CAREER ADAPTABILITY AS A MEANS TO MITIGATE GLASS CEILING; THE MEDIATING ROLE OF RESILIENCE

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Abstract

The current global workforce includes almost 40% of women. The rate of female employees in Pakistan amounts to 22.85 percent. Pakistan shows the worst picture of glass ceiling against female professionals when 48% of women work in entry-level job positions. This paper investigates working women's careers in the twenty-first century by exploring how career adaptation helps working women to be resilient and how this resilient capacity facilitates in breaking the glass ceiling. The growing trend for workforce diversity combined with approved equal opportunity legislation fails to produce sufficient representation of women in senior decision-making roles. A quantitative study pursues to explain female positions in the microfinance banking sector alongside their experience of gender discrimination. The study also throws light on how women managers adopt different coping strategies to create and utilize resilient capacity through career adaptability. This study examines the issue of the glass ceiling, which reflects discrimination for prompting to higher level positions against women within firms, how career adaptability enables women to be resilient, break through the glass ceiling, and advance to crucial managerial positions. This research investigates the glass ceiling phenomenon where firms discriminate against female promotions and examines how career adaptability assists women in becoming resilient and reaching important management roles. A structured questionnaire checks the relationship between career adaptability and breaching the glass ceiling. Research outcomes demonstrate the full acceptance of the connection between IV and DV together with solid evidence supporting professional resilience as a mediating variable. The study presents useful implications for HR professionals to develop career adaptability and resilience which will enable women to break through the glass ceiling and reach leadership positions to sustain business development.

INTRODUCTION

"Any society that fails to harness the energy and creativity of its women is at a huge disadvantage in a modern world".
Tian Wei (Chian's ambassador to WTO)
In order to reduce poverty, maintain economic growth and support women's independence, the role of increasing female labor force participation is critical. In today's world the number of women entering the labor force is greatest than ever but the majority of top level positions are still held by the males (Goyal et al., 2021). In recent year women comprise almost 40% of the global workforce. The percentage of female workers in Pakistan is 22.85%. (Data from the International Labor Organization's ILOSTAT database). The ratio of

female at leading managerial positions is far behind the men as compared to the normal ratio of female to male participation in labor force. In Pakistan 48% of the females are still working at entry level positions which is a worst picture of glass ceiling faced by females. Analysis and results of various studies (Yousaf et al, 2017; Hobfoll & Stevan, 2013) reveal that women are still bound to traditional "female" occupations or departments like; human resources management, community development, corporate communications, finance and marketing (Catalyst, 1991; U.S. Department of Labor, 1991).

Even though it has been proven from previous studies that majority of women are not as sensitive about career growth as are men, still there is a considerable number of women who endeavor for higher- level positions and are unable to get those. When women are confronted to the situations at workplace where they are not given an opportunity to participate in decision-making at higher level such types of situations compel them to exhibit resilience. Women need to break the glass ceiling in order to accomplish career goals. The ceiling is mostly above the specific level for example lowest middle management positions and prevent the women from promotion to higher level positions(Wynn et al., 2017).In the context of different countries, studies (Wynn et al., 2017); (Cabeza-García et al., 2019) claim that the reasons behind the distorted gender ratio may be the institutionalized or organizational gender discrimination practices. According to Global Gender Gap Report 2021, Pakistan's gender gap had widened by 0.7 percentage points, to 55.6 per cent, making it one of the worst countries for gender parity. The score card for the country places Pakistan at 152 in economic participation and opportunity, 144 in educational attainment, 153 in health and survival, and 98 in political empowerment. (World Economic Forum, 2021) https://www.dawn.com/news/1615651

According to (Kossek & Perrigino, 2016)(Kossek & Perrigino, 2016) due to the increasing number of women in workforce there is a needs to understand this from women's point of view because their economic, social and domestic roles vary and they face more challenges than men

(Smith & Parrotta, 2018) Although a lot of research has been conducted on career growth or hurdles fac.ed by female managers during the course of their careers yet there was an immense need to identify the more influential factors that enable females to overcome the barriers. Career adaptability, flexibility and motivation to change serve as important factors that help women managers to build resilience capacity. Resilience refers to the capacity to survive, control and handle the continuing challenges in life and successfully maintaining the stability regardless of adverse consequences from anxiety (DiCorcia & Tronick, 2011;(Tokbaeva & Achtenhagen, 2021) & (Montpetit et al., 2010). Simply put in together the resilience refers to an individual's ability to rebound from hardships along with the ability to recover with positive outcomes to secure well-being (Masten et al., 2008). Resilient employees recover from stressful conditions in such a way that they get back to their routine functions (Montpetit et al., 2010). This coping ability makes them able to confront the potential of negative results (Bonanno, 2004 ; Smith & Parrotta, 2018). The workplace environment also has influences on individual's resilience and their coping ability but the influence of resilience is under-examined in the management and organizational behavior research. Generally the resilience is referred to masculine characteristic like strong, brave and bold and there has been conducted various studies on it whereas the feminine approaches to resilience has not addressed properly. The effects of glass ceiling were explored by many researchers but there was an immense need to identify how the effects of glass ceiling can be minimized or overcome through resilience (Witmer, 2019). That's why the present study will be focusing on identifying ways to break glass ceiling with a special focus on resilience.

For the purpose of obtaining higher level positions women often have to conquer high level barriers and they also have to face firm or severe inspection (Singh & Vinnicombe, 2004). Career adaptability is taken as a mean that is crucial for career growth. The study of industrial and organizational psychology reveals that career adaptability and proactively is a part of the literature on self-

regulation. The purpose of the current study is to highlight the role of career adaptability as an antecedent for resilience, how it enables the female managers to cope with uncertainties and bounce back from adverse situations. Resilience if attained will boost the females to break the glass ceiling and get higher level promotions.

Interest in resilience (King et al., 2016) has increased among organizational scholars over the last few years (Linnenluecke, 2017). As the global environment is ever-changing and often turbulent (Shin et al., 2012), resilience has become an element of many organizations' goals and value statements. Empirically, resilience has been linked to critical work outcomes such as job satisfaction and engagement (Mache et al., 2014);(King et al., 2021).Although a lot of interest has been observed in this topic, there is still a need to develop theoretical models in such a way to have an understanding of the glass ceiling along with its prerequisites (Cohen et al., 2020).

Despite the efforts of various organizations, proposed legislation, the growing number of skilled and trained female professionals, it is obvious that still they are not properly represented in top managerial and executive positions across the industries. Although there is a growing trend for diversity in companies and legislations have been passed regarding equivalent opportunities for men and women for example the anti-discrimination law and the gender law there has not seen a significant change in numbers. Since the last few years, women have been primarily in the minority in decision-making and executive roles (Shaji & Joseph, 2020).

The present study is very significant in finding the effect of glass ceiling on womens' career success and how discrimination can be minimized or overcome through resilience. Career adaptability is taken as independent variable and considered to be an antecedent of female manager's resilience. The study also focuses on the mediating role of resilience and its effect on removing glass ceiling and ultimately achieving women's career success. Although the situation is not favorable all over the world but for a developing country like Pakistan the situation is most alarming. Although the topic is so popular but the efforts are less towards making

theoretical contributions to build up a comprehension of the glass ceiling and its consequences(Bahn et al., 2020). There is an immense need to break glass ceiling so that the perception of differential treatment can be minimized. So after all the governmental, legislative, institutional and organizational efforts the responsibility lies on the heads of female because they themselves have to fight for their rights. It cannot be possible until they build in the ability to cope with uncertainties, bounce back from adverse situations. So, here comes the role of resilience (Abu-Tineh, 2011).

The present study is going to contribute to the literature by taking the career adaptability (i-e career counseling mentoring, flexibility and adaptation to change overtime) as an antecedent of resilience. Conservation of resources theory is utilized as motivational theory that looks at how people react to different adverse situations by retaining their existing level of resources while also seeking novel ones (Hobfoll et al., 2018). Micro-finance sector in Pakistan is growing at a fast pace and is contributing in poverty reduction. Apart from this, it is also providing employment opportunities to a large number of females. The evidence supports that the portion of female employees is greater than men in this sector which is highly appreciable but the situation becomes worse when we look at the number of managerial positions filled by female managers .So, the present study focuses on identifying the reason behind glass ceiling and how it can be broken with the help of resilience. The paper aims to explore how female managers build resilience through career adaptability to mitigate glass ceiling faced when pursuing a career growth.

Our study contributes to the existing literature such that this will investigates the role that career adaptability plays for mitigating the effect of glass ceiling. This study will validate the conceptualization of the key study variables of career adaptability, female manger's resilience and breaking glass ceiling and will explore the nature of relationship among variables in the present male dominant culture of Pakistan.

Furthermore, the distinction of intervening variable which is resilience will allow researchers to

examine the relationships between career adaptability and glass ceiling in a different way. Such mediating effects will not only help us understanding the relationship between career adaptability and glass ceiling but the important role that mediating variable plays for mitigating glass ceiling. Taking female mangers resilience as mediating variable goes beyond the traditional testing of the same phenomena in a different way. Moreover, the dominant perception in management research is that the career adaptability serves as an antecedent of glass ceiling. But here the researcher will try to find out that career adaptability also serves as prerequisite for breaking glass ceiling.

There is a need to understand the empirical relationships of career adaptability and glass ceiling in the context of Pakistani micro-finance banks. Furthermore, research is needed to validate female manager's resilience in this sector. This study will recommend the organizations to take strategic and proactive measures for minimizing the glass ceiling such that career adaptability, flexibility, career training and ways to build resilience through training. Female labor force participation has increased a lot during the last few decades (Goyal et al., 2021). Females are found in almost every field of work but the majority of women are not being promoted to higher level positions and a lot of hurdles faced by them in career growth in the 21st century(Smith & Parrotta, 2018). Even Pakistan has the honor of having examples like first female prime minister Be Nazir Bhutto among all the Muslim majority countries and Shamshad Akhtar as governor State Bank of Pakistan; women in the Pakistan are still facing unequal treatment both in business community as well as in society.

The research scholars have paid attention on identifying the factors which cause glass ceiling and how it can be minimized. Also the barriers faced by females in their career growth have gained scholarly attention. Many researchers have identified the lack of career adaptability as a leading factor towards glass ceiling (Akpinar-Sposito, 2013).So it seems quite demanding to check the role of career adaptability toward breaking glass ceiling through the mediation of resilience. The present study will also focus on the extent to which resilience helps in breaking glass ceiling along with career adaptability. The problem of glass ceiling is mostly prevalent in banking sector especially the micro-finance sector which is growing at a fast pace. Apart from being providing financial services it is also providing social as well as advisory services to the poor and mediocre community. So the employees will better serve the customers as well the organization if they feel that they are being treated fairly. Perception of unfair treatment may have either negative impact like increase in absenteeism, less interest in job, low performance and low commitment with the organization. But there might be positive enforcement like employee built in them the resilient capacity to put more effort toward breaking glass ceiling (Goyal et al., 2021).. Although glass ceiling exist but it doesn't mean that all the females face it. The extent of being victim of glass ceiling can be minimized by having the ability to adapt oneself according to the changing nature of careers. Resilience also helps in mitigating/ breaking glass ceiling which the researcher wants to investigate through this study. The purpose of this study is to understand the role career adaptability plays in mitigating glass ceiling. Although the previous studies have well established the link between career adaptability and mitigating glass ceiling, but we want to check it through an intervening variable which is resilience. Basically the present study will explore how does career adaptability along with resilience will help in breaking glass ceiling.

Theoretical Framework
The theoretical framework of present study consists of three variables, independent variable which is career adaptability, the dependent variable which is breaking glass ceiling and the mediating variable which is resilience.
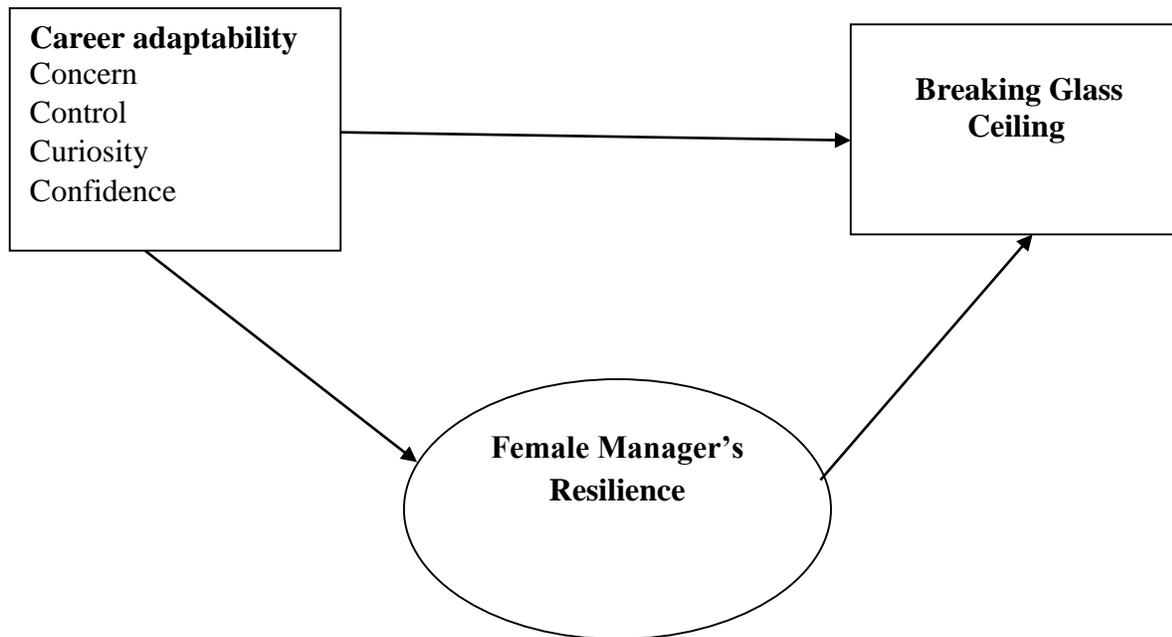
Figure1: Theoretical Framework

Literature Review
Conservation of Resources Theory
COR is a commonly utilized motivational theory that looks at how people react to different adverse situations by retaining their existing level of resources while also seeking novel ones (Hobfoll et al., 2018). People aim to manage their resources in order to obtain positive results. Individuals can use the resources given by the COR framework to help them meet their goals e.g. resilience, success. The resources can be of multiple types like personal characteristics of self-esteem and self-actualization, level of qualification, work experience and career competences. This motivational theory is very practical in nature as it can be applicable to different fields, including career self-management, career growth and career satisfaction. Individuals with resources for example job-related competencies and resilience can handle hardships in their career progression with resilience and achieve success(Ng & Feldman, 2014). Due to the uncertainties of the work environment and vulnerabilities in professional development it becomes very essential for professionals to utilize their capabilities of adaptability and resilience so that they can be able to deal with challenges. Only in this way they can achieve desirable career outcomes in the recent era (Hall, 2002). The theory proposes that people strive to get and maintain the capabilities which facilitate them in achieving preferred goals (Jung & Takeuchi, 2018). The theoretical framework of current study is based on conservation of resource theory according to which female managers will use career adaptability skills to build or enhance resilience and eventually will strive for breaking glass ceiling.

There are a lot of personal, structural and organizational barriers which hinder women to move to organizational hierarchies. As it is evident from the work of many researches that although, the number of female employees has increased at mid management positions, but the top level positions are still occupied by male professionals (Yousaf & Schmiede, 2017). The result of their study revealed that women are lacking in leadership qualities and decision making power again personal barriers that restrain them from being promoted to upper level positions. So it is through building capabilities like career mobility,

skill development and enhancing resilience in females that they can overcome these barriers towards hierarchical promotions (Yousaf & Schmiede, 2017).

Rapid advances in technology, global competition, organization restructuring, loss of job security and unpredicted career paths require continuous learning and career adaptability on part of employees (Ginevra et al., 2021). Employee's ability to cope with new and emerging work trends in the modern era of global, diverse, boundary less, protein and kaleidoscope career has become of great importance (Savickas, 2012).

Relationship of Career Adaptability with Resilience

Career adaptability is a psychosocial term that relates to a person's ability to deal with current and future responsibilities, evolutions, and sufferings in their organizations and professional work environment that change their social incorporation to some degree (Savickas, 1997). The self-regulated qualities that can be used to deal with the unanticipated, complex, and ill-defined issues that arise as a result of evolving vocational duties are called career adaptability. They are placed at the crossroads of person-in-environment, human-environment interaction, and human-environment interaction. As a result, adaptability is a psychosocial construct. Mostly the human capital is described as collective capability earned through experience and education, is what we consider adaptability resources (Sulistiani et al., n.d.).Whatever a person knows is called human capital. A new terminology, which is said to be "psychological capital" or psycap, is having very much similarity with the concept of adaptability (Rivera et al., 2021),(Luthans et al., 2007) .Psycap is defined as "an individual's positive psychological state of development that is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and

adversity, sustaining and bouncing back and even beyond (resiliency) to attain success".

Adaptability, whether in the form of psychological resources or transactional competence, is more malleable than personality traits. Adaptive talents emerge from interactions between a person's inner and exterior worlds. They have a close connection to specific roles and circumstances. This suggests that flexibility is constrained by cultural and contextual factors. Because different countries present distinct chances and imperatives for developing and expressing psychological resources and transactional competences, the degree to which they encourage the establishment of adaptation varies.

Adaptability resources, according to career construction theory, assist people in formulating strategies that they use to direct their adaptive actions. They develop a distinct adaptive approach, which is linked to the actual adapting behaviors that makes them fit with the social environment. Career adaptability is a self-regulated and psychological skill that help individuals form adaptability strategies whether in social or work context (Klehe et al., 2021).

Resilience is referred the ability of tolerance, control, and management of ongoing life problems while retaining a sense of equilibrium despite the negative impacts of stress (DiCorcia & Tronick, 2011; Lyons & Schatzberg, 2020). Although most of the scholars have taken resilience as an organizational level phenomenon of rebounding after crises, it has also considered as a personal level phenomena to bounce back after disasters (Linnenluecke, 2017). But a large number of scholars consider that it is a characteristic of individual level that helps adapting to harsh conditions (Tokbaeva & Achtenhagen, 2021). An organization supported behavioral competence that represents resource usage and the capability to constantly adjust at work is called employee resilience(Kuntz et al., 2017).

Despite certain definitional distinctions, it is crucial to remember that individual resilience can be displayed in a variety of ways, not just in response to crises, it can also be used on a daily basis (Kuntz et al., 2017). Employee resilience thus extends beyond the individual resilience constructs

of attitude and coping (Luthans et al., 2010). It also refers to practical learning outcome irrespective of the adverse context (Kuntz et al., 2017). However Nashwall et al (2015) defined resilience as "employee capability, facilitated and supported by the organization, to utilize resources to continually adapt and flourish at work, even if/when faced with challenging circumstances". Resilient professionals are defined by their commitment to lifelong learning, flexibility in the face of adversity, and career self-management (Bilal et al., 2019). This resiliency may not come naturally; instead, it requires a certain types of skills and expertise for the initiation of resiliency. Professional resilience is the ability to bounce back from setbacks and obstacles in one's career (Abu-Tineh, 2011). This concept has been defined by some researchers as "a process of development that occurs through time, as a result of interactions between people and their environments."(Mansfield et al., 2012). A model of career resilience consisting of four factors was presented for measuring it, which includes "confidence in oneself," "disregard for traditional sources of job success," "self-reliance," and "openness to change."(Fourie & Van Vuuren, 1998).

Competencies related to job outcome were studied for the first time by McClelland & Watson, in 1973. Job competency was conceptualized as an underlying attribute of an employee (e.g. motive, trait, skill, components of one's self-image, social role, or body of knowledge), which results in effective and/or better performance in a job (Boyatzis, 2008). Career growth and success is, without a doubt, the most explored outcome of several career-related prerequisites. Drawing on the argument (Mishra & McDonald, 2017) it is necessary for success to develop resilient abilities. As a result, career resilience can be considered one of these antecedents. Although competency development is considered as a crucial antecedent of resilience in general, it can also serve as a stimulant for individuals to achieve success (Sarkar & Fletcher, 2017).The relationship between learning and employee resilience has been tested by Tineh et al(2011).Thus we expect people to seek to develop and manage their career-related resources (e.g. competencies, resilience) at work in order to

achieve career success, based on the COR theoretical framework. Flexibility/Adaptation to change overtime time) helps female managers to be resilient. Another recent study found that over time, the development of competency and skills leads to resilient behavior (Mishra & McDonald, 2017). It becomes evident from the latest discussion hat specific types of skills and competences like interpersonal, communicative, and technical, are linked to increased career resilience (Akkermans et al., 2015).From here we derive our first hypothesis that is:

H1: There is a direct relationship between career adaptability and resilience.

Relationship of Resilience with Glass Ceiling

An individual is considered to be resilient when he or she adopts or respond to the adversaries by adopting coping strategies(Coutu, 2002). This coping ability will help them breaking the barriers. Resilience capacity can be taught or build as a set of survival techniques that an individual develops and adopts. People can also learn techniques for tolerating. In order to properly handle stressful situations and recover from them, one must find ways to escape or lessen the impacts of stress. These techniques try to lessen their stress, avoid the source of their discomfort These coping mechanisms influence how people react to stressful events, and assist them in reducing the trauma(Goyal et al., 2021). However, despite interest in this theme there has been observed less efforts towards developing such theoretical frameworks (Bahn et al., 2020).This discussion leads to the below mentioned hypothesis:

H2: There is an association between resilience and breaking glass ceiling

Mediation of Resilience between Career Adaptability and Glass Ceiling

A greater knowledge of how multiple characteristics of career flexibility interact is required. (Concern, Control, Curiosity, Confidence, Career counseling, Mentoring, Flexibility/Adaptation to change overtime time) help female managers to be resilient. Another recent study found that over time, the development of competency and skills leads to

resilient behavior (Mishra & McDonald, 2017). It becomes evident from the latest discussion hat specific types of skills and competences like interpersonal, communicative, and technical, are linked to increased career resilience (Akkermans et al., 2015)

Women managers should be given right of entry to a mentoring programs so that they can improve them professionally and be able to participate in high level communications and decision makings. Without any doubt, this will be one of the most efficient approaches to overcome the glass ceiling and advance into senior management roles (Dworkin et al., 2012). So it should be the responsibility of organizations to provide training or mentoring program or let employees have access to these eventually enabling them to successfully overcome hurdles (Ragins & Cotton, 1999).

H3: Females' resilience mediates the relationship between career adaptability and breaking glass ceiling.

Methods
The data was collected with the help of a survey from female employees of microfinance institutions of Faisalabad. Unit of analysis was individual employee. The population consisted of all the microfinance institutions in Faisalabad and data was collected from a sample of 300 female employees based on convenience sampling. The

researcher got prior permission from concerned authorities for data collection. The researcher visited the banks and the employees were briefed about the survey. The respondents were made aware of the objectives and scope of this study. They were also made assure of the confidentiality of their responses. Convenience sampling technique was used. The questionnaire consisted on the items related to 3 variables of the study; career adaptability, resilience and glass ceiling.

Control variables
We measured followers' age, marital status, experience and number of years in the same position in order to control their impact on study. According to the previous studies certain individual characteristics such as age, gender and work experience can positively affect in-role performance because accumulated knowledge results in a better performance (Ng & Feldman, 2009 & Strober, 1990).

Measures
Questionnaire consisted of three variables. It was constructed accordingly in which the researcher used five point Likert scale, the range of which starts from strongly disagree to strongly agree. 1st twenty- four items are related to career adaptability, next six items are related to resilience and remaining twenty-six items are about glass ceiling.

No.	Variable	Items	References
1	**Career Adaptability**	1- I think about what my future will be like 2- I realize that today's choices shape my future 3- I prepare myself for the future 4- I am aware of the educational and career choices that I must meet 5- I plan how to achieve my goal 6- I am concerned about my career 7- I keep myself upbeat(optimistic) 8- I make decisions by myself 9- I take responsibility for my actions 10- I stick to my beliefs 11- I count on myself 12- I do what is right for me 13- I explore my surroundings	(CAAS-Savickas & Porfeli, 2012)

		14- I look for opportunities to grow as a person 15- I investigate options before making a choice 16- I observe different ways of doing things 17- I probe deeply into questions I have 18- I become curious about new opportunities 19- I perform task efficiently 20- I take care to do things well 21- I learn new skills 22- I work up to my ability 23- I overcome obstacles 24- I solve problems	
2	**Resilience**	I tend to bounce back quickly after hard times. I have a hard time making it through stressful events. It does not take me long to recover from a stressful event. It is hard for me to snap back when something wrong happens. I usually come through difficult times with little trouble. I tend to take a long time to get over setbacks in my lifeYou are free to present new approaches for improving your work	(Connor-Davidson, CD –RISC Scale, 2003)
3	**Glass Ceiling**	1. To balance family and work–life, women accept a slower rate of advancement 2. Breaks due to childbirth and childcare obstruct the career advancement of women 3. Commitment to family responsibilities affects the career advancement of women 4. Working longer hours than the regular office time often creates difficulty in carrying out household duties 5. The husband's job/profession acts as an obstacle for the career development of women 6. Women have fewer career developmental opportunities at the workplace than men 7. In the case of promotion, favoritism and hold at the higher levels also count besides Efficiency Women do not receive the same recognition as their male counterparts do 8. Females have to perform better than the men to get promotion 9. My co-workers treat me with respect 10. I have a positive relationship with my co-workers 11. Most employees in my organization are supportive of each other despite differences in designation 12. My superiors are supportive and protect me in times of crises 13. My current job performance is below the required standard	(Shaji etal, 2021)

		14. I do not possess the skills required to do higher-level jobs 15. I lack the required educational qualification to seek higher positions 16. I have low self-confidence level 17. The grievance redress system in my organization is satisfactory 18. My organization gives due weight to my suggestions and ideas regarding the various aspects of work 19. My designation gives me enough authority to discipline my subordinates 20. In my organization, women have the opportunity to develop the requisite skills to reach higher positions 21. Women lack the enthusiasm in taking on challenging assignments 22. Women are not sufficiently competitive and ambitious in comparison with men 23. I lack the experience to take up higher positions 24. Women receive equal access to training programs conducted by the organization 25. My organization offers different types of training programs for the employees 26. Women are given the same work assignments as men	

Results and Discussions
Model Summary[b]

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.712	0.507	0.504	.29087	0.19321

a. Predictors: (Constant), CA
b. Dependent Variable: Glass_Cieling

Interpretation:

The regression was done to look at the influence of career adaptability on breaking glass ceiling. The Model Summary displays an R Square of 0.507 which means that about 50.7 percent of the breakage of the glass ceiling can be attributed to career adaptability. The other 49.3 percent is accounted by other factors. These values of the Durbin-Watson statistic would indicate the absence of notable autocorrelation in the residuals. These findings are very supportive of the hypothesis that career adaptability contributes significantly to the fact that the glass ceiling can be broken in a positive way.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.634	1	14.634	391.754	.000^b
	Residual	14.252	298	0.048		

a. Dependent Variable: Glass_Cieling
b. Predictors: (Constant), CA

Interpretation:

According to the ANOVA table, the F-value obtained was 391.754 and the p-value is 0.000 which is much less than 0.05 as significance level. It implies that the regression model is significant and career adaptability is a significant predictor of glass ceiling breakage.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.145	0.078	—	27.500	0.000
	CA	0.465	0.024	0.712	19.788	0.000

a. Dependent Variable: Glass_Cieling

Interpretation:

The coefficients table implies that career adaptability shows significant positive impact on breaking the glass ceiling (B = 0.465 Beta = 0.712 p < 0.001). It implies that each one unit increment in career adaptability, the breakage of the glass ceiling scores increases by 0.465 units. The very large standardized Beta value (0.712) shows that there exists a strong positive connection between career adaptability and glass ceiling breaking. The p-value is less than 0.05 and this indicates that this effect is statistically significant.

Correlations

		Career_Adaptability	Glass_Ceiling	Resilience
Career_Adaptability	Pearson Correlation	1	0.693**	0.655**
	Sig. (2-tailed)	0.693**	1	0.610**
	N	0.655**	0.610**	1
Glass_Ceiling	Pearson Correlation	1	0.693**	0.655**
	Sig. (2-tailed)	0.693**	1	0.610**
	N	0.655**	0.610**	1
Resilience	Pearson Correlation	1	0.693**	0.655**
	Sig. (2-tailed)	0.693**	1	0.610**
	N	0.655**	0.610**	1

**. Correlation is significant at the 0.01 level (2-tailed).

Interpretation:

The correlation matrix divulges that career adaptability is highly positively related to break the glass ceiling ($r = 0.693$, $p < 0.001$); similarly, it is somehow positively related to resilience ($r = 0.655$, $p < 0.001$). Also, there is yet another significant positive relationship between resilience and breaking the glass ceiling ($r = 0.610$, $p < 0.001$). All correlations are significant at 0.01 level. This indicates that, resilience is a significant mediating variable between career adaptability and glass ceiling breakage.

Theoretical implications:

The study contributes to the literature in the following ways; Firstly, we provide a more detailed explanation of glass ceiling and how it can be minimized through career adaptability. Secondly the uniqueness of this study is the use of mediation (female resilience) which is not tested yet. Although earlier studies have shown the relationship of career adaptability with resilience(Abu-Tineh, 2011) or the relationship of resilience with glass ceiling (Goyal et al., 2021) yet little is still known about the mediating role of resilience between career adaptability and glass ceiling. Our findings provide fresh perspective because to the best of our knowledge, this specific set of constructs hasn't been studied before. Thirdly the most of research has been conducted in western context but our examination of the idea in a developing country like Pakistan offers new knowledge to the field. Lastly the framework is tested on the microfinance industry which is rapidly growing and the glass ceiling is still prevailing there.

Managerial implications:

This study also provides useful information for banking professionals and higher authorities. They must focus on providing opportunities for career development and resilience building through effective trainings Bankers should also concentrate on recruiting the personnel, possessing adequate capabilities to cope with the changing job demands. Trainings or mentoring programs should be offered to enhance the skill level of females in order to create a best fit between person and job.

Limitations and Future Research Avenues

There are certain limitations that could be addressed in future studies. We used a convenience sampling to gather data, which may have limited the generalizability of our findings. This study covers only the micro finance institutions located in Faisalabad therefore the findings cannot be generalized to other banks in Pakistan. To achieve more generalizable results, the future study may use probability sampling techniques. Career adaptability is examined in this study which will lead towards resilience. However, there might be other variables leading towards resilience like positive HRM practices, OCB and Trainings that enhances resilience and help in mitigating the effect of glass ceiling. So, the future research can be conducted including other variables as independent variables or moderators. Future studies should therefore be conducted in different countries and cultures, and possibly investigate the effects of multiple variables on the relationships between career adaptability and career success (Shaji & Joseph, 2020)

Author's contribution

"Study conception, Initial draft of paper and data collection : UN, , data analysis and interpretation: AN, and final approval of the manuscript: both authors."

Conflict of Interest: Both authors declare that they have no conflict of interest regarding the publication of this paper.

Data access statement

All relevant data are present in the paper.

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