

UNDERSTANDING STUDENT'S ATTITUDE TOWARDS WOMEN AS MANAGERS

Rafia Faiz^{1*}, Farhan Ahmad Faiz² and Zeshan Ahmer¹

¹ Institute of Business Administration, University of the Punjab, Lahore, Pakistan

² Department of Sociology, Quaid I Azam University, Islamabad, Pakistan

* Corresponding author contact: rafia.faiz@ibapu.edu.pk, Mobile: +923337631171

ABSTRACT: Significant research has been conducted in the West and Middle East on the barriers faced by working women especially in top management positions. However, such studies in the developing societies remain scant. The purpose of this study is to measure and assess Pakistani students' attitudes towards women as managers. The Women As Managers (WAMS) questionnaire was used to collect primary data from a sample of 172 students majoring in business administration at a public sector university in Pakistan. Data was analysed in SPSS and through Structural Equation Modelling to check the fit of the model. Results of the study indicate that male students have more positive attitude towards ability of women to perform good as managers. Students having no exposure of professional work life showed higher acceptability towards women as good managers. However, no significant differences were found on the basis of age or specified personal characteristics. The study empirically contributes to wider literature on the issue of influence of cultural factors on negative attitudes toward women as managers and also validates WAMS scale in a transitioning economy. Further research is required to elucidate attitudes towards women as managers, such as employees and managers.

Keywords: Women; Managers; Careers; Attitudes towards women as managers; Structural Equation Modelling

1. INTRODUCTION

Women in managerial roles worldwide are gradually gaining visibility [1]. The qualities of a successful manager such as ambition, drive, objectivity, decision making are associated with masculinity [2] and the attitude of "think manager- think male" seems to trespass time horizons and national borders [3]; while women continue to struggle to project the image of ideal worker [4]. Women are seen as less able than men in executive and leadership positions [5].

The number of female graduates is on the rise and women make up approximately half of the global force, however, women are still not visible in management positions [6]. Similar to their counterparts in the Middle East, Gulf region, Turkey, Europe, Poland, UK, USA etc [2, 3, 5, 7-11], Pakistani women also face obstacles in career progression [12-15]. The situation of women in Pakistan is changing, but the current context is pessimistic. Pakistani women are under-registered as voters [16], their participation rate in the labour market is among the lowest in the world [17]. There are large gender gaps in employment and even those who are employed tend to be concentrated in the agriculture or informal sector [18]. As Pakistan is a high context culture with limited written information [19], statistics related to women at managerial levels are scarce [18], such as regarding age groups, part-time employment or educational qualifications. What we do know is that less than 10 percent of firms have female participation in ownership and only approximately 11 percent of those females who are employed in the formal occupations are at managerial or senior officials position [18]. Having women in the top management can actually deter the investors [20]. A survey of gender diversity in the Pakistani labour market found that the major reason of having not having female board members is their perceived inability to achieve work-life balance [21].

As such, discrimination against women in formal employment is possibly related less to their qualifications and more to the patriarchal nature of the Pakistani society at large [22, 23]. These include cultural and gender stereotypes

against women's role as breadwinner. However, little empirical research has been conducted on the attitudes towards female managers in Pakistani context. The purpose of this paper is to redress this omission by examining the attitude of men and women towards female managers in Pakistan.

2. LITERATURE REVIEW

Men and women can have different attitudes towards managerial roles based in their gender role ideologies. These can vary across cultures, as what is considered suitable or acceptable for men and women in one culture may not be the same in other cultures. Sex differences refer to biological differences between males and females; while gender differences refer to both physical, emotional and psychological characteristics [24]. Characteristics of successful managers have been empirically based on ambition, strength, quick decision making, domination, confidence and independence. It is generally perceived that women lack these qualities, and are widely seen in caring and maternal roles [24, 25]. There are also issues associated with the support women need when returning to work after career break [26]. Women are also under-represented worldwide in leadership roles; the reasons include lack of assertive personality and existing stereotypes regarding men's role as breadwinner and women's role as homemaker, for example, only around 20 percent of the board members of FTSE100 companies are women [27].

However, there is also empirical evidence of 'negative gender pay gap' for women in part-time employment outside Pakistan, for example, in the UK [28]. Indeed, women do possess the competency skills set to be in managerial positions, and can outperform men in leadership roles [29, 30]. Women are transformational or inclusive leaders and have effective communication to support congenial working relationships with the human resource and lead to better organisational performance [31].

In contrast, other researchers suggest that women are supportive managers and their formal and informal

communication style is different from that of men, for example, that women hesitate to interrupt others in meetings, are more responsive and is more tentative than men [32-34]. Due to gender role stereotypes, men are seen as more suitable for management positions than women. Also, negative stereotypes about women, including internalized gender role ideology, can affect career paths. Even some women believe they are not qualified enough for top positions or decide to forego such opportunities to focus on their family roles. Evidence suggests women in the developed countries can also consider it 'impossible' to get senior positions [35] and childcare is the biggest barrier [36].

The attitudes of Egyptian students towards women as managers are reported to be very similar to those of the older generations, however, attitudes of male and female students do differ [37]. In a comparative study of Egyptian and American leaders it was found that men and women in Egypt have negative attitudes towards women managers while in American sample, women had more positive attitudes than men towards women managers [38]. Empirical studies in Chile and USA suggest significant differences in attitudes towards women as managers based on sex more than those based on culture [39].

Regarding gender-related differences towards management, Shaffer et al., [40, p.29] suggest:

There is good news and bad news... The good news is that some do exist. The bad news is that they are overused as the basis for sexual stereotyping.

The barriers women face in reaching top management positions have also been addressed in the literature from the viewpoint of metaphors that to invisible barriers that women face when trying to climb up the career ladder. These include glass ceilings, cliffs, sticky floors and labyrinths for women opposed to glass escalators for men [41, 42]. More women than men experience unfair treatment, discrimination and bullying [43].

2.1 Worldwide view of Women in Management

In Greece, gender has been reported to be the most important factor in explaining differences in male and female business students attitudes towards women as managers; male students have more negative attitudes than their female counterparts [44]. Attitudes towards women managers among the students in UAE also differ; with older generations having more negative attitudes than the younger generation [30]. It has been noted that students in the USA do not have significant differences in their attitudes towards women as managers on the basis of their stage of education, however, sex differences remain important in the sense that female students have more positive attitudes towards women as managers compared to their male counterparts [45]. Similarly, evidence suggests that male business students and employees have more stereotypical attitudes towards women as managers as compared to their female counterparts despite similar levels of job involvement and work-based self-esteem among the male and female managers [46].

Attitudes towards women managers have received extensive research in the West [9, 35] and in the Middle East [11, 30]. The purpose of the present study is to extend the empirical

research in this field to a developing country Pakistan where the situation of managerial women has been under-addressed in the mainstream literature. Pakistan gained independence in 1947. It is an Islamic state but its culture is an amalgamation of historic Indian, British and American influences [47]. According to cultural theorist, Pakistan ranks high in power distance and masculinity index [48]. The constitution prohibits discrimination on the basis of sex, however, the societal and managerial practices contradict as there are large gaps between intended and implemented policies. There is an administrative culture of nepotism and bureaucracy in Pakistan [49] and Islamic feminists argue that the religion and culture in Muslim societies are intertwined to oppress professional women [14].

2.2 Women in labour market in Pakistan

The total population of Pakistan is approximately 180 million of which approximately 87 million are women [17]. The total labour force of Pakistan is approximately 61 million of which 21 percent are women [17]. While the female participation rate is the highest in Tanzania at 90 percent and lowest in Jordan at 16 percent [50, p.25], it is approximately 25 percent for Pakistani women [51]. For the age group 15-24 in Punjab Province of Pakistan, only 17.7 percent of the women are employed compared to 64 percent men [18]. Of those above 15 years of age, only 20 percent of the women are employed, as compared to 80 percent of men. There are also large gender differences in the employment-to-population ratio, with women statistics four times lower than their male Pakistani counterparts [51]. Even those women who are employed in Pakistan are dominated in agriculture and vulnerable employment, where vulnerable employment refers to unpaid family workers and own-account workers as a percentage of total employment. Approximately 80 percent of the female employment is in vulnerable employment, compared to only 59 percent for men [18]. Of the women who are employed, 45 percent are part-time, compared to only 8 percent of the total male employment working part-time [52].

The female labour force participation is higher in the rural areas where almost 75 percent women are in agriculture sector [16]. In 1991, only 4.3 percent women were employed in the non-agriculture sector which increased to 13 percent in 2012 [18]. Out of the non-agricultural employment, the share of women in the informal employment was 76 percent and only around 24 percent are working in the formal sector [18]. In the urban areas only 10 percent females compared to 66 percent males are employed. In the informal sector in urban areas, 67.5 percent women are home-based, casual or domestic workers [53]. There are around three million domestic female workers in Pakistan [53] and 65 percent of women are working as unpaid family helpers while only around 13 percent are self-employed [53]. The share of women working in Community, social and personal services (11.2 percent) and manufacturing (11 percent) are also low [16].

These large gender gaps in employment are reflected in some of the global rankings for Pakistan. According to the Global Gender Gap Index of 2015, Pakistan is among the lowest in the world, with a rank of 144 out of 145 countries [18]. It also

ranks 88th in the world for wage equality for similar work [18]; and ranks 124 out of 155 countries on Gender Development Index in 2009 [53]. The Social Institutions and Gender Index (SIGI), an indicator of gender inequality that focuses on the causes behind the inequalities, i.e. social institutions, ranked Pakistan 55 out of 86 in 2012 [54]. The overall educational attainment in Pakistan is 135th in the world. [18]; the literacy rate female-to-male ratio is 0.66 [18]. On the other hand, the average age for women's marriage is 26 years [18] and there are fewer female migrants from Pakistan who go abroad for work is very low, with women under 35 years of age requiring permission from Ministry of Manpower to migrate abroad for work [55].

2.3 Women in Management in Pakistan

A significant percentage of women in the labour market are inactive due to family roles and domestic chores and face more obstacles than men in finding suitable jobs. A major reason for the invisibility of women outside of agriculture is the societal reluctance in accepting the role of women as breadwinners who are seen in parental roles [14]. Generally, women's work outside the home is not accepted, especially when it involves interaction with men outside the family [56-58]. In the family side, there are myths about working women being devoid of modesty and neglecting their children and becoming 'too independent' [59]. There are also stereotypes in the patriarchal society of Pakistan that women need to be "looked after", create a "hassle", cause "social" problems, go on maternity leaves hence seen as 'irregular', refuse to work long hours or night shifts, resignation upon marriage and negative effect of family due to employment etc, and male 'machismo' especially when being supervised by women [14, 22, 23, 60].

Consequently, there is occupational gender segregation in women's employment across departments, managerial levels and job assignments (Ayub and Tahir, 2005). These include a concentration of women in jobs related to customer services, finance and secretarial posts opposed to men's saturation in management/administration and marketing/sales posts. Women are also more saturated at secretarial positions while men dominate the management positions. And, there are gender differences across job assignments, with more women associated with file-work while men are associated with field work (Ayub and Tahir, 2005).

The profile of a managerial profession women in Pakistan has been sketched as someone living in metropolitan city such as Karachi or Lahore, has high educational qualifications, fluent in English, around 30-35 years, working in a multinational corporation, has one or two school-going children, has paid domestic help [61]. However, some of these managerial women may leave employment upon marriage and resume career at a later stage of life course. [62]. The average age of woman's marriage in Pakistan is 22 years [63]. The economic activity of women in Pakistan increases until the age of 42, after which it decreases with age; it is less likely for married women to participate in the labour market due to family roles [64].

An overwhelming majority of women working in Pakistan report cases of sexual harassment at the workplace but lack confidence in reporting it due to mistrust in the system and

policies. Moreover, complaining women may be further snubbed and victimized [57]. Such attitudes may prevail even in Pakistani families who have migrated to the US, for example [65]. It is not surprising then that men in formal employment report higher job satisfaction than women [63].

2.4 Attitudes towards women as managers in Pakistan

While there is a clear lack of numerical data for the share of females in the board of governors in the formal sector of Pakistan, according to the latest World Development Indicators of Pakistan [17], in 2007, no firms in Pakistan have women in the top management while only seven percent had female participation in ownership [18]. There is some limited data available on the gendered occupational segregation and wage gaps in Pakistan [52]. Pakistani women are a greater minority group at the managerial levels in the total population of managers in Pakistan [66] with only 15 percent (approximately) women at management positions [67]. Official statistics related to women's economic participation can be underestimated due to cultural inhibition to acknowledging women's paid employment [68].

The discrimination against women across all levels of society and labour market are becoming more important as multinational businesses are expanding in the emerging economy of Pakistan. Consequently, research on gender issues in Pakistan is a rapidly growing, covering issues such as women's education, health, domestic violence, family roles, vulnerable employment, political participation and career progression [64, 69-84]. In a noteworthy exceptional study of attitudes towards women managers in Turkey and Pakistan [2], the researchers found that Pakistani men had more positive attitudes towards women managers than Turkish men. When women do make it to the top of the career ladder, this is often attributed more to luck rather than tangible factors such as skill, ambition or determination [35]. Other obstacles that Pakistani professional women may face include the lack of female role models [12] and work-family balance [14]. These can be addressed through adjustments of organisational, family and societal institutions. An understanding of women's invisibility at managerial roles in Pakistan is much needed.

Based on this research aim, the research questions are:

1. What are the attitudes of Pakistani students studying business and management towards women as managers?
2. What are the attitudes of male Pakistani students studying business and management towards women as managers compared to the attitude of their female counterparts?

The research hypotheses are:

H1: Male and females have different attitudes towards woman as managers.

H2: Sex is the most important demographic source of stereotypical attitudes towards

Following the theoretical review and empirical literature presented above, a conceptual model is presented for this paper as shown below. Acceptability is the first dimension that will be measured to examine attitude of business students towards women as managers. The second dimension is barriers to women's progression and finally the third dimension is the ability.

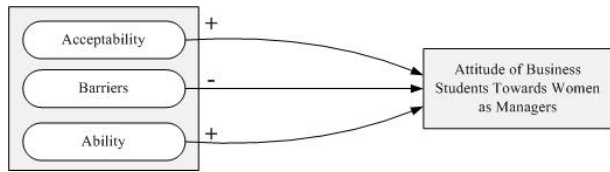


Figure 1-Conceptual Model

3. RESEARCH DESIGN

The research used a positivist paradigm that supports value-free and objective approach to research [85]. It is associated with measurement and although it can used for qualitative data, this study used quantitative numerical data from an objective view of social reality and deductive approach to acquiring knowledge about the attitudes of students towards women as managers.

A case study design was used, here the single unit referred to an institution from which the primary data was collected [85]. A cross-sectional design was employed as the data was collected only once from each respondent [86]. A questionnaire survey is a popular and cost-effective method to find out the opinion or attitude of a selected group of respondents [85]. Obtaining a sample has numerous advantages including cost and time efficiency. The sample for this study was collected through purposive technique and consisted of 172 undergraduate and postgraduate business students (94 men and 78 women). They were students of a business school in a large university in Pakistan. 42 percent of respondents were postgraduate students having job experience from 2-25 years and 25 percent of the students were of more than 25 years age.

4. ANALYSIS

4.1 Reliability

An existing questionnaire called Women as Managers Scale was used. Javalgi *et al.*, [87] stated that the women as manages scale were designed by Peters, Terborg and Taynor [88]. Traditionally, the managerial role is considered to be a male job. Therefore, the objective of the scale was to assess sex role stereotypes towards women. The scale consists of women performing managerial roles in organisation. Reliability refers to the capability of repeating a questionnaire to obtain similar results. Cronbach's alpha is a measure to check reliability of the research instrument. The respondents were asked questions, on three dimensions, about how they feel about women as managers. The dimensions were acceptance of female managers, feminine barriers that female managers face and women abilities to cope with managerial roles. The instrument had 21 question items. The Cronbach's alpha showed good reliability for the instrument as shown below in Table 1. The number of respondents were 172.

Table 1-Reliability

Variables	No. of Items	Cronbach's Alpha
Acceptability	10	0.45
Barriers	05	0.51
Ability	06	0.70

4.2 Description

The total 172 respondents were undergraduate and postgraduate business students. 42 percent of respondents

were the students who were doing master degree having job experience from two years to twenty years. The males were 55 percent of the total respondents while majority (75 percent) was of less than 25 years age. Majority of the respondents (58 percent) were not having any work experience while 35 percent were having less than five years of experience. Other personal characteristics were not taken into account because of the heterogeneity of responses i.e. such as country of origin and religion see table 2 below.

Table 2-Descriptives

Male	Age (<25)	Postgraduate Students	Exp. None	Exp. 1-5	Exp. > 6
94	126	101	99	60	13

4.3 Exploration

Before conducting further analysis, means and standard deviations of the pilot study data were calculated [89]. The respondents agreed to the acceptability (4.93) which had the highest mean value among all variables while barriers with mean value 4.63 showed that respondents agree to the presence of barriers for attitude of business students towards women managers. The results also showed that the respondents were not much convinced on the abilities of women as managers with mean value of 3.78. The barriers were considered to have the highest spread of data and acceptability had the lowest spread, as shown in Table 3.

Table 3-Statistics

Variables	Mean	Std. Deviation
Acceptability	4.93	0.53
Barriers	4.63	0.71
Ability	3.78	1.07

4.4 Analysis of Variance

ANOVA was run to investigate difference of opinion of respondents with respect to demographic variables of gender, age group, program of study and work experience. The results showed that acceptability reported differences in view point of respondents based on program of study and length of work experience. Similarly, ability showed significant results with respect to different genders. The results of analysis of variance described that there are no differences regarding barriers and all respondents think alike irrespective of gender, age group, program of study and work experience. Detailed results are given in Table 4 below.

Table 4-ANOVA

Demographics	Acceptability	Barriers	Ability
Gender	0.39	0.40	11.22**
Age Group	2.88	1.94	1.28
Study Program	7.51**	0.45	0.65
Work Exp.	4.41**	1.09	0.46

** <0.001

Another study in Pakistan found that men living in nuclear families and with working mothers have more positive attitudes towards women as managers as compared to men living in joint-families and with mothers are housewives; however, no significant difference were found between male and female employees in their attitudes towards women as managers [90].

4.5 Correlation

The strength of the linear relationship between two variables can be quantified through correlations [85] and it is a commonly used measure of relationship between two or more variables [91]. The value of correlation coefficient indicates the strength and the sign indicates whether it is a positive or negative relationship [91]. Correlation matrix suggests that the correlations among three independent variables are significant but very weak correlation exists that is suitable for the analysis for further analysis.

Table 5-Correlations

	Acceptability	Barriers	Ability
Acceptability	1	0.230**	0.245**
Barriers		1	0.181**
Ability			1

** <0.001

4.6 Structural Equation Modelling

Structural Equation Modelling (SEM) is advanced technique to check model fit of the data. The SEM results of the study were close to the suggested values indicating a good model fit. The value of RMSEA was significant at one percent (0.06) while CFI was 0.83. SEM results showed that all the proposed factors (acceptability, barriers and ability) had significant effects on the attitude of business students towards women as managers. The highest effect was of ability 0.93. Two other factors, acceptability 0.81 and barriers 0.82 also had high effects on the attitude of business students towards women as managers. Thus, all three hypotheses proposed are supported by the results. Moreover, SEM diagram with results for factors and r-square values are presented in Figure 2 below.

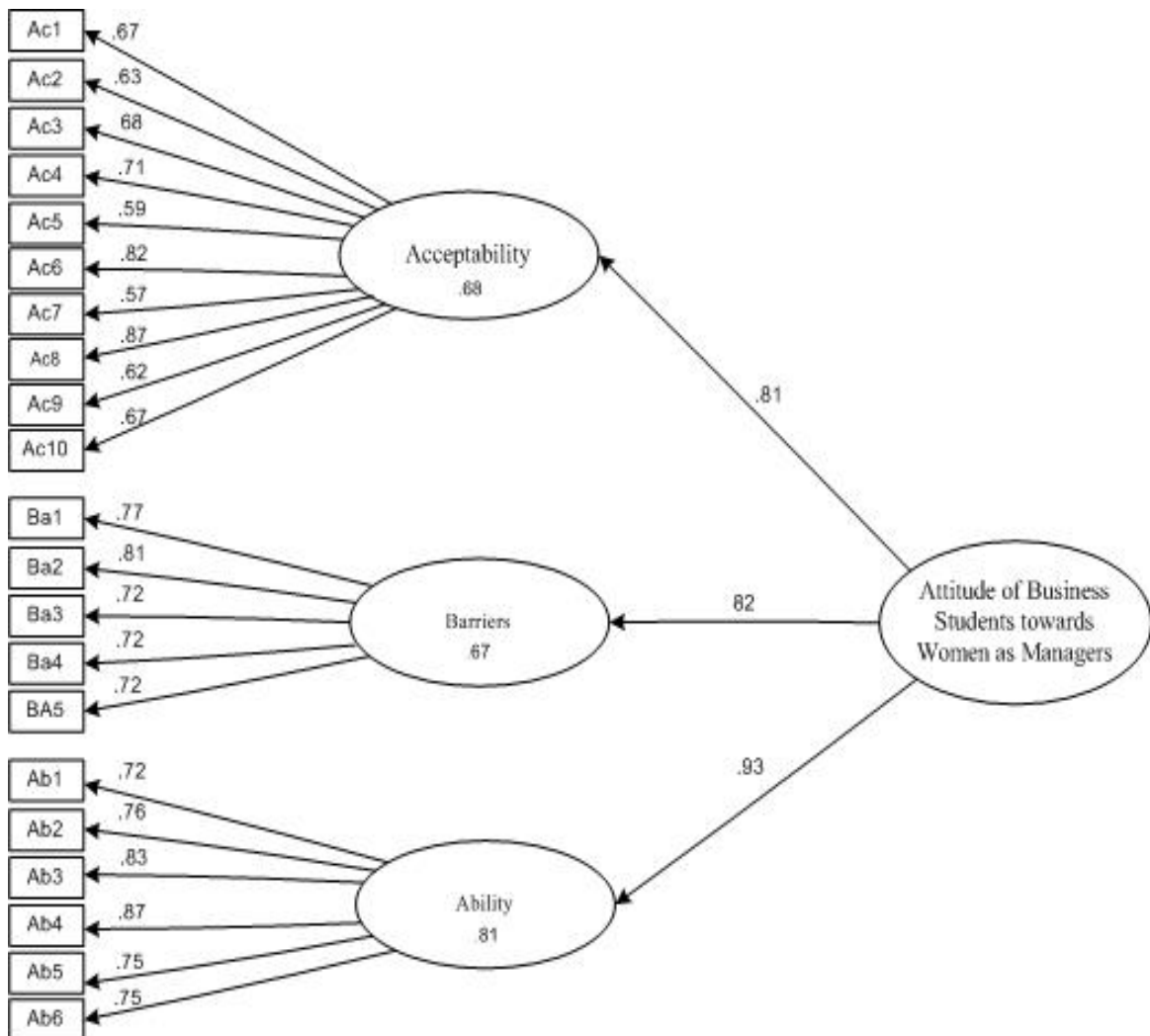


Figure 2-SEM Diagram

5. CONCLUSION

This study provides significant contribution to the existing empirical literature. While there is reasonable volume of empirical research on attitudes towards female managers in many Western and Middle Eastern countries, there is hardly any in Pakistan. Therefore, this paper provides indigenous perspective to the international body of knowledge on attitudes towards women as managers. Secondly, it validates the questionnaire WAMS in Pakistan which has not been addressed to date. The study has shown that all the factors of WAMS proved to be significant in explaining the invisibility of women at management positions in Pakistan. A major finding of this study is that there were no age group differences for the attitude of business students towards women as managers. Our findings suggest that students with work experience showed negative attitude towards women as managers.

6. IMPLICATIONS

The research has highlighted that although the issues of working women in Pakistan have been subject to great attention in the recent times, there is still much room for improvement to achieve gender balance in the management positions in the labour market of Pakistan. The administration in Pakistan should promote women in the top management positions, for example, by setting quotas. This will increase their visibility at managerial levels and gradually lead to more positive attitudes female managers. Also, support structures should be established at a wider scale to infiltrate confidence among women who are driven and ambitious to make it to the top of career ladder. Multinational corporations can also play significant roles to improve the image of women as successful managers.

7. LIMITATIONS

As with other studies, the researchers admit this study has specific limitations. The questionnaire survey design was used to collect primary data from University of the Punjab in Pakistan. The attitudes of students in less-old universities or provinces may or may not be similar the students in University of the Punjab. Secondly, a larger sample size can be used, especially in different sectors in Pakistan for more confident and generalizable results. Empirical studies should also be conducted using dyadic approach that includes married couples or siblings to understand family perspective of gender based differences in attitudes towards women managers. Finally, the real attitudes of the students towards women managers may be different from their real behaviour so we call for further studies across these dimensions.

REFERENCES

- Özbilgin, M.F. and J. Syed, Managing gender diversity in Asia: A research companion: Edward Elgar Publishing (2010).
- Güney, S., et al., Attitudes toward women managers in Turkey and Pakistan. *Journal of International Women's Studies*, **8**(1): 194-211 (2013).
- Schein, V.E., Women in management: reflections and projections. *Women in Management Review*, **22**(1): 6-18 (2007).
- Acker, J., Theorizing gender, race, and class in organizations. *Handbook of Gender, Work, and Organization*: 65-80 (2011).
- Davidson, M.J. and R.J. Burke, Women in Management Worldwide. Vol. 2: Gower (2011).
- Güney, S., et al., A Comparative Analysis of Attitudes toward Women Managers in China, Chile and USA. *Journal of International Women's Studies*, **8**(1): 194-211 (2006).
- Eagly, A.H., Female leadership advantage and disadvantage: Resolving the contradictions. *Psychology of women quarterly*, **31**(1): 1-12 (2007).
- Tlaiss, H. and S. Kauser, The impact of gender, family, and work on the career advancement of Lebanese women managers. *Gender in Management: An International Journal*, **26**(1): 8-36 (2011).
- Davidson, M.J. and R.J. Burke, Women in Management Worldwide: Progress and Prospects—An Overview. *Women in Management Worldwide*: 1 (2012).
- Ibarra, H., R. Ely, and D. Kolb, Women rising: The unseen barriers. *Harvard Business Review*, **91**(9): 60-66 (2013).
- Abdalla, I.A., Attitudes towards women in the Arabian Gulf region. *Women in Management Review*, **11**(1): 29-39 (1996).
- Arifeen, S.R., The significance of mentoring and its repercussions on the advancement of professional, managerial women in Pakistan. *Global Business Review*, **11**(2): 221-238 (2010).
- Kazi, S. and B. Raza, The duality in female employment in Pakistan. *Comparative Studies of South Asia, Africa and the Middle East*, **10**(2): 1-8 (1990).
- Faiz, R., Work-Family Conflict: A case study of women in Pakistani banks, in University of Hertfordshire - Business School. PhD Dissertation (2015).
- Saher, N., S.S. Ali, and T. Matloob, Cross-Cultural Management and Workplace Challenges for Women Managers in Pakistan: Exploring the Realities from an Emic Perspective. (2014).
- UNICEF, Situation Analysis of Children and Women in Pakistan - National Report June 2012, UNICEF Islamabad Pakistan (2012).
- World Development Indicators. Pakistan. 28 October 2013]; Available from: <http://www.worldbank.org/en/country/pakistan> (2013).
- World Economic Forum, Insight Report: The Global Gender Gap Report 2015, World Economic Forum (2015).
- Hall, E.T., Context and meaning. *Intercultural communication: A reader*, **9**: 34-43 (2000).
- Mirza, H.H., et al., Gender Diversity and Firm Performance: Evidence from Pakistan. *Journal of Social and Development Science*, **3**(5): 161-166 (2012).
- ACCA, Gender diversity on boards in Pakistan - A Discussion Paper by Association of Chartered Certified Accountants Pakistan, IFC and the Government of the Netherlands (2010).
- Khan, N.S., Setting The Record Straight: Women workers: Applied Socio-economic Research Publications Lahore, Pakistan (1989).

23. Mirza, A.M.B. and N. Jabeen, Gender Stereotypes and Women in Management - The Case of Banking Sector of Pakistan. *South Asian Studies*, **26**(2): 259-284 (2011).
24. Eagly, A.H. and B.T. Johnson, Gender and leadership style: A meta-analysis. *Psychological bulletin*, **108**(2): 233 (1990).
25. Carli, L.L. and A.H. Eagly, Gender and leadership. *The Sage handbook of leadership*: 103-117 (2011).
26. Lovejoy, M. and P. Stone, Opting back in: the influence of time at home on professional women's career redirection after opting out. *Gender, Work & Organization*, **19**(6): 631-653 (2012).
27. O'Connor, L. Women represent over 20% of FTSE 100 board members for first time. Available from: <http://www.theguardian.com/women-in-leadership/2014/mar/26/women-20-percent-ftse-100-board-members> (2014).
28. Office for National Statistics. Full report - Women in the labour market. Available from: http://www.ons.gov.uk/ons/dcp171776_328352.pdf (2013).
29. Kanter, R.M., Men and Women of the Corporation. Vol. **5049**: Basic books (1977).
30. Mostafa, M.M., Attitudes towards women managers in the United Arab Emirates: The effects of patriarchy, age, and sex differences. *Journal of Managerial Psychology*, **20**(6): 522-540 (2005).
31. Burke, S. and K.M. Collins, Gender differences in leadership styles and management skills. *Women in Management Review*, **16**(5): 244-257 (2001).
32. Eadie, W.F., 21st century communication: a reference handbook: Sage Publications (2009).
33. Rutherford, S., Organizational cultures, women managers and exclusion. *Women in Management Review*, **16**(8): 371-382 (2001).
34. Barrett, M., Should they learn to interrupt? Workplace communication strategies Australian women managers forecast as effective. *Women in Management Review*, **19**(8): 391-403 (2004).
35. Houghton, J. Fifth of Women Think It's "Impossible" to Get Senior Roles. Available from: <http://www.managers.org.uk/insights/news/2015/january/fifth-of-women-think-its-impossible-to-get-senior-roles> (2015).
36. Brady. Childcare is biggest barrier to women in workplace. Available from: <http://www.telegraph.co.uk/women/womens-business/10434161/Karren-Brady-Childcare-is-biggest-barrier-to-women-in-workplace.html> (2013).
37. Mostafa, M.M., Attitudes towards women who work in Egypt. *Women in Management Review*, **18**(5): 252-266 (2003).
38. Moneim Elsaid, A. and E. Elsaid, Sex stereotyping managerial positions: A cross-cultural comparison between Egypt and the USA. *Gender in Management: An International Journal*, **27**(2): 81-99 (2012).
39. Cordano, M., R.F. Scherer, and C.L. Owen, Attitudes toward women as managers: sex versus culture. *Women in Management Review*, **17**(2): 51-60 (2002).
40. Shaffer, M.A., et al., Gender discrimination and job-related outcomes: A cross-cultural comparison of working women in the United States and China. *Journal of Vocational Behavior*, **57**(3): 395-427 (2000).
41. Smith, P., P. Caputi, and N. Crittenden, A maze of metaphors around glass ceilings. *Gender in Management: An International Journal*, **27**(7): 436-448 (2012).
42. Bruckmüller, S., et al., Ceilings, Cliffs, and Labyrinths: Exploring Metaphors for Workplace Gender Discrimination. *The Sage Handbook of Gender and Psychology*: 450 (2013).
43. Equality and Human Rights Commission, How fair is Britain? Equality, Human Rights and Good Relations in 2010, Equality and Human Rights Commission - Triennial Review 2010 (2011).
44. Mihail, D.M., Women in management: gender stereotypes and students' attitudes in Greece. *Women in Management Review*, **21**(8): 681-689 (2006).
45. Adeyemi-Bello, T. and J. Tomkiewicz, Attitudinal Differences Toward Women Managers by Students at Different Stages of their Business Education. *College Student Journal*, **47**(3): 529-533 (2013).
46. Cortis, R. and V. Cassar, Perceptions of and about women as managers: investigating job involvement, self-esteem and attitudes. *Women in Management Review*, **20**(3): 149-164 (2005).
47. Jhatial, A.A., N. Cornelius, and J. Wallace, Rhetorics and realities of management practices in Pakistan: Colonial, post-colonial and post-9/11 influences. *Business History*, **56**(3): 456-484 (2014).
48. Hofstede, G., The Hofstede Center, cultural tools, country comparison, Retrieved from www.geert-hofstede.com/countries.html (2014).
49. Islam, N., Sifarish, sycophants, power and collectivism: administrative culture in Pakistan. *International Review of Administrative Sciences*, **70**(2): 311-330 (2004).
50. ILO, Global Employment Trends for Women, International Labour Organization (2012).
51. Pakistan Bureau of Statistics, Pakistan Employment Trends 2011, Pakistan Bureau of Statistics - Statistics Division - Ministry of Economic Affairs and Statistics - Government of Pakistan (2012).
52. Federal Bureau of Statistics, Labour Force Survey 2010-11 Thirtieth Issue Section-III, Statistics Division - Federal Bureau of Statistics - Government of Pakistan, (2011).
53. ILO, Gender Equality & Mainstreaming Toolkit for ToT in Pakistan, International Labour Organization Country Office for Pakistan (2011).
54. OECD Development Centre, Region - Gender Equality in All, Social Institutions and Gender Index (SIGI) (2013).
55. United Nations and International Organization for Migration, Situation Report on International Migration in South and South-West Asia: Asia-Pacific RCM Thematic Working Group on International Migration including Human Trafficking: Bangladesh (2012).

56. Khan, A. and R. Hussain, Violence against women in Pakistan: Perceptions and experiences of domestic violence. *Asian Studies Review*, **32**(2): 239-253 (2008).
57. Ali, F., A Multi-level Perspective on Equal Employment Opportunity for Women in Pakistan. *Equality, Diversity and Inclusion: An International Journal*, **32**(3): 5-5 (2013).
58. Gallup & Gilani Pakistan, Perceptions Of Pakistani Public About Women, Family, Community And Formation Of Civil Society In The Country, Gallup Pakistan: Islamabad (2010).
59. Sadaquat, M.B. and Q.-t.-a.A. Sheikh, Employment situation of women in Pakistan. *International Journal of Social Economics*, **38**(2): 98-113 (2011).
60. Asghar, S., et al., Working Environment in The Public Sector with Gender Perspective, Department of Gender Studies, University of Punjab (2009).
61. Arifeen, S.R., A Biographical Profile of Professional Women Managers in Pakistan's Private Sector, in Oxford Business and Economics Conference: Oxford, UK (2008).
62. Mirza, J., Between Chaddor and the market - female office workers in lahore: Oxford, New York: Oxford University Press. (2002).
63. Hunjra, A.I., et al., Factors effecting job satisfaction of employees in Pakistani banking sector. *African Journal of Business Management*, **4**(10): 2157-2163 (2010).
64. Dogar, O.F., et al., Gender disparity in tuberculosis cases in eastern and western provinces of Pakistan. *BMC infectious diseases*, **12**(1): 244 (2012).
65. Khalid, R. and R. Javed. Problems faced by women while pursuing career in the fields of engineering. in *TENCON 2012-2012 IEEE Region 10 Conference: IEEE* (2012).
66. Arifeen, S.R. A biographical portrait of private sector professional managerial women in Pakistan. in *Oxford Business and Economics Conference*. Oxford, U.K. (2008).
67. Ayub, N. and M. Tahir, Gender in Multinational Business Environment, Department of Gender Studies University of the Punjab: Lahore (2005).
68. Kazi, S. and B. Raza, Duality of Female Employment in Pakistan. *The Pakistan Development Review*, **30**(4 Part II): 733-743 (1991).
69. Hassan, Y., The haven becomes hell: a study of domestic violence in Pakistan. (1995).
70. Ruane, R.A., Murder in the Name of Honor: Violence Against Women in Jordan and Pakistan. *Emory International Law Review*, **14**(2000): 1523 (2000).
71. Shaheed, F., Women's experiences of identity, religion and activism in Pakistan, in *The Post-Colonial State and Social Transformation in India and Pakistan*, S.M.a.N. Naseem, K, Editor, Oxford University Press Karachi (2002).
72. Niaz, U., Violence against women in South Asian countries. *Archives of women's mental health*, **6**(3): 173-184 (2003).
73. Zaman, F. and A. Zulfiqar, Women in Managerial Positions in Banks and Private Organizations, Department of Gender Studies, University of the Punjab, Lahore (2005).
74. Ahmadi, F., Islamic Feminism in Iran: Feminism in a New Islamic Context. *Journal of Feminist Studies in Religion*, **22**(2): 33-53 (2006).
75. Nasrullah, M., S. Haqqi, and K.J. Cummings, The epidemiological patterns of honour killing of women in Pakistan. *The European Journal of Public Health*, **19**(2): 193-197 (2009).
76. Andersson, N., et al., Barriers to disclosing and reporting violence among women in Pakistan: findings from a national household survey and focus group discussions. *Journal of interpersonal violence*, **25**(11): 1965-1985 (2010).
77. Ali, T.S., Living with violence in the home: Exposure and experiences among married women, residing in urban Karachi, Pakistan, Department Of Public Health Sciences, Karolinska Institutet, Stockholm, Sweden (2011).
78. Zakar, R., M.Z. Zakar, and A. Krämer, Voices of Strength and Struggle: Women's Coping Strategies Against Spousal Violence in Pakistan. *Journal of interpersonal violence*, **XX**(X): 1-31 (2012).
79. Nasir, A. The travails of being a mother in Pakistan. Talkatease - A blog about things you and I like to talk about [22 February 2014]; Available from: <http://talkatease.wordpress.com/2013/08/27/the-travails-of-being-a-mother-in-pakistan/> (2013).
80. Chatha, S.A., K. Ahmad, and K.S. Sheikh, Socio-economic Status and Domestic Violence: A Study on Married Women in Urban Lahore, Pakistan. *South Asian Studies*, **29**(1): 237-246 (2014).
81. Nasrullah, M., R. Zakar, and M.Z. Zakar, Child marriage and its associations with controlling behaviors and spousal violence against adolescent and young women in Pakistan. *Journal of Adolescent Health*, **55**(6): 804-809 (2014).
82. Nasrullah, M. and J.A. Bhatti, Gender inequalities and poor health outcomes in Pakistan: a need of priority for the national health research agenda. *J Coll Physicians Surg Pak*, **22**: 273-274 (2012).
83. Critelli, F.M. and J. Willett, Struggle and hope: Challenging gender violence in Pakistan. *Critical Sociology*: 0896920512438780 (2012).
84. Moghadam, V.M., Patriarchy and the politics of gender in modernising societies: Iran, Pakistan and Afghanistan. *International Sociology*, **7**(1): 35-53 (1992).
85. Saunders, M.N., et al., Research methods for business students, 5/e: Pearson Education India (2011).
86. Bryman, A. and E. Bell, Business research methods 3e: Oxford university press (2011).
87. Javalgi, R.G., et al., A comparative analysis of the attitudes toward women managers in China, Chile, and the USA. *International Journal of Emerging Markets*, **6**(3): 233-253 (2011).
88. Peters, L.H., J.R. Terborg, and J. Taynor. Women as Managers Scale:(WAMS): a Measure of Attitudes Toward Women in Management Positions: Journal

Supplement Abstract Service of the American Psychological Association (1974).

89. Gorard, S., Quantitative methods in social science research: Bloomsbury Publishing (2003).
90. Ali, U., A. Khan, and S. Munaf, Attitudes toward Women in Managerial Position in Pakistan: A Comparative Study. *International Journal of Information and Education Technology*, **3**(3): 373-377 (2013).
91. Singh, K., Quantitative social research methods: Sage (2007).