CHALLENGE THE STATUS QUO BY BREAKING THE GLASS CEILING : EXPLORING THE ROLE OF GENDER STEREOTYPES AND GLOBAL FEMINISM ON WOMEN LEADERSHIP DEVELOPMENT

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Abstract - This paper is anticipated to examine the role of global feminism and gender stereotype behavior on women's leadership development. Moreover, the present research is accentuating to shed light on how global feminism and gender stereotypes have affected the female employees work life, especially leaders. This study is aimed to analyze the current status of women's leadership development, and to investigate how to improve it in future. Women have always been an unsung hero of the society and stereotyping hinders women's career progression over the globe. Mention the followings: Research design, research approach, and research strategy. The study selected 15 female leaders from various sectors, I.E, (education, media, medical, and NGOs) from Islamabad. The present study followed the inductive research approach through semi-structure interviews. Nvivo 12 plus software is used for detailed analysis of coding and word tree diagrams. The study divulges that leadership does not confine in the cage of gender stereotyping. The study shows that it is right time to remove such barriers from the society giving everyone equal opportunity to lead and achieve outstanding organizational performance. The study has significant implications towards mainstreaming women leaders in every walk of life. This research will enhance the digging of knowledge, skills and wisdom in women generally and of Pakistani women specifically.

Index Terms - Global Feminism, Women Leadership development, Gender Stereotypes, women's career, Leadership

I. INTRODUCTION

Although a number of working women and leadership are growing yet in spite of the surface of eagerness, the records of female in the topmost leadership echelons at most companies are still thin all over the world (Madsen & Andrade, 2018). Although 100s of documents have been written to create the awareness and significance of women's leadership in the way of any nation's success side by side with male leadership (Madsen, 2017). In the past, 'leadership' was supposed to be a dirty word for women in general and working women in particularly all over the world (Coates, 2015). Since long, women have been underestimated for their leadership qualities in many professions around the globe. They have not been considered more than a mark of domestic helper or labor only and in many parts of the world, they are not treated more than a slave (Astin, 1984). However, with the passage of time, a consecutive emphasis was developed in respect of exploring the skills and wisdom in women and women are visible in all walks of life all over the world including developing countries (Wise & Wright, 2012). The world is changing and does the women and the current statistics show that women leaders in the USA are occupying 40% of managerial positions approximately but before the feminist movement, they were as rare as hen's teeth (Eagly & Carli, 2007). Similarly, in the European countries, EU, the board position of women has been inflated by 12% in 2010 to 23 % in 2016, which is a remarkable achievement (Fritz & van Knippenberg, 2017). As far as developing economies like Pakistan is concerned, the ratio of women's leadership is low due to the patriarchal and masculine culture. Although 50 % of Pakistan's population consists of women, yet they are not visible enough in a corporate environment (Husain, Gater, Tomenson, & Creed, 2004). It is revealed that in spite of female rising literacy rate in Pakistan, it is the top second having highest level of gender stereotypes in the world (Moin, Fatima, & Qadir, 2018). This rising literacy rates helped in minimizing the concept of gender stereotypes and gender inequalities in leading professional positions. Alternatively, increasing the mode of counter-stereotypes can preserve and even increase to develop leadership among women development in women (Saramäki et al., 2014). Still, there are more efforts required to eliminate or minimize the concept of patriarchy and gender stereotypes completely on a global level.

Although numerous respondents were considered to fill the gap of generalizability of the sample in the last research (Khalid, Muqadas, & Rehman, 2017). However, only emphasizing the advancement of women, mainly in some progressing countries will not be enough. Therefore, conducting a survey in a developing country like Pakistan where women's leadership development is not less than a challenge to prove their competency with a traditional burden of household chores will be invaluable (Bianco, Lombe, & Bolis, 2017). Many studies have been conducted on women's leadership in Pakistan in the past; however,

there is still a need of creating awareness among conservative minds of Asian society that talent and leadership skills need no gender and cultural boundaries. The study will be a powerful tool for the management in devising equality and equity for all the races and genders that fosters high productivity of organizations in the future. Previously, feminism impact was not analyzed with respect to women leaders in Pakistan.

II. LITERATURE REVIEW

A. Gender Stereotypes

Gender comprises of masculinity or femininity ratio as a distinctive characteristic consisting of different identities, providing individuals a sense of ownership; obeying social rituals and norms of the society (Leicht, 2017). On the other hand, stereotypes has been clearly defined as the characteristics or traits associated with a specific group on the basis of gender, race, age, sect, religion or any other school of thought (Crites, Dickson, & Lorenz, 2015). Gender stereotypes state the mindset of people related to each gender. They make some assumptions and associate qualities/ jobs done by each gender and do not agree to change this concept, e.g., in developing and patriarchal societies like Pakistan, a common stereotype associated with women is that they are domestic workers and cannot success in career or professional fields. Several past studies have emphasized gender identification of women separately while working on gender and performance (Kaiser & Hagiwara, 2011). However, in a few studies, it was analyzed that Feminist approach must be related to women leadership characteristics through two different ways: one is under the influence of counter stereotypes. A second is under the conditions of high feminist identification (Leicht, Gocłowska, Van Breen, de Lemus, & Randsley de Moura, 2017).

B. Global Feminism

Feminism is one of the most modern concepts describing liberation, equality, empowerment and participation (Batliwala, 2010). Feminist theory has sought to understand the way in which systemic or pervasive political and cultural structures are enacted and reproduced through individual acts and practices, and how the analysis of ostensibly personal situations is clarified through situating the issues in a broader and shared cultural context (Eagly & Carli, 2007). Impact of globalization on women has been observed as a mixed feature (Walby, 2005). An important piece of globalization is free trade markets, export processing and mutual sharing of commerce, trade, import, export and profits at global levels. Similarly, concepts of freedom, of human beings, human thoughts and individual freedom have also been widespread due to global connectivity (Cavanagh & Mander, 2004). If western countries are following a campaign of gender equality than eastern countries must also be aware of the feminist movement and gender counter stereotype movements around the world. No doubt globalization has put a landmark on awareness of human rights in every corner of the world (Moghadam, 2003). Due to these human rights movements around the globe, gulf countries have also started job positions for women, ensuring that women have an equal and important role in public administration (Metcalfe, 2008). However, social media has also played an important role in the awareness campaign of feminism at international level. Globalization reveals the salient features of digital and social media as the most powerful tool for feminist school of thought. (Jackson, 2018).

C. Women Leadership Development

Researchers have the perspective of feminist leadership also that can fortify the outputs of business in many sectors like corporate, governance, economics, human rights, etc. He also explained that how transformative and feminist leadership is important in strengthening the business line of any country (Wakefield, 2017). History is the proof that women have contributed more than anything in the success and accounts of the firms worldwide (Durepos, McKinlay, & Taylor, 2017). Therefore, underestimating a women's power will not be justified and judged until they are provided with the training programs that can enhance women leadership development at individual as well as at the collective level.

III. METHODOLOGY

Research Design was based on Constructionist Grounded Theory Approach (Gibbs, 2007) (Charmaz, 2006) which is based on the analysis of selected cases or individuals and generating theory inductively through it. This method in this paper focuses the middle theories model to explore the possibility of generalizing it in future. In this particular reference, encoding and categorization were important to be implemented. Results derived from this method will find some logical solutions to the issue. The present study followed the inductive research approach through semi-structured in-depth interviews. (Campbell, Quincy, Osserman, & Pedersen, 2013). The responses from the interviews were recorded, transcribed and coded in harmony with grounded theory, methodology and using Nvivo 12 software. Data were recorded, transcribed, and analyzed thematically. Interviews of 15 women were targeted, but three of them did not respond and hence the study was restricted with 12 interviews. The respondents' women leaders were chosen from various sectors, i.e., NGOs (03) medical (04), education (07), social

services (01) who had more than 10 years of work experience.

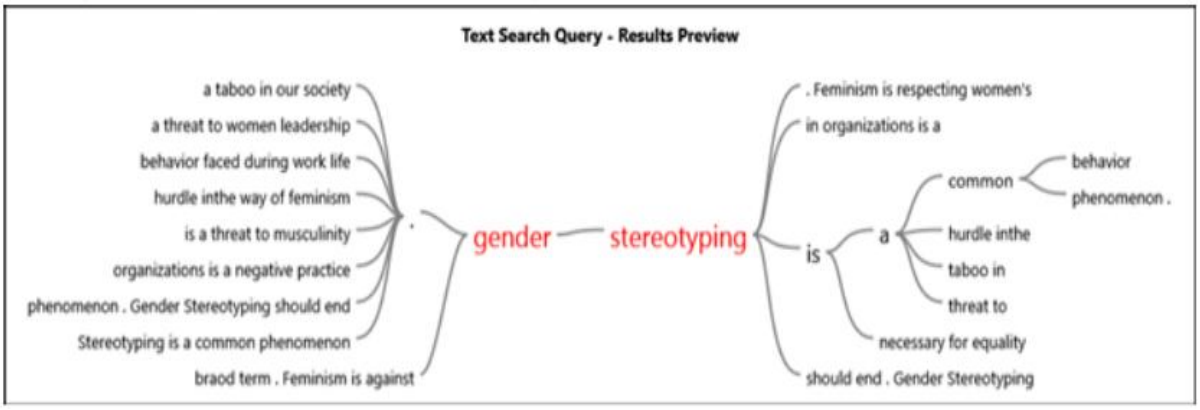
IV. RESULTS

The detailed analysis of interviews reveals that Gender Stereotyping is commonly faced by women leaders and some stereotypes are seriously affected by it. These results are very much similar with the results of previous study's results which states that the commitment level of women are dragging their position and scope in the world more positively, irrespective of the odd norms of gender discrimination and society. (Oom-Dove, 2017). Similarly, out of twelve eight respondents were agreed that stereotypes were having negative effects women leaders and leadership roles, whereas only 2 were of the view that stereotypes played positive roles in leadership development. The one respondent said that stereotypes do not affect women's leadership rather it is neutral. Most respondents explained it as a taboo in the society, a threat to women's leadership or a negative behavior faced during work life, an obstacle or unequal behaviors of people. Similarly, a large of leaders believe in the fact that feminism is a project raised at Fig 1 Fig -1 Gender Stereotype – Word Tree international level launched just to break our rituals and practices for women since the time of our ancestors. The people believe the feminism campaign will drag away the Pakistani women from their basic chores of housework and raising a family and pushing them towards a robotic life of working women. Successful omen leaders also showed that they had to fight politics, bullying and sexual harassment throughout their careers.

The crux of the communication from mostly women leaders leaded to the fact that leadership is not dependable on the gender, race or ethnicity. It is about talent, skills and vision of a mind towards progress and leading the team in the right direction. Its high time that we may acknowledge skills and talent instead of appearance and looks. Maybe a transgender is the stronger leader instead of a man or woman leader considered by the society. It is the time that people must change their vision to see things and work only for the progress of the country. This is possible only if we as a nation take stand to support our woman and other genders to take part in the professional working environment. Talent must not be confined to a home only. It must break the barriers. In this regard, whatever development campaigns can be launched, they must be supported by govt and normal people. Only then any nation can be strengthened since Leadership has no gender or size, it’s all about knowledge, wisdom and talent.

CONCLUSION ANd ANALYSIS

In this paper, the relationship between global feminism, gender stereotypes and women's leadership is explored. The results revealed that there is nothing wrong with a woman, if she wants to run her house, to be a successful leader and she wants to win in every field of life. People should clear their mindset and misconception that women leaders cannot handle organizations successfully. In the past, women leaders have proven it that they can Lead in all walks of life and there are many incidents to support this. We are living in the 21st century with the global transformation in every field from simple mechanism to state of the art technology. It is no longer feasible to attach taboos, customs, norms and past practices with respect to organizational performance. It is a common perception in developing economies like Pakistan that only men leaders are successful as they pay full attention towards the work. However, this is a myth yet to prove, hence, it is needed to involve all including women without any partiality. To make use of talent, skills, and experience without going into gender. It is the time to bring women in mainstreaming and they may be given leadership roles. Leadership is a broad phenomenon which states that the leadership has no boundaries to explore and unearth talent. Leadership is the name of capabilities and abilities whosoever is capable must be given a chance to lead irrespective of ethnicity, gender or race. As a result hybrid leadership will prevail and organizations will be more benefited from make female leadership and attain success. In this article, we offer a framework for women’s leadership development grounded in theories of both gender and leadership. The findings of this research suggest that it will be an important step in breaking the ice. One thing is sure to be concluded that Leadership has no gender; it only knows knowledge skills and attitude of a person. Another important challenge can be to create awareness among organizational people understand the fact that it’s high time to challenge the status quo and breaking the glass ceiling by promoting their women to come forward and lead. There is no harm or embarrassment in it. We conceptualize leadership development as identity work and show how subtle forms of gender bias in the culture and in organizations interfere with the identity work of women leaders. This perspective on gender and leadership calls for a new developmental agenda for women in, and aspiring to, leadership roles. The results depict that the chances of women's leadership development in Pakistan are positive if it is to be taken in the right direction



VI. LIMITATIONS AND FUTURE RECOMMENDATIONS

Following are the important limitations due to which further studies are recommended:

i. Data was collected from 15 women leaders only; hence the results cannot be applied on generalized. Large data and other areas of Pakistan or any other country must be included in the future study.

ii. Further studies on such controversial and sensitive topics are required to create awareness among organizations and normal people of a less developed country like Pakistan that women are not born for their slavery or house chores, they have a complete right to prove their talent in any professional field and the people must support them.

iii. Exploration of feminist theory approach and how it implies in organizations with respect to women's leadership is important.

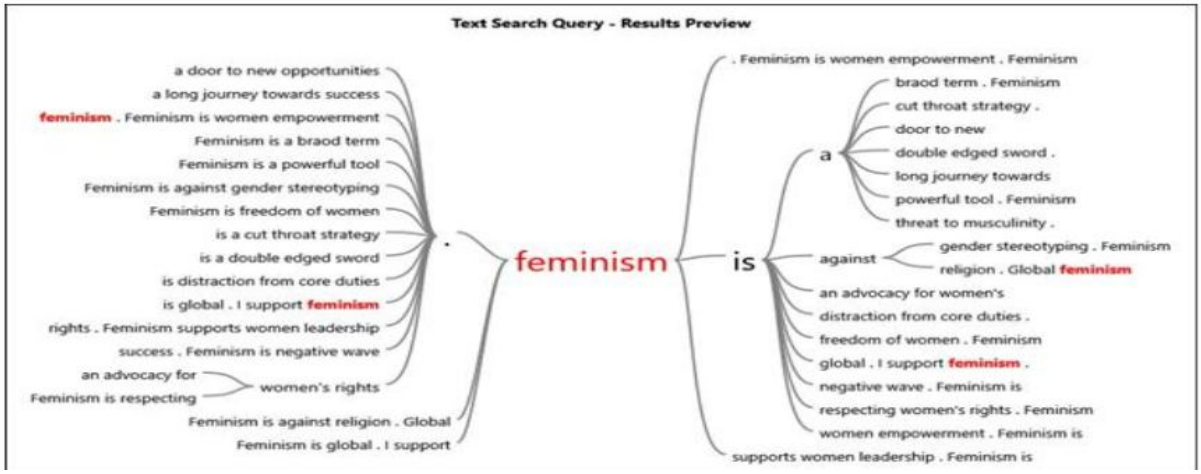
iv. As far as Pakistani society is concerned, most people are conservative and support non-working women just used as labors at home for their own personal work. No one support women empowerment and freedom of women rights. It is kind of a tough struggle to change the stereotypical behavior of common man towards the genuine rights of women. Future research will allow better adjustments and consequences to introduce the impact of feminism on women leaders, their vision and their long term goals.

Fig 2 - Word Tree

v. Future research could be on the interrelationship between dimensions of feminism and different types of women leadership, i.e., transformative, feminist or servant, etc. which will help in enhancing the clarity between their relationships and enlightening more angles from it.

S. No	Interviewee Numbers	Interviewee Roles
1	Interviewee 1	Director Placements & scholarships cell, university
2	Interviewee 2	Deputy Director Students Affairs, Federal University
3	Interviewee 3	Director Events Management, Semi-Govt. University
4	Interviewee 4	Head of Department, Govt. College
5	Interviewee 5	Program Manager, Private University
6	Interviewee 6	Dean, Educational Institute
7	Interviewee 7	HR Manager, Educational Institute
8	Interviewee 8	CEO, NGO
9	Interviewee 9	HR Manager, NGO
10	Interviewee 10	COO, Welfare Trust
11	Interviewee 11	CEO, Advertising Company
12	Interviewee 12	Surgeon Doctor, Private Hospital
13	Interviewee 13	Specialist Doctor, Private Hospital
14	Interviewee 14	Nursing Head, Pvt Hospital
15	Interviewee 15	Cluster Head, duty doctors, Pvt Hospital

Table-1: Respondents detail



PRACTICAL MPLICATIONS

i. First and foremost implication of this study is that organizations must realize the importance of talent and skills instead of gender. The common concept of "leaders can be only men" should be eliminated now.

ii. Industries like medical sections always require female doctors, as female patients prefer to consult them. Similarly, social mobilization is one of the areas which needs to encourage female leaders. This view can be more strengthened in the eyes of people.

iii. This study implies that more campaigns, seminars and lectures must be arranged in order to break the glass ceiling and giving our women a priority in professional fields. Centering the women as leaders through the lens of feminist practices and theoretical framework are much needed to make women more noticeable (Drucza & Peveri, 2018).

iv. Women's Rights movement in Pakistan has been too long as women have always been the unsung heroes of the society. To credit and honor them for their phenomenal contributions as an individual and as a team member, it is important to notice them and regard them, Increased economic opportunities and alterations in the social vision, it is required that women must be provided access of finance and moral support to prove their talent and rise from a small scale to a large scale. It is not hidden that an increasing number of young and old women are struggling to enter the workforce and working hand in hand along with men. It is our duty to respect their interest, vision and participation in every field of the professional world making an equal opportunity for employees.

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