

IMPACT OF PERSONALITY TYPES ON GLASS CEILING BELIEFS

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ABSTRACT

Glass ceiling is a simile commonly used to explain the intangible set of barriers and blocks in front of female employees which decrease or reduce the advancement of female employee to leadership and top level executive ranks (BASSIR et al., 2022). The purpose of this study was to study the impact of personality types on glass ceiling beliefs. The study was specifically aimed at finding the individual employees perception about glass ceiling and its effect on their career. Data was collected through self-administered questionnaires consisting of standardized scales. Convenience sampling was used in the study. Regression and correlation was used to find the impact of personality types on glass ceiling beliefs. The population of the current study comprised of only those women who were able understand English questionnaire and had work experience in an organization minimum of one year. Women were approached from five sectors i.e. Health sector, bank sector, Administration, educational sector and telecommunication sector. Total sample was of 238 women with the age range of 21-50 (M= 29.56, SD=5.79). It was found that personality types are effected by glass ceiling Further, positive relationship between glass ceiling, conscientiousness and extroversion was expected and data also supported this assumption. Data has also supported the assumption of negative relationship between openness and glass ceiling. Further Analysis was conducted with sub types of glass ceiling and personality type. Results have been discussed in the light of past studies and implications for organizations and researchers have also been suggested.

Keywords: Glass Ceiling, Personality.

INTRODUCTION

Labor force feminization continues persistent. Women's economic activity has increased over time from a global perspective and from the perspective of less- developed and more developed areas (Popoola & Karadas, 2022). At the global level in 1990, 67 percent of women (with age range of 20-54) were economically active whereas in 2010 this number increased up to 70 percent. Almost 58 percent women in Africa, 64 percent in Asia, 69 percent in Europe and 73 percent in North America women are economically active (Sunaryo et al., 2021).

Glass-ceiling is not a new concept. This phrase was first familiarized in the 1980s. It is a simile

of the imperceptible and simulate the obstacles that abstain female and minor groups from proceeding upward in commercial setup to executive positions (Lewellen et al., 2021). In 1991 it was noticed in developed countries that, regardless of a dramatically mounting presence in the workplace, female and minor groups persisted understated in higher level in corporate setup and these intangible obstacles were suppressing their career development. According to Manzi and Heilman, (2021), women in top management positions were approximately non-existent from the 1970s to the early 1990s.

The women face letdown to be encouraged to senior position due to opinion they are appropriate to compassionate role than decision making role. Gender-stereotype of them being inferior and barrier in career advancement (Ekström Hagevall, 2021). At senior administration level Asian females are victimized on the basis of promotion, raise in wages and dismissed for infrequent reasons. Instead of increased and powerful political pressure to influence the culture of women advancement for leadership positions. The remarked differences in the profession of administration and leadership levels are still powerful and seems to be particularly reluctant to change (Parsons, 2021). Several explanations for this reduced female representation in organization at top positions have been offered.

Rationale of the Study

Current study is important in this aspect. Though there are a lot of research in area of glass ceiling. But still in Pakistan studies about glass ceiling are still at awareness level or screening level. But still in terms of exploring personality's role in perceiving glass ceiling is at early stages of research. It is not necessary that every woman perceive glass ceiling in same way (Tripathi et al., 2021). How women are perceiving, is also influenced by personality of an individual. This study is primarily focusing on this role of personality in Glass ceiling.

Statement of the Problem

Previously glass ceiling studies in Pakistan are not considering the role of personal factors in perceiving barriers for career development.

Objectives of the Study

Following are the objectives of this study:

- To find out the impact of extravert personality trait on perceiving glass ceiling.
- To find out the impact of neurotic personality trait in perceiving glass ceiling.
- To find out the impact of agreeableness personality trait in perceiving glass ceiling.
- To find out the impact of conscientious personality trait in perceiving glass ceiling.

To find out the impact of openness personality trait in perceiving glass ceiling.

Research Questions

- What is the impact of different personality types on Glass ceiling?
- What is the Impact of Extraversion personality on glass ceiling?
- What is the Impact of introversion personality on glass ceiling?
- What is the Impact of agreeableness personality on glass ceiling?
- What is the Impact of conscientious personality on glass ceiling?
- What is the Impact of openness personality on glass ceiling?

Hypothesis of Study

Keeping in mind the present discussion, it is hypothesized that:

- H1: there is a relationship between personality traits and glass ceiling belief*
- H2: there is positive relationship between glass neuroticism and glass ceiling*
- H3: there is positive relationship between extraversion and glass ceiling*
- H4: there is positive relationship between conscientiousness and glass ceiling*

Limitations of the Study

Several limitations must be discussed concerning the current study. One of the major limitation is the demographics were not properly addressed in current study, further studies should focus on demographics as well while collecting data. Secondly, data is only considering women's belief about glass ceiling men should also be considered in further studies so it could be checked that either men perceive that women suffer in organizations for top positions or not. Thirdly, there were a number of limitations in data analyses as well. In current study gender differences, role of birth order, age and organization has not been considered in analysis because sample was not equally representing gender wise groups.

Significance of the Study

As mentioned earlier, research with reference to personality traits for glass ceiling is in dearth in Pakistan. This study is an effort to identify this gap in literature, as perceiving glass ceiling could affect negatively to women's health. But if certain personality types are providing a defense zone for mental health then those characteristics could be used further in understanding subjective career success.

According to Paul Smith, there is very less proof to project that glass ceiling beliefs are strong individual differences. If research gives proof of the effect of glass ceiling belief it might be considered relevant to personality traits, an area that has been extensively examined for its role in subjective career development (Chen & Jebran, 2021). Studies should be conducted to see the effect of personality types on glass ceiling belief as it will prove to be an important aid with reference to career advancement.

LITERATURE REVIEW

Glass Ceiling

Maheshwari and Lenka, (2022) investigated in a longitudinal study using a sample of SBF 120 companies over a 10-year period from 2000 to 2009, results provide proofs of a significant expansion in the population of female on French corporate boards. However, the corporate glass ceiling hypothesis is consistently rejected whatever the considered measure of female directors; i.e., the number of board seats held by women, the number of firms with a critical mass of female directors, and the number of directorships held by each women director (Kapoor et al., 2021).

Personality Traits

According to big five personality model, there are five major types of personality; Neurotic, Extroversion, openness to experience, agreeableness and conscientiousness.

Personality and Glass Ceiling

Yagüe-Perales et al., (2021) conducted a study in London with library professionals. Researcher found that it is not the matter of gender for glass ceiling but personality.

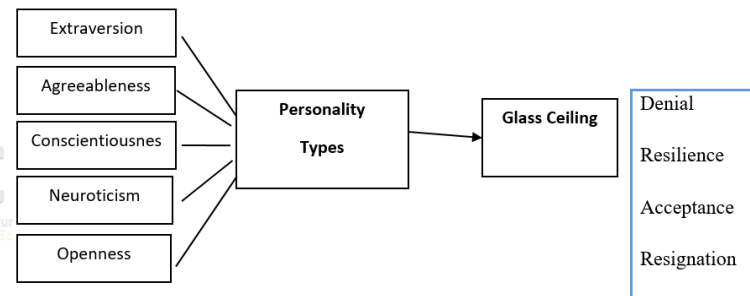
Tahir, Bashir, and Shah, (2021) researched on role of personality in glass ceiling belief. Sample was consisted of 100 female IT professionals. Results of study indicated that glass ceiling is more perceived by those women who were high on neuroticism, extraversion and conscientiousness whereas it is perceived less by those who are high on openness and agreeableness.

Glass Ceiling According to Paul Smith

Paul smith mentioned four sets of subcontracts about glass ceilings: Denial, Resilience, Acceptance and Resignation (Masood et al., 2021).

Research Model

On the basis of literature following model is proposed for current study



METHODOLOGY

Type of Study

This is a causal study where the effect of personality types on perception of glass ceiling has been measured on such basis as self-reported perception involving respondents with regards to these variables.

Study Setting

This is a field study because participants i.e. employed women's have been contacted on their job to fill the questionnaires in their natural work environment.

Time Horizon

The data for this research was collected throughout the study period. The data survey in nature.

Unit of Analysis

The unit of analysis for this research thesis was employed women of public and private sector organizations of Rawalpindi/ Islamabad.

Population

The population of the current study comprises of only those women who were able understand English questionnaire and had work experience in an organization minimum of one year. Women were approached from five sectors i.e. Health sector, bank sector, Administration, educational sector and telecommunication sector. Total sample was of 238 women with the age range of 21-50 (M= 29.56, SD=5.79).

Sampling Techniques

The study is based on convenience sampling due to time limitations.

Sampling

Based on convenience sampling, appropriate number of questionnaires based on the population size was distributed among the women of different organizations.

Scales and Measures

Demographic sheet to obtain information included: Age, profession, marital status, work experience, designation and many other basics will be used along with Paul smith's questionnaire of glass ceiling and Big five personality inventory to measure glass ceiling and personality type respectively.

Procedure

Participants were approached on the basis of convenience. Consent was taken from each participant before to start research. Participants were allowed to quit at any time. Participants were assured for confidentiality. Ethical guidelines were followed in study. Participants were approached from organizations/institutes of Rawalpindi and Islamabad.

RESULT AND ANALYSIS

Data has been analyzed using SPSS and following procedures/tests has been carried out: Outlier Analysis, Missing values, Frequency distribution, Descriptive statistics, Reliability analysis, One Way ANOVA, Correlation Analysis, and Regression Analysis

Table 1

Cronbach Alpha reliability of scales

| Scales | Item No | A |
|-----------------------|-----------|------------|
| Big Five Personality | 44 | .63 |
| Career pathway survey | 38 | .85 |
| Total items | 84 | .77 |

Table 1 is indicating Cronbach alpha reliability of subscales of big five personality inventory and career pathway survey questionnaire. Personality questionnaire's subscale reliability coefficient is .63. Whereas glass ceiling measurement's reliability is .85.

Table 2

Correlation between scales and subscales

| Variable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---------------------|------|------|------|------|------|-----|------|------|
| 1 Extroversion | - | | | | | | | |
| 2 Agreeableness | .32 | - | | | | | | |
| 3 Conscientiousness | .39 | .39 | - | | | | | |
| 4 Neuroticism | -.21 | -.29 | -.19 | - | | | | |
| 5 Openness | .24 | .31 | .31 | .06 | - | | | |
| 6 Denial | .13 | -.00 | .26 | -.17 | -.24 | - | | |
| 7 Resignation | .13 | .25 | .21 | -.05 | .02 | .46 | - | |
| 8 Resilience | .05 | -.01 | -.14 | -.08 | -.34 | .18 | .25 | - |
| 9 Acceptance | .10 | .03 | .05 | -.13 | -.11 | .26 | .40* | ..37 |

Table 2 shows that five types of personalities are related to each other significantly. Extroversion is positively related to agreeableness, conscientiousness, openness and negatively to neuroticism ($r=.32$, $r=.41$, $r=.24$ and $r= -.21$ respectively). Conscientiousness is positively

related to agreeableness ($r=.39$), openness ($r=.31$) and negatively to neuroticism ($-.21$).

Table 3
Linear regression between personality types and glass ceiling (denial)

| <i>Variables</i> | <i>B</i> | <i>SE</i> | β | <i>t</i> | <u><i>Sig</i></u> |
|-------------------|----------|-----------|---------|----------|-------------------|
| (Constant) | 4.074 | .746 | | 5.458 | .000 |
| Extroversion | .171 | .139 | .082 | 1.233 | .219 |
| Agreeableness | -.154 | .136 | -.079 | -1.128 | .260 |
| Conscientiousness | .633 | .120 | .366 | 5.277 | .000 |
| Neuroticism | -.175 | .126 | -.089 | -1.392 | .165 |
| Openness | -.738 | .143 | -.37 | -5.156 | .000 |
| R ² | .205 | | | | |
| F | 11.677 | | | | |

Table 3 shows that conscientiousness and openness significantly predict glass ceiling i.e. .366. Table also indicates openness negatively relates to glass ceiling (-5.156).

Table 4
Linear regression between personality types and glass ceiling (resignation)

| <i>Variables</i> | <i>B</i> | <i>SE</i> | β | <i>t</i> | <u><i>Sig</i></u> |
|-------------------|----------|-----------|---------|----------|-------------------|
| (Constant) | .668 | .930 | | .719 | .473 |
| Extroversion | .081 | .173 | .034 | .467 | .641 |
| Agreeableness | .524 | .172 | .230 | 3.044 | .003 |
| Conscientiousness | .311 | .149 | .156 | 2.084 | .038 |
| Neuroticism | .132 | .156 | .058 | .845 | .399 |
| Openness | -.301 | .178 | -.122 | -1.695 | .092 |
| R ² | .297 | | | | |
| F | 4.319 | | | | |

Table 4 shows that Agreeableness and Conscientiousness significantly predict glass ceiling i.e. .230 and .156 respectively.

Table 5 Linear regression between personality types and glass ceiling (resilience)

| Variables | B | SE | β | T | sig |
|-------------------|-------|------|---------|--------|------|
| (Constant) | 3.974 | .729 | | 5.449 | .000 |
| Extroversion | .331 | .136 | .169 | 2.440 | .015 |
| Agreeableness | .190 | .135 | .102 | 1.411 | .160 |
| Conscientiousness | -.197 | .117 | -.121 | -1.688 | .093 |
| Neuroticism | -.020 | .122 | -.011 | -.164 | .870 |
| Openness | -.762 | .140 | -.378 | -5.463 | .000 |
| R ² | .395 | | | | |
| F | 8.305 | | | | |

Table 6 shows that extroversion and openness significantly predict glass ceiling i.e. .169 Table also indicates openness negatively relates to glass ceiling (-.378).

Table 6
 Linear regression between personality types and glass ceiling (acceptance)

| Variables | B | SE | β | t | sig |
|-------------------|-------|------|---------|--------|------|
| (Constant) | 3.260 | .652 | | 4.997 | .000 |
| Extroversion | .171 | .121 | .104 | 1.406 | .161 |
| Agreeableness | .008 | .121 | .005 | .066 | .948 |
| Conscientiousness | .078 | .105 | .057 | .742 | .459 |
| Neuroticism | -.136 | .109 | -.088 | -1.244 | .215 |
| Openness | -.271 | .125 | -.159 | -2.167 | .031 |
| R ² | .212 | | | | |
| F | 2.101 | | | | |

Table 6 shows that openness significantly predict glass ceiling, Table also indicates openness negatively relates to glass ceiling (-.159).

DISCUSSIONS

Overall our hypothesis i.e. (H1: there is a relationship between personality traits and glass ceiling belief) is proved and it states that personality types have impact on glass ceiling, out of five personality types only one personality trait i.e. neuroticism did not predict any effect of glass ceiling and its dimensions (Aumüller, 2021). Neurotic type of people is depressed, insecure and unstable that’s why they didn’t show

any response related to glass ceiling and its dimensions (KALOĞLU, n.d.).

From above discussion we come to know that people mostly believe that glass ceiling is there in the way of their career progression and it effect their career growth.as we have collected data from five different sectors of society i.e. (Health sector, bank sector, Administration, educational sector and telecommunication sector).It is very clear that people believe in glass ceiling and moreover analysis predict positive personalities like extroverts and conscientiousness believe in glass ceiling they also believe that men and women face same issues while working and

women face more bad and negative consequences due to glass ceiling and they suffer more in their career development due to glass ceiling than men, they also believe that extroverts are more assertive individuals and they are able to break glass ceiling and overcome glass ceiling effects as these type of people are very social (Channing, 2022).

People having personality trait conscientiousness are hardworking, organized and dependent believe that male and female employee in organizations face more difficulties due to these invisible barriers and they believe that even though they are hardworking but they are not able to break glass ceiling and they believe they should be able to grow rather to quit their jobs.

Kaur (2021) concluded that people having personality type (openness and agreeableness) don't perceive glass ceiling so there is a negative relationship among these. Our data also showed that extroverts and conscientious people predict glass ceiling and glass ceiling effect their career. Their study concluded that people having openness trait don't believe on glass ceiling our results also support the same (Jhunjhunwala, 2022).

CONCLUSION

Study was designed to investigate the relationship between personality and glass ceiling belief.

RECOMMENDATIONS

Future research should examine developmentally longitudinal data, so that change in beliefs could be determined in a better way.

Further studies should compare women's working on different positions in organizational setting, role of experience in determining beliefs along with personality types.

Further studies should consider the role of moderator like perception, job position and organization type on glass ceiling.

In current study contextual factors in determining glass ceiling beliefs have not been considered so in future these factors should be considered as they influence different behaviors and attitudes of family. Diversity exist in working women's conditions to work. These should also be considered in researches.

Additionally, predicting glass ceiling by personality types.

In order to examine this, we chose 238 women from 5 sectors (bank, educational, administrative, telecommunication and health sector). The results of the research show that openness is negatively related to glass ceiling types. Extroversion and conscientiousness positively related to glass ceiling, neuroticism don't perceive glass ceiling and agreeableness are positively related to glass ceiling types.

We can point to four possible glass ceiling types: denial, resignation, resilience and acceptance. Similarly, there are five most known personality types, named as; extroversion, agreeableness, neuroticism, openness and conscientiousness.

Relationship between subtypes of both were tested, the findings showed that, Similarities exist in conscientiousness, extroversion's and agreeableness in relationship with glass ceiling types. Neuroticism showed no relationship with glass ceiling.

The results of this study should be treated with caution because age of participants may influence these glass ceiling perceptions. It would be worthwhile to carry out an additional study to explore the role of other factors in exploring personality's relationship with glass ceiling.

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