
- X9 Tenure- Current job experience year (0= up to 1 years of experience, 1= up to 3 years, 2= up to 5 years, 3= up to 10 years, 4= more than 10 years)
- X10 Industry Type (1= Bank, 0= Telco)
- X11 Have training yes=1, no=0)
- X12 Current position, Entry level=1, Mid-level=2, higher mid-level=3, high level=4)
- X13 Having administrative responsibility, 1=yes, 0=no)
- X14 Salary level, \$500=1, \$1000=2, \$2000=3, \$2000+=4)
- X15 Satisfaction about salary, yes=1, no=0)
- X16 Previously refused to take job anytime, yes=1, no=0)

- X17 Having conflict between job and family life, yes=1, no=0)
- X18 Small children requiring care at workplace, yes=1, no=0)
- X19 Family Status (1= joint family, 0= nuclear family)
- X20 Discriminated in the job interview as women, yes=1. no=0)
- X21 Discriminated by any male colleague, yes=1, no=0)
- X22 Discriminated as women by management, yes=1, no=0)
- X23 Sexual harassment in job, yes=1, no=0)
- X24 Socially Isolated in workplace as women, yes=1, no=0)
- X25 Excluded from important meeting in workplace as women, yes=1, no=0)
- X26 Discrimination for authority handover for decision in the job as women, yes=3. Not-sure=2, no=1)
- X27 Discrimination to move higher management position in the job as women, yes=3. Not-sure=2, no=1)
- X28 Discrimination for promotion as woman, yes=1, no=0)
- X29 Discriminated in financial benefits of the job as women, yes=3. Not-sure=2, no=1)
- X30 Discrimination in efficiency/ skills recognition as women, yes=3. Not-sure=2, no=1)
- X31 Less job security as women, yes=1, no=0)
- X32 Having network like man, yes=1. Not-sure=2, no=3)
- X33 Chances of man getting job is more than women, yes=1, no=0)
- Y1 Overall job satisfaction, very satisfied =4, satisfied=3, not satisfied=2, very dissatisfied=1)
- Y2 Plan to change job within 5 years, yes=1, no=0)

3. ANALYSIS AND FINDINGS

3.1 Descriptive Analysis

Among the respondents, the majority of them (47%) is between 30-35 years old, and 60% of total women are married (Table 1 & Table 2). All of them have tertiary education, where 60% passed masters degree.

Table 1. Demographic and job information of the women employees

Variables	0	1	2	3	4	Total
X1	59 (33%)	84 (47%)	21 (12%)	11 (6%)	1 (1%)	177
X2	71 (40%)	106 (60%)				177
X3	58 (33%)	119 (67%)				177
X4	150 (85%)	27 (15%)				177
X5	165 (93%)	12 (7%)				177
X6	128 (72%)	49 (28%)				177
X7	121 (68%)	56 (32%)				177
X8	59 (33%)	70 (40%)	30 (17%)	13 (7%)	5 (3%)	177
X9	71 (40%)	64 (36%)	27 (15%)	10 (6%)	5 (3%)	177
X10	89 (50%)	88 (50%)				177
X11	96 (54%)	81 (46%)				177
X12		149 (84%)	21 (12%)	4 (2%)	3 (2%)	177
X13	79 (45%)	98 (55%)				177
X14		133 (75%)	41 (23%)	1 (1%)	2 (1%)	177
X15	77 (44%)	100 (56%)				177
X16	132 (75%)	45 (25%)				177
X17	149 (84%)	28 (16%)				177
X18	145 (82%)	32 (18%)				177
X19	118 (67%)	59 (33%)				177

Table 2. Glass Ceiling related status of the women employees (Continued.)

Variables	0	1	2	3	4	Total
X20	159 (90%)	18 (10%)				177
X21	153 (86%)	24 (14%)				177
X22	150 (85%)	27 (15%)				177
X23	169 (95%)	8 (5%)				177
X24	159 (90%)	18 (10%)				177
X25	162 (92%)	15 (8%)				177
X26		115 (65%)	46 (26%)	16 (9%)		177
X27		95 (54%)	53 (30%)	29 (16%)		177
X28	156 (88%)	21 (12%)				177
X29		128 (72%)	38 (21%)	11 (6%)		177
X30		110 (62%)	53 (30%)	14 (8%)		177
X31	162 (92%)	15 (8%)				177
X32		92 (52%)	59 (33%)	26 (15%)		177
X33	121 (68%)	56 (32%)				177
Y1		3 (2%)	65 (37%)	48 (27%)	61 (34%)	177
Y2	83 (47%)	94 (53%)				177

3.2 Regression Analysis

There are several demographic, job related, and glass ceiling related factors that statistically significantly affect on the overall job satisfaction (Y1) of the female employees in Bangladesh (Table 3). The p-value of the LR stat is 0.029 that shows a very good fit of the model 1. The pseudo R-square is 0.124. Some of the variables show Odd ratio more than 1, indicating job satisfaction, and below 1, indicating job dissatisfaction. It is found that those who have break in career (X5), also receive career guidelines from any mentors (X6), and have network as like as man (X32) are not satisfied in their current job. On the other hand, those who are involved in the current job for a long time (X9) and satisfied about their salary (X15) are also satisfied in their current job. Further, the employee working in the banking sector holds more job satisfaction than those of telecommunication sector (X10).

Interestingly, there is no glass ceiling related variable that is statistically significant with the job satisfaction. The reason is that women in Bangladesh faces obstacle in their career for different reasons rather than the glass ceiling. It is also remarkable that those who are somehow falling behind due to break in careers are also very cautious about their career and not satisfied about their current positions. Similarly, those who are career oriented and expecting to earn more, maintain networks, consult others about career and switch job frequently holds less job satisfaction and less loyalty about their employer. This tendency is found more in the case of telecommunication sector where job satisfaction is less than banking sector. However, none of these issues are related to the issue of glass ceiling.

Table 3. Regression output on the factor influencing the job satisfaction of female employees

Variable	Model 1		Model 2	
	Odd Ratio	Prob.	Odd Ratio	Prob.
X1	1.040613	0.4526	1.022	0.7062
X2	1.094487	0.8019	0.282	0.0158
X3	1.041287	0.9177	0.388	0.1105
X4	1.127745	0.8118	0.432	0.3031
X5	0.14779	0.0064	16.161	0.096
X6	0.515702	0.0874	2.095	0.1906
X7	0.838299	0.6468	1.522	0.4523
X8	0.714881	0.1324	1.355	0.4089
X9	1.619891	0.0279	0.546	0.1207
X10	2.112387	0.0276	0.546	0.2228
X11	0.641346	0.2725	3.888	0.014
X12	0.741333	0.4804	1.853	0.3392

X13	1.14322	0.6989	1.578	0.3538
X14	0.774064	0.5027	0.669	0.5554
X15	2.424568	0.0194	0.720	0.5505
X16	0.714052	0.4287	4.892	0.0088
X17	1.338735	0.6431	0.496	0.4756
X18	1.750161	0.2871	3.592	0.1486
X19	0.558224	0.1023	2.405	0.1066
X20	2.586595	0.1687	1.130	0.9066
X21	0.615885	0.4025	16.708	0.0339
X22	0.682359	0.4817	2.013	0.5023
X23	1.840618	0.4814	0.134	0.2305
X24	1.700917	0.5299	0.003	0.0052
X25	0.356701	0.1155	0.230	0.2436
X26	0.736025	0.3142	0.647	0.3542
X27	0.93159	0.8097	2.827	0.0355
X28	0.618886	0.4857	44.099	0.0194
X29	0.860608	0.6555	1.285	0.6426
X30	1.038801	0.901	0.920	0.8611
X31	1.828916	0.4385	52.387	0.0362
X32	0.636552	0.0984	0.223	0.0009
X33	1.199314	0.6537	0.628	0.4693
Y2	1.088812	0.8302		
Y1			1.347	0.2701
Dependent Variable	Y1	Y2		
Model Type	Ordered Logit	Binary Logit		
Pseudo R-squared	0.124748			
Schwarz criterion	3.10911	1.776957		
Hannan-Quinn criter.	2.714437	1.414285		
LR statistic	51.13822			
Prob(LR statistic)	0.029805			
Akaike info criterion	2.445169	1.166849		
Log likelihood	-179.397			
Restr. log likelihood	-204.967	-69.26613		
Avg. log likelihood	-1.01355	-0.391334		
Mean dependent var	0.531073	0.531073		
S.E. of regression	0.395235	0.395235		
Sum squared resid	22.33814	22.33814		

The Odd ratios are calculated as e^{β}

There are several demographic, job related, and glass ceiling related factors that statistically significantly affect the plan of changing the current job (Y2) of the women employees. Some of the variables show Odd ratio more than 1, indicating having influences on willingness to shifting or changing jobs within 5 years. Those who have training (X11) or consider themselves more skilled would like to switch or change to better jobs. Those who have refused to take job anytime before (X16) also would like to change their present jobs.

More importantly, unlike the job satisfaction, there are several glass ceiling factors that influence the plan of changing the present job (Y2) of the women employees. Those women employees, who feel that they are discriminated by any male colleague (X21), discriminated for moving up the higher management positions (X27), discriminated for promotion (X28), and holding less job security (X31) would like to switch to better jobs. Though these glass ceiling factors show statistically significant relationship with their plan to change job, only 8-16% of the employees agreed that these glass ceiling factors are available in their present jobs. On the other hand, some other factors show a statistically significant relationship with not willing to change jobs, like the married women (X2) or the women who like to be isolated in the workplace (X24) or those who have a good network and understanding within the organization (X32).

4. DISCUSSIONS

Women's professional careers in organizations are mainly influenced by family, socio-cultural norms, political pressures and these may also influence a person's working as well as social life. Among the women, those who are involved in their present job for a long time and satisfied about their salaries are also satisfied in their present jobs. Beyond the job satisfaction, women employees are also likely to change their jobs if they have training or consider themselves more skilled as well as in the case if they have refused to take job anytime before. Interestingly, there is no glass ceiling related variables that are statistically significant with the job satisfaction, but there are several glass ceiling factors that influence the plan of changing or switching the present job. Those who feel that they are discriminated by any male colleague, discriminated for moving to higher management positions, discriminated for promotion, and holding less job security would likely to change their jobs. Overall, the women employees working in the banking sector hold more job satisfaction than those of the telecommunication sector. This study has attempted to determine the extent to which female employees of Bangladesh face the problem of glass ceiling and the types of barriers they face, in order to provide recommendations that would help overcome the problem. This study has certain significant implications. It has been suggested whether glass ceiling is an acute problem for female employees in Bangladesh. Also, the study revealed the reasons for the prevalence of glass ceiling in Bangladesh.

Gender discrimination and salary disparities were reported by women participating in this study, as was resentment by men toward women regarding affirmative action issues. Women in this study also believe that corporate cultures and maintenance of men's power results in several unwritten rules: like women are fine to be hired, but only for certain types of jobs in certain areas such as communications, customer service where women will work harder than men, and because women are willing to work harder, they will be given more work.

The literature suggests that both organizational cultural factors and external environmental factors of an organization can account for the low proportion of female employees at the top level of different organizations and these factors are very much context-specific. Thus the focus of this research is, to identify and examine obstacles, which lead to female employee absence in the top management level of private sector industries in Bangladesh. It aims to provide a current understanding of the career experiences of female employees based on organizational culture typologies, which could lead to better utilization of talented women in the present competitive private sector industries in Bangladesh. The essential foundation of constructive social change is good understanding, and the research will hopefully contribute to both. This study made an attempt to identify the causes of glass ceiling effects in the private sectors of Bangladesh and recommended solutions for such.

5. CONCLUSIONS AND RECOMMENDATIONS

This research on women employees discovered a significant relationship between the gender stereotype of a woman employee and her career aspiration. The findings also reveal that women employees possess all the attributes for top management; but what affects them are family issues, individual factors (gender-imposed) and organizational factors. From the analysis, some suggestions provided by successful female managers on what can make women better managers or leaders are grouped and listed as: Gender-sensitivity in the organization, women's education/education of the girl child, male involvement in home front care, leadership training and development for women, mentoring of women and social networking among women. In order to improve the situation, several initiatives need to be taken in the organizations. Awareness creation or awareness building about gender discriminations and gender sensitivities among the male and female employees can improve the situation. Moreover, organizational policies need to be focused on standard and ethical Human Resource (HR) practices. There should be strict and standard HR policies and guidelines to deal with issues or cases of discriminations, harassments and other related gender sensitive matters.

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