

WOMEN LEADERSHIP & ORGANIZATIONAL BARRIERS: A SOCIO-ECONOMIC AND ETHICAL POINT OF VIEW

Fareeha Fazal, IAS, University of the Punjab
Ayesha Serfraz, IAS, University of the Punjab
Hina Saleem, IBIT, University of the Punjab
Ahmed Muneeb Mehta, HCBF, University of Punjab
Farah Naz Naqvi, HCBF, University of the Punjab

ABSTRACT

The current study unfurls the absence of research about women Leadership and all those factors which help her attaining the role of a leader irrespective of gender in developing countries like Pakistan, which is very important for reaching the goal of social and economic development since 48.7 % of the population of Pakistan is female. This research investigates the experience of 15 influential females who accomplished prominent positions despite gender discrimination in Pakistan. Institutional attitude, man-centric culture, sexual orientation biasness stereotyping can confine the tasks of females all through their working lives, which likewise makes a hierarchical hindrance to their vertical movement in their profession. With diligence, hard work, and transcending all the stereotypes, these ladies advance toward the highest levels of their profession.

Purpose: This study means to discover the comprehension of Women Leadership Development procedure and how the organization assist in this development progression and decide subsequent authoritative difficulties/hindrances they face in their journey and recommendations to enlighten the path for their followers.

Design/Methodology/Approach: Semi-structured interviews were carried out. The methodology used in this study is phenomenological as this study relies on the lived experience of 15 female leaders. Depending upon the type of research, Purposive sampling has been piloted keeping the lesser number of females and complication in impending female leaders in the industry. All the meetings were recorded with consent. Thematic analysis has been applied using NVivo 12, recognizing the examples in the dataset and get the implications from the codes and themes produced and afterward clustering them into groups to figure a composite outline of female development improvement.

Findings/Result: The conclusion and recommendation suggest the requirement for setting explicit family-accommodating arrangements and adaptability for female leaders on a hierarchical/organizational level to accomplish gender equality and equity. Which will have by and large constructive outcomes on the social, economic, and political states of Pakistan?

Research Implications: Further useful suggestions have been examined and summing up the outcomes are that responsibility and vision of top administration is the helpful supportive aspect for females' profession.

Keywords: Gender Equity and Equality, Social and Economic Structure, Family Environment, Organizational Policies.

INTRODUCTION

Leading is conceptualized in a more extensive term by scholars to impact individuals to accomplish a shared objective independent of their designation in any organization (Derue and Ashford, 2010). Women's leadership roles bring up two significant issues: factors and emotionally supportive network behind their leadership positions. The most crucial aspect is how their leadership is being seen as this may likewise prompt different obstructions towards their progress (Ibarra et al., 2013). An organizational factor takes a significant role in forming their roadmap for female leadership development. As female leaders are less probable to receive formal training, mentoring, and opportunities for networking as compared to their male counterparts. As Leadership has been a male privilege it has been revealed that there exists an apparent incoherency between influential positions and female gender roles (Eagly and Karau, 2002). This prompted the male-ruled stereotypes and impeding females to achieve the top situations in the organization.

LITERATURE REVIEW

Leadership is concerned with the position and social style that brings change and influence more leaders (Du et al., 2013). Leadership definitions were evolved during the century. In the initial thirty years, it emphasizes on centralizing control. For example, in a conference held on leadership in 1927 was *"the capacity to intrigue the desire of the leader on that drove and actuate submission, regard, faithfulness, and collaboration"* (Moore, 1927). Though according to 21st-century factors and worldwide influence, leadership takes the meaning of a person who impacts others to accomplish a shared objective and uses compassionate standards to persuade others and teach them to tackle issues and difficulties (Allen, 1998).

The issues identified with leadership and gender has triggered the thought of researchers to analyze if women possesses leadership traits and can exhibit it (Carli and Eagly, 2001). Benazir Bhutto, Pepsi co CEO Indra Nooyi, are some names in politics and corporate and they have proven their worth as effective female leaders. Presently the lowered inquiry under the initiative umbrella is the reason female leaders have lacking portrayal when contrasted with male partners in the top chain of command?

Women Representation Stats across the Globe

Organization of sovereign nations UN plans to attain gender equality by making females more self-assured and resourceful. In a similar setting, the United Nations led research on 67 countries from 2009 to 2015 and generated a report that under 1/3rd females were employed in c level executive positions.

Gender equality in leadership positions is a fact, which prevails worldwide. Principally, the under-portrayal of females in the corporate is because of three primary reasons (Figure 1).

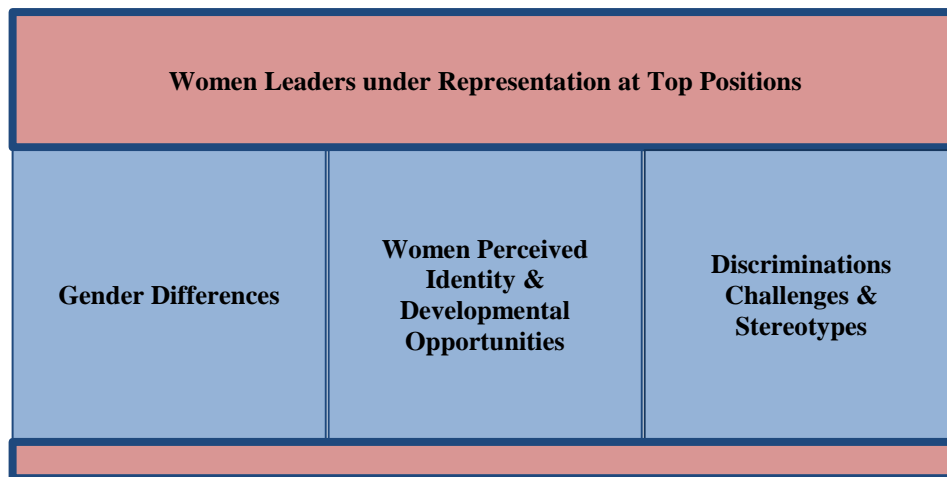


FIGURE 1
FACTORS IMPACTING LEADERSHIP UNDER-REPRESENTATION

Women's identity is perceived as kid rearers and caretakers of everyone at home are the main reason, figured out for their under-representation (Eagly and Carli, 2007). Furthermore, this also leads to change their career paths or to attain their required experience and trainings for further elevation in their profession which creates a pipeline problem (Salas-Lopez et al., 2011).

The subsequent explanation is because of the causes depicted in Eagly and Karau, (2002) hypothesis "*Job congruity hypothesis of bias toward female pioneers*" which proposes the general perceived inconsistency between female gender roles and leadership roles. This generate 2 types of biases: (a) Women are considered as less fit possibility for leadership positions and (b) Women leadership receives less favorable evaluation from the peer's subordinates and sometimes from the top management as well as compared to their male counterparts.

Lastly, the challenge of shuffling all the balls flawlessly. It is hard to sustain the pressure and requirements of the corporate world while dealing with all the family errands and majority of child-care responsibilities (Coltrane, 2004). Working women balance their work and life with great difficulty, some choose not to have kids or chooses to remain single to focus on their careers that require their full time and energy. Others seek part-time employment/shift their career to fewer demanding ones or quit their profession because of their children (Ragins et al., 1998).

Programs for Female Leadership Development

Mercer (2010), one of the world's major and reputed Human Resources firm (New York) generated a European review report which depicts level of employee's improvement programs in different organizations. As per that report 2/5th which is 41% of top management, doesn't provide any initiatives for female leadership development. In any case, 21% of European organizations expressed they organize a couple of such projects, and 11% expressed that they have an arrangement to join such plans and programs shortly. The required development programs

according to the women leaders' needs are adaptable work routines, coaching programs, employing with variety.

Numerous NGO's are associated with reinforcing and supporting females in Pakistan for enterprising activities. Yet, Leadership development training projects to help females or future leaders in the corporate are rarely in practice. In this regard women's leadership development coaching projects and training programs can be prolific and helpful for women leaders to discover their full potential and leadership path.

Mentorship for Women

As Hunt & Michael, (1983) expressed, a mentor is a productive skilled, and expert person who connects the link with moderately inexperienced employees and improves their development in their careers and gives a vision which is beneficial for the organizations and individuals both.

Even though mentoring has been related to the improvement and advancement of men (Orth and Jacobs, 1971). However, the mentor and mentee relationship is not clearly defined and easily available for females in the organization. For male's underlying adulthood years implies starting profession years yet such linkages may not exist for ladies (Missirian, 1982). Thereafter, determination of profession, career interruptions due to kids and maternity leaves, mostly unavailable for relocation and traveling due to work hampers female's career advancement opportunities (Shapiro et al., 1978).

In a gender-segregated culture like Pakistan, cross-gender mentorship is likewise obstructed by numerous social, positional, and incidental factors. There are various obstacles inclusive of the deprivation of access to significant data of the organization, stereotypes cliches, socializing customs, ethics, and rules concerning cross-gender connections that may impede mentorship development for females.

Rudman & Phelan, (2008) additionally clarify that women's leadership development also ceases due to the backlash they receive whether it's economically or socially.

Various success factors have been detected in women leadership journey, among in which establishing and expressing their worth is highest (Rosener, 2011). This can be easier with the availability of supporters, assistance by mentors, and awareness by explicit training programs.

Female Leaders Promotion in Pakistan

25 years before, no females were employed in the banks (Nestvogel and Klein, 1986), in any case, right now; Females are working in various organizations including banks, even on the key positions (Faiza and Knox, 2008).

Females' put in a lot hard work to reach and sustain leadership position which is not acknowledged as compared to their male counterparts and they are not entitled to similar perks and privileges as their male peers do. It is due to our cultural and social values and oppressive standards which are profoundly ingrained in our customs.

"Pakistani Women in an evolving society" a book by Alavi (1991) also depicted that in developing countries like Pakistan female's labourer's financial contribution has not been fully recognized and it has substantially more to go. Females are not encouraged to get technical

education and trainings (Gutek and Bikson, 1985). Male dominated culture is ingrained in our society and men are considered to be more intelligent yet better than the female. This mindset makes overwhelming difficulties for females in the field.

Females especially women with kids have issues for work travel as compared to their counterparts which also results in fewer promotion opportunities and management positions.

Females Mobility in Pakistan

Mobility depicts the certain movement of items, individuals, and energy in reality in its comprehensive meanings (Urry, 2000). In this study, the researcher is taking the development of individuals in their regular social status, which is expressed by Zelinsky, (1971) as "*dissemination*." A major part of mobility is to give admittance to monetary and social assets.

Presently if we take gender and mobility that is complicated genealogical phrasing; that is associated with inconsistent contrasts among men and women and is attached with the forced linkage and distinction. There are two perspectives to see gender, one who decides sexual orientation from a natural perspective, and the other who sees it as a socially manufactured marvel that is consistently advancing (Tannen 1994). For the most part, females are less versatile than men and their spatial circle is additionally less when contrasted with men (Kerber, 1988). Shockingly, this mindset likewise exists on account of Pakistan where females when attempting to enter the employment market they face various degrees of provocation because of which they may surrender the work or become bossy. Both the limits are unsafe for Pakistan's development as well as its connections with different countries get influenced and affect the emotional wellness of the females experiencing these extreme boundaries.

In Pakistan where public activity is described as an ordinary male-centric consolidated family framework where men are considered to take the role of bread earner and women have least to almost no authority to make decisions and are in charge of homes and accountable for home chores (Mumtaz and Salway, 2009). With the previously mentioned social setting, women's mobility is additionally seen as a social code of honor. Female travel requires consent and is firmly observed (Zeba and Shahnaz, 2000), particularly if there is a need to travel outstation. Compliance of such norms differs according to social classes and regions in Pakistan (Khan, 1999).

According to the research by Ali (2013), Females additionally face hurdles in their work-related mobility due to the impression of Islamic limitations on females. In addendum to this social, cultural and gender bases discrimination practices also serves as blocking stones for females' mobility.

Female Employment Prospects in Pakistan

Women employed in Pakistan additionally face the challenges of equal opportunities and are influenced by numerous cultural (legitimate, socio-social), individual and multidimensional factors (Rehman & Roomi, 2012). The subject of equal employment opportunities is becoming a gross concern in the west for quite a while (Knorr, 2005; Rowley and Yukongdi, 2008). In any case, this subject leaves a critical gap in Asian and African countries.

Females choosing a particular profession are likewise a burden of the labor market. Inclination theory by Hakim, (2006) also suggest that this also causes gender inequality in

different professions and is molded by females' own interest (profession, compensation, lesser working hour due to family obligations and so on) Generally working ladies focus for work-life balance due to their different obligations than men.

Their commitment to Pakistan's work market is likewise controlled by the social, monetary, and social elements. The natural gender biases limit the decision to choose an occupation. Because of these limitations, ladies are more centered on the secondary segment of the work market (Syed et al., 2009).

Former research focuses on certain components of an authoritative structure of equal employment opportunities in Pakistan (Syed et al., 2009; Ali, 2013; Goheer, 2003) Introducing legislative system is additionally viewed as a platform for females which incorporates the articles about non-segregation and equivalent employment opportunities.

It is additionally appropriate to consider Pakistani females' heterogeneous statuses because of the convergence of different aspects following their schooling, race, family status, and religion. The situation of Pakistani ladies isn't steady because of the different identities they take (Syed et al., 2009).

Nonetheless, significant progress needs to be carried out in Pakistan for the advancement and improvement of female development and portrayal of females as leaders in various organizations and sectors.

Research Questions

Main researches questions arise from the discretionary behavior towards females are as follows:

1. What is the development technique for women leadership and how organizations encourage the entire process and transition?
2. What are the hindrances women leaders have to face and how are they beating those obstructions?

METHODS AND MATERIALS

The following research design shows the hurdles between female leadership developments in the case of Pakistan.

Hurdles for Female Leadership Development			
Diversity in True Sense	No Road Map for Leadership Development	Unavailability of Mentorship	Lack of Culture and Economic Facilities

FIGURE 2
HURDLES FOR FEMALE LEADERSHIP DEVELOPMENT

Data Collection Technique

For more exact screening, thinking about both verbal and nonverbal signals semi-structured interviews method was selected. Interviews were recorded with the consent of the interviewees. Thematic analysis is performed using NVivo 12. As it is renowned for identifying patterns from the body of data and extract meanings from codes and themes created by sorting it out and get acquainted with the information.

DISCUSSION

Apparently from the respondent's responses, the findings of this study particularly recommend that leadership is not der specific and can come from any gender. Women can likewise demonstrate incredible leadership abilities and can be better leaders than men sometimes, due to their sympathetic nature. Also being a mother, they can understand a different personality which empowers them to comprehend driving and inspiring factors of their team members and how to get work executed from employees. They are better audience members. Gender ought not to be the critical focal point for leadership qualities.

Generally, women leaders believe to encourage support and promote their team members so they can take on roles of leaders in future. Taking different roles in their personal lives dealing with their home, kids, other relationships, and their work consequently makes them great multitasked. In Pakistan if facilities are available to women then social, conventional, political, monetary situations will change from a positive perspective and Pakistan can accomplish the status of a developed nation.

RESULTS AND CONCLUSION

The research uncovers the lived experiences of female leaders working in Multinational and local organizations operating in Pakistan. Through the subjective information investigation points of interest uncovers two components, individual and hierarchical which impressively add to women leadership development in the particular setting. These factors become possibly the most important ones to empower or block their career advancement and development. Most members of this study express that taking a break from their career was not a deliberate decision rather the non-availability of an emotionally supportive network for their children or putting family responsibilities and demands over the profession. This hinders their profession when compared to their male counterparts as they are exempted from domestic and childcare responsibilities.

The most important stereotype and barrier these female leaders expressed in their headway is ' Being a female' which is additionally observed in many another research (Chugh, 2007; Halpern and Cheung, 2009). Besides this, unavailability of support system personally and professionally is also stated as key purposes behind the insufficient portrayal of female's leaders. Different difficulties they face is to be heard and paid attention to, gender biases in employment opportunities, glass ceiling effect, dealing difficult bosses, lack of mentoring and networking opportunities, physical and mental strain due to investing additional energy to substantiate themselves and shuffling their individual lives and career to keep the ball rolling. Relocation and traveling are also considered to be the gross challenges for working moms.

Women leaders stated the most significant pillars of leadership development is to figure out how to convey in the best manner, how to come out of safe haven/comfort zone, organize resources and manage time, demonstrating steadiness and industriousness to hardships and obstacles they face throughout in their route to success. To learn situational leadership and develop more future leaders is believed to be the building block of the leadership journey. Similarly, showing constancy, perseverance and commitment accomplish the goal despite the various barriers.

Further women leaders can get promoted and climb up the ladder with the help of organizational support which is one of the major organizational factor in women leadership development. Besides the support, senior management's vision for diversity inclusion in its true essence and supportive policies and procedures can also smooth put their road to success. It is significant to mention that these females work with persistence and tenacity to reach hierarchical positions in these organizations. This also assembles the thought of Billing and Alvesson (2000) who additionally stressed that organizational reformist power acts in agreement with women's professional success. What's more, organizations are turning out to be more relationship-situated and participative.

FUTURE RESEARCH

Future exploration can be done with broader research to investigate the reason for extremely insignificant work on women leadership development programs in the organization on the provincial or national level. Or on the other hand, the study could look for a similar viewpoint from the organization perspective to better comprehend any effect of female leadership on top and if the effect is positive what measures could be taken by the organization to include a higher portrayal of women leaders on the top-notch positions in the organizations.

Besides, public organizations' practices are distinctive when contrasted with the private organizations w.r.t deferred processes and lack of resources. The acknowledgment of gender diversity in Public organizations can likewise affect the female leadership process. An intensive understanding can likewise be a future exploration obliging all the sectors and organizations in Pakistan as this examination is restricted to one city because of mobility concerns. Additionally, since the individual information isn't acquired about their marital status and kids, future examination could likewise investigate the effect of marriage and kids on females' career development or they need to step upon and compromise on family and kids to arrive at the most elevated position.

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