JDSS **Journal of Development and Social Sciences**
www.jdss.org.pk

Horizontal Hostility: A Subset of Glass Ceiling

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ABSTRACT

The present paper aims to describe the concepts of horizontal hostility and its association with glass ceiling for working females. Many females when they want to succeed in their career do not want other females to progress in their career. Horizontal hostility is a type of indirect aggression directed by females toward other females because of professional jealousy and feelings of low self-esteem. Glass ceiling is described as an unseen obstacle prohibiting females from advancing to the high rank positions within an organization even with achievements or credentials. Gender discrimination at workplace negatively impacts psychological health of females and results in stress, anxiety and depression. This paper provides logical arguments from literature and describes glass ceiling as the main cause of horizontal hostility within organizations. The need is to establish a legislative framework to protect females against discriminatory practices and to provide them equal career progression opportunities within organizations.

Introduction

Workplace environment is influenced by various variables. The concept of horizontal hostility is one of those variables that affect workplace environment and results in counter productive work behaviors. Horizontal hostility describes the prejudice or adverse attitude of minority group members directed towards individuals of same minority group that is apparently more mainstream (White, Schemitt & Langer, 2006). Longo (2007) described this phenomenon as hostile behavior propagated by one colleague towards other colleague either implicitly or explicitly. This hostile behavior can be verbal, physical or emotional. Horizontal hostility is distressing behavior intended by one female worker towards another having same rank within a chain of command that try to find out ways to influence and control the individual by disrespecting and waning that individual's status of a human being. Horizontal hostility refutes another's fundamental human rights and point towards a dearth of respectful behavior and appreciation for other's value and success.

Bartholomew (2006) defined the phenomenon of horizontal hostility, also known as lateral hostility, as intimidating behaviour among individuals sharing equal power in organizational hierarchy, intended to diminish, degrade, control or influence a person or group. This hostile behavior completely negates the perception and importance of solidarity. It describes intimidating attitude of a person or group directed towards other persons or groups that should hypothetically share common values. Tracinski (2003) described the phenomenon of horizontal hostility cross culturally: Someone who accepts challenges and raises his head above the others because of competence and success must be confronted, degraded and brought down to the common level. In Australian culture, toll poppy syndrome is really typical. However, in American culture, this phenomenon is also prevalent.

The concept of discrimination refers to a situation where individuals having similar role and characteristics are not provided with equal social benefits. Moreover, discrimination stands for a state of affairs where power or wealth is distributed on the basis of attributed features or standards (Rafiepour, 1997). Moreover, the actual meaning of discrimination is "the way lower classes are treated differently, not on the basis of individual qualities, presuming the performance, and negating equal opportunities for them (for instance, employment, education, housing, loan, health care)". Furthermore, discrimination describes deprivation and impairment to a person or a group, be included in a particular social class. The persons suffer from loss and unjust and unfair treatments only due to their affiliation with a particular group (Plous, 2003; Walsh, 2009). In social sciences research, literature indicates that discrimination or inequality prevails in different service providing jobs. Williams, Henderson & Harris (2001) described that these researches not only put forward discrimination, but also disclosed the sufferings of the social group members as a result of their deprivations and disgraces ascribed to them, restraining their business and social life.

Eight common types of discriminatory practices were described by Kingma (1999) including race, gender, religion, social position, lifestyle, disability, political convictions and geographical nationality. The inequality or discrimination towards a character or group of individuals because of gender identity or sex refers to gender discrimination. Gender discrimination is defined as "unfair treatment of an individual or group of individuals based on sexism". Socially, gender variations were used to justify cultures wherein females or the other has been constrained to extensively inferior and secondary roles. Whenever the individuals are treated differently on basis of their gender which may affect from hiring decisions to promotions, gender discrimination occurs at workplace. At various stages along career path discrimination can occur against females. Channar (2010) stated that sticky floor arises as a result of employment of comparable male and females at same scale or rank, but males are appointed further up the scale. Cotter, Hermsen, Ovadia & Vanneman (2001) described glass ceiling is an unseen obstacle prohibiting females from advancing to the high rank positions within an organization even with achievements or credentials. So, gender discrimination at workplace occurs because of consequence of glass ceiling and sticky floors. Batool (2020) described that individuals are discriminated on the basis of gender, religion, ethnicity, race and sexual orientation in society. Gender discrimination at workplace negatively impacts psychological health of females and results in stress, anxiety and depression. Gender wage gap, gender stereotyping for executive roles, lack of career progression for women and sexual harassment are the various types of gender discrimination prevailing in organizations. Team work and efficiency can be promoted by eliminating gender discrimination and creating a productive workplace.

The present paper is a conceptual paper which describes the association between horizontal hostility and glass ceilings theoretically with logical arguments from literature. Two baseline theories have been discussed to logically explain the association between horizontal hostility and glass ceilings. The main objective of this paper is to develop understanding of the concept of horizontal hostility by describing its behavioral tendencies and discriminatory practices against female such as sticky floor and glass ceilings at workplace.

Material and Methods

For this conceptual paper, literature was searched through electronic databases. Key terms included horizontal violence, horizontal hostility, lateral hostility, oppression, homophily, gender discrimination, sticky floor and glass ceiling. The concept of horizontal hostility, its behavioral tendencies, its association with professional jealousy and the dimensions of gender discrimination (sticky floor and glass ceiling) were determined through extensive literature review. Oppression theory and theory of homophily were also described in detail to support arguments.

Literature Review

Oppression Theory

In "Pedagogy of the Oppressed", Friere (1970) presented the concept of "horizontal violence" to describe the effect of oppression on minorities and other ethnic groups in developing countries. He explored the aggressive behavior of the individuals of oppressed group who attacks at their peers in reaction to domination rather than confronting their oppressors. According to his concept of horizontal violence, women and other minority groups are dominated by the values of others in society. Due to lack of power, they express their anger within and treat their oppressed peers with violence and hostility. Powerlessness and inability of oppressed is the contributing factor for this negative behavior for the reason that they would be cruelly penalized if they reacted to the dominant individuals who in fact control their lives. Now a day, the term horizontal hostility describes the way; women target other women who seem to be prominent due to professional success (Friere, 2003).

Horizontal hostility describes power-as-domination amongst women. Therefore, it should be discussed in the context of relations of power amongst women. The feminist movement for identification and provocation of male dominance does not pronounce that women are only oppressed by men and behaviour of women towards other women can never be desperate assuming that women are habitually exempted from male racist norms, attitudes and actions. Male domination should be kept in mind as the main enemy. On the other hand, for women, oppression is institutionalised and due to existing state of affairs, it is very easy for them to assume inconsiderately the behaviours which strengthen forms of domination (Friere, 2003).

Freire (1970) argues that without the presence of oppressed, power, status and dominance of the oppressor are impossible. The oppressor experience brutalized behavior as the act of oppression whereas experiential reality of oppression and the adoption of the appearance and reflection of the oppressor degrade the oppressed person. The researcher defined oppressors as those persons who refute personal autonomy of other individuals by imposing worldwide hypothesis against oppressed individuals that negates their power and autonomy to take decisions of their lives. They convince the oppressed individuals that their status quo cannot be changed without the involvement of dominant classes. Moreover, oppressors restrict every possible action of oppressed individuals that conflict this hypothesis.

Freire (1970) states that the people who oppress others degrade themselves in reality and provoke the procedure that keeps them unaware of how their power, dominance and cunning behaviour is self-destructive. The researcher pinpoints horizontal hostility as the negative behavior of oppressed when they target their relations; the oppressor is present amongst them and they strike against him indirectly consistent with an additional feature of behavior that prevent change. The oppressed people seem emotionally helpless and earlier they realize their reliance, they express their feelings of frustration and desperateness at times by drinking at home; may be the only way of exit for them.

Theory of Homophily

The principle of homophily is based on the phrase 'Birds of a feather flight together'. McPherson et al., (2001) described that the display of preference of individuals as soon as they network and develop social connections with peers who are similar to them in attributes is a well-reputed aspect of human behaviour and is argued to as homophily. The attributes that possibly impact human affiliations are different and range from physical features to sense of tastes or political viewpoints. Similarities amongst people which outline their social networks depend upon their age and the environment of considered social

bonds. McDonald (2011) argues that social affiliations are shaped by principle of homophily which can play significant role in group development and stability, may impact the establishment of social capital. However, it seems challenging to quantitatively evaluate the effect of homophily on social structures, as most of the attributes that are well-thought-out to be significant are unstable and may be changed by influence (Steglich, Snijders & Pearson, 2010).

According to theory of homophily (McPherson et al., 2001), different attributes and talents of people depend upon different features such as genders, ethnicities, races, class backgrounds, educational accomplishment, etc. Specific and critical feature of group membership ascribed to their talents and traits. For instance, women appear to be more sensitive, educated individuals seem to be more understanding, and gang members express violent behaviour. In the social world, these essential attributes overlook the vast differentiation among people. The theory of homophily describes networking arrangements of every type for connecting people such as friendship, advice, marriage, work, information transfer, support, membership, exchange and other kinds of association. Consequently, personal networks of people are homogenous on the basis of various socio-demographic, intrapersonal and behavioural features. The homophily principle bounds social networks of people in such manner that has dominant effects on their attitudes, acceptance of information and experience of relations with others.

According to Lazarsfeld & Merton (1954), the homophily principle can be divided into two types such as status homophily and value homophily. Status homophily describes similarity among people grounded in informal, formal and attributed status whereas value homophily describes similarity among people grounded in values, norms, attitudes and beliefs. Status homophily consists of key socio demographic aspects or attributed features that divide society in homogenous groups such as gender, ethnicity, race, age and attained features including education, religion, profession or patterns of behaviour. Value homophily is based on various internal states of mind that supposed to direct future behaviour. Theory of homophily designates that people have tendency to make network relations with others who share similar values, norms, beliefs and features.

People tend to make network connections with similar others, appropriately or mistakenly, they desire to. This might be due to many reasons. Hamm (2000) argues that similarity of traits and experience possibly helps individuals to streamline the procedure of assessment, communication with, and estimation of behaviour of others. Therefore, it is expected that establishment of trust and solidarity will be easier with similar persons as compared to dissimilar ones (Mollica, Gary & Trevino, 2003). Therefore, females prefer to work with females. Gender is one of the most significant attribute that outline social networks across cultures and, in varying amounts, its role is consistent during the full lifetime (Mehta & Strough, 2009). Gender homophily in social ties has been displayed on the job market to be connected to the broad problem of gender discrimination (McDonald, 2011). Marsden (1987) argues that amongst the persons who are young, highly educated and cultured and Anglos (in contrast to Hispanics and African Americans) gender homophily is lower. This arrangement of gender homophily can be observed in various social set ups and in terms of more short-lived relations (Mayhew, McPherson, Rotolo & Smith-Lovin, 1995). Although the overall population seems to be perfectly heterogeneous on the basis of gender with nearly equivalent-sized strata for both men and women, the networks researched in most environments are not (Popielarz 1999; McPherson & Smith-Lovin, 1987).

Behavioral Forms of Horizontal Hostility

Blanton et al. (1998) explained negative behaviors that represent horizontal violence as labelling coworkers with belittling names, certain use of gestures, words, and expressions to degrade them, devaluing their concerns, and forcing them and shoving

things. Mancl and Penington (2011) termed horizontal hostility as a vicious behavior which is unknown and undercover where the assailant tries to continue to be unseen to avoid quarrel, social displeasure, conviction, or retribution. This type of covert hostility includes gossiping behind another's back, badmouthing, spreading spiteful rumors, irritation, not responding with a smile, lying, false hints, eviction, avoiding eye contact, acting as if a person is not present, making faces, hanging out with others as revenge, making the person feel as an out group, secretly planning to harm the other person, disregarding, and encouraging others to hate a specific person.

"Direct and Indirect Aggression Scale" (DIAS) was made by Bjorqvist, Lagerspetz, and Osterman (1992) after analyzing occurrence of horizontal violence in Finland for twelve years. According to DIAS, the signs of indirect aggression includes locking out the beleaguered one out of the group; affiliation with another for vengeance from targeted person, paying no attention, gossiping because of anger, spreading false stories, secretly planning to trouble the person, viciousness, convincing other people to socially exclude the person, sharing the secrets of the target person with others, making vicious comments, belittling physical appearance, and efforts to persuade others for loathing the person because of personal hatred.

Dunn (2003) explained the ten most widespread forms of horizontal hostility or lateral violence in nursing occupation. These actions include non-verbal indications, verbally disrespecting the person, opposition, hiding facts, argument, interference, treachery, neglect of secrecy, and unfulfilled promises. This type of hostility occurs because of subdued feelings of anger and revulsion of oppressed persons. Hostile people communicate their feelings of bitterness through negative behavior which includes resentment, rumors, insults, and allegations. Alspach (2007) labeled lateral violence as menacing behavior such as humiliating language, displeasure, expression of anger, overlooking or rejecting to reply to inquiries, and threatening gestures. It is a widespread trend in both developed and developing countries.

 In developed countries, scholars (Lorber, 1994; Pipher, 1994; Chesler, 2001; Heim & Murphy, 2001; Tanenbaum, 2002; Simmons, 2002; Coloroso, 2003) explained a list of unspoken attitudes mentioned as horizontal hostility or indirect aggression which includes gossipmongering, socially boycotting a targeted person, using vague double meaning words sarcastically, misrepresenting the reality to punish the person, spreading fake stories and tales in absence of the person, insulting or making bad comments directly or indirectly, damaging the possessions as revenge, overlooking and evading eye contact with targeted person, making offensive and invasive gestures, name-calling, ill-mannered, derisive, and ignoring the targeted person.

Wilson et al. (2011) described horizontal hostility as hostile activities that vary from precise interactive inclinations to more secret actions. Specific behaviors include power struggle among women, sabotaging the facts, critical behavior, inappropriate verbal comments, eye rolling as an alternative of responding to a probe, and defamation. The undisclosed behaviors include refusal to respect privacy. Numerous psychological effects of horizontal hostility are listed in the literature including repression, lack of authority, low self-esteem, and vulnerability.

Professional Jealousy and Horizontal Hostility

Gloria Cowan, a psychologist, argues that women who inflict hostility towards their peers have negative feelings about themselves, have lower satisfaction, self-esteem and constructive approach and feel dissatisfaction with life in contrast to the women who do not inflict hostility towards their peers (Chesler, 2001). The feelings of uncertainty provoke subordinates to inflict horizontal hostility in order to express themselves more powerful (Tanenbaum, 2002). The perceived imbalance of power and influence motivate them to feel

better about themselves at the expense of the successful superior. Heim and Murphy (2001) described that when an aspiring woman achieves career success and enhances her influence, self-confidence and power, other woman may get offended and annoyed. They approach other women for help and support to emasculate competitor's success through covert aggression such as gossips. The subordinate female expresses jealousy and hurt due to the realization of powerlessness, low levels of confidence and self-respect. Moreover, feelings of subservience and inequality among subordinates result in indirect aggression or horizontal hostility.

Eichenbaum and Orbach (1987) argued that most of the women perceive success and career development of other women negatively and instead of supporting them, they try to discourage them. This discreet and covert behavior describes another feature of horizontal violence that has expressed by women as young girls. Competent and talented women do not want to appear superior due to fear of social ostracizing and keep themselves from aspiring to excel. Women, who discourage aspiring women, want to have everybody at the same level of hierarchy. They quickly accept true the most unpleasant about each other and will try to control aspiring women through gossips and other ways of indirect aggression (Chesler, 2001). Heim & Murphy, (2001) described that because of sabotage, work relationships between females lean towards conflict more in contrast to their relationship with males. This negative behavior results in less friendly and distressing work environment and diminishes the prospects for collaborative and compassionate work teams within women's workplace.

Sticky Floor and Glass Ceiling

Various studies show gender difference in salaries, income and earnings which confirm that female workers earn lower than their male counter parts. From formal employment males achieves higher rewards in contrast to females: employment of males is more stable, they receive greater opportunities for career progression, have easy access to profitable jobs and their salaries are higher (Blau, Ferber & Winkler, 2013). Gender bias at workplace develops in-depth insecurity in working women. Security refers to a psychological stage, as soon as this security state is exhausted; change in attitude of members is observed. It transforms easy peace loving employees into suspicious, anxious and angry contributors and is grown to become emotionally inelastic. Self-destruction is an outcome of insecurity and it is a two way interaction. Development, aside from financial growth, indicates fairness, the actual practice of human rights and social justice (Lateef, 1992). Accordingly to provide equity and access to all parts of society, certainly females; implementation and decision making must be altered for unbiased development structure of authority (Habib, 2000). Social structure regarding gender differs because of social and cultural motives, social classification and geographical locations. Gender is a person made identity which is natural biological difference of body. Equal rights are given to both genders in our religion (Islam) and they are not discriminated on the basis of gender, rather females are given precise privileges over males (Siddiqui, 2004).

Sticky floor refers to "the condition in which males and females having same credentials and capabilities are probably hired to the same ranks or scale, but appointment of males is at upper scale and females at the bottom". As described by Erik & Marita (2006), the earnings gap increases at the bottom of distribution. Sticky floor refers to the discrimination against women regarding employment, trainings and assignments and is known as horizontal discrimination at workplace. Broadening of wage gap at bottom of distribution between male and female workers is interpreted as "sticky floor". Secretaries, nurses, or waitresses also called pink collar workers and experience sticky floor (Arulampalam, Booth & Bryan, 2007).

Mainly the barrier prevailing women and minorities appears to exist in under developed nations where the societies are usually male dominating and the possibilities for

jobs are deficient. Especially in male dominant societies, the male do not accept a manager or supervisor from opposite gender to command them. In spite of the fact that now-a-days, in Pakistan, there are nearly equal chances of growth for both males and females in different professions including medicine, nursing, media, restaurants and other civil organizations. There is still scarcity of females in top administration and senior ranks because men are ideally promoted during the recruitment system and are perceived to be more educated and expert. Due to gender differences, employees are exposed to stress in their career advancement in biased societies. Jabbar & Imran (2013) studied sticky floor and occupational segregation within the Pakistani context. This study demonstrated that females had been engaged in the occupations that are low paying and less ability intensive and in private sector gender based differences in wages was high.

Blau et al. (2013) stated that families prefer men over women. That's why investing in education and training for females turn out to be less beneficial as the knowledge gained becomes out dated in career breaks. Llorens and De la Rica Goiricelaya (2005) specified that women comparatively have less possibility of advancements in their careers because of fewer opportunities for promotions related to their jobs. Female administrators are mostly involved in jobs that are based on interpersonal skills. Even the most commonly occupied positions by females have fewer possibilities of promotions and career progress and they receive less salaries and benefits as compared to the posts occupied by men. Saxena (2009) states that male and females of similar competence are not rewarded or assessed in an equivalent way, relatively women tend to be underestimated, but suggested further study to identify the stressful effects of this discrimination.

Similarly, Fielden & Cooper (2002) suggest that the women managers experience discrimination at workplace because they lack developmental opportunities required to progress and succeed in their career. Women who experience glass ceilings are highly educated and privileged, working at middle management level as compared to the women who come across sticky floor. Shambaugh (2007) explains that in reality, sticky floors at workplace hinder women's access to achieve full leadership potential. Sticky floor refers to self-limiting convictions, postulations, and behaviors that bound talented women to accomplish their career objectives and significance to their teams and organization. The staff experiencing this discriminatory pattern has low educational qualifications and little prospects of promotion. Gender inequality at lowest levels of organizations can be more austere than glass ceiling at the top levels of organization.

Johnson, Long and Faught (2014) described that in United States, it has been very difficult for women to enter in the management positions of first level. The fact is their educational qualifications and capabilities are overlooked and limited job opportunities are available for them. As women face challenges to achieve experience of management positions at first level, the number of women in management positions at higher level continues to be low. Moreover, small population of women succeeds to achieve management positions at entry level and results in fewer numbers of women being appraised for career development in future. This sticky floor effect leads to the inability of the organizations to diversify their management positions at middle and upper level. Noble & Mears (2000) found that more than 50% of the women working in public sector organizations were categorized in the lowest paying positions. Pichler, Simpson and Stroh (2008) argued that the stereotyping practices denote that women are judged on their perceived physical and behavioral attributes instead of their qualifications and capabilities to perform a job. Moreover, this gender based practices results in discrediting of them being suitable and successful in management roles. Moreover, Carnes & Kelley-Radojevich (2011) described conventions about women to be fragile, submissive, more emotional and more cunning as compared to men results in destructive stereotyping that inhibit their access to management positions.

Heilman and Caleo (2018) described conditions and processes that result in gender discrimination, hindering career advancement of women at workplace. They explored descriptive and prescriptive gender stereotypes that promote discriminatory practices during selection, promotion and performance assessment of women through distinct mechanisms. Descriptive gender stereotypes support gender discriminatory behaviour and contribute to the expectation that women do not have requisite qualification, experience and skills to occupy traditional male positions. Furthermore, prescriptive gender stereotypes encourage gender discriminatory behavior by inciting social disapproval and penalties for women who behave in stereotype inconsistent ways. They do this only by successfully performing at traditionally male positions. Dahlvig & Longman (2020) described self-imposed micro barriers at individual level that hinder women's leadership opportunities. Within higher education, they highlighted significance of current culture and organizational practices that hinder advancement of women to senior level management positions. At micro level, societies propagate gender stereotypes that impact gender norms within organizations at meso level, and finally outlines the systems women visualize themselves as leaders (micro-level).

There is a biased behavior towards females at the workplace from both of their contemporaries and also from immediate authorities. Furthermore, the gender bias for career development of females working in both the public and private sector was confirmed in the study. Fewer promotions are given to the females even with the same amount of experience and credentials in contrast to male colleagues. Additionally, it was found that the probability of discriminatory practices for females were high at the workplace in both sectors. Nevertheless, behavioral biases were found to be greater in the public sector as compared to private sector. Also, analysis confirmed that in public sector wage gap is high in contrast to private sector and females receive less pay than males. Though, in both the sectors females had almost equal educational accomplishments (Ahmad & Naseer, 2015).

Sabir and Aftab (2007) described that as the number of women in workforce increases, it has resulted in widening of gender pay gap. This study also revealed that discrimination against women is less when they are qualified and receive higher salaries. Also, women who belong to the upper class experience less discrimination in their careers. Nurses on the "front line" involved in direct patient care felt disrespected by the administration and the administrators because they were being asked to do more with the less (Taylor, 2016). The literature has described the "poor organization and coordination of the labor processes" that is an atmosphere of organizational mayhem.

Horizontal Hostility as a Subset of Glass Ceiling

Through society, many people consider that institutional barriers created by men hinder women's professional success as a result of gender discrimination. At organizational level, sticky floor and glass ceiling have been identified as dimensions of gender discrimination. Glass Ceiling is metaphor which is frequently used for relative hazards related to females' professional opportunities, when moving up the professional ladder; it alludes to the growing difficulties for women (Cotter et al., 2001). Stone (2007) described that from history, it is evident that one of the topmost objectives of women's drive in society was struggle for impartiality with men. According to this perspective, within corporate sector, women were directly competing with men. However, when several women were struggling for their rights against men and making efforts to attain equal status within male-dominated institutions, other women discouraged female coworkers through gossips and sabotage in order to progress themselves. These twofold and competing tactics of women to attain management positions at top level resulted in their failure to understand that they may be competing fiercely with one another as compared to men. Consequently, competition among females has strong implications for their advancement in professional careers.

Kennedy (1970) defined horizontal hostility as the perception of the individuals of same oppressed group (females) who fight against each other rather than powers of disparity that are oppressing them (male-dominated structures). At the workplace, gender schemas exist and the implementation of these schemas may result in hostility among professional females making double-bind situations for them. Professional females may become oppressed and professionally always remain one step behind men. These professional females may challenge existing conditions and threat being ignored by other female colleagues. Even though the glass ceiling may describe females' lack of career progression to higher level management positions, it is also important to identify females' professional sufferings and hindrances because of other females (Stone, 2007).

Cotter et al. (2001) described glass ceiling as the metaphor which is used to demarcate patriarchal, institutionalized and generally hidden obstacles that prevent females to achieve top level positions in various organizations. Glass ceiling permits women to see through the glass towards top level positions but hinder their career progress and access to these positions. Moreover, even the most commonly occupied positions by females have rather fewer possibilities of promotions, career progress and also these posts are less compensated then the posts occupied by men. As a result of glass ceiling, when limited management positions at high level are available, the competition among women increases than with men. Stone (2007) argued that women's lack of executive achievement cannot only be explained with the concepts of glass ceiling. As an alternative, widespread investigation of repressive gendered relations among both men and women is required. Women may compete more aggressively with other women for limited high rank management positions as compared to men. Therefore, horizontal hostility provides theoretical basis for such investigation. Therefore, male dominated repercussions of horizontal violence, as a consequence of glass ceiling, advocate that women's lack of progression to high level jobs may be due to competition among aspiring women as the number of top level management ranks for them is limited.

Frustration of transgressing boundaries results in horizontal hostility as it is easy to fight with peers horizontally than it is to fight the oppressors vertically. One of the significant effects of the practice of horizontal violence upon marginalized or oppressed group members is described as it prevents them to build alliances through collaboration required to contest oppression. The oppressed or marginalized group members learn the dominant values of oppressors, who, in line, victimize each other. Consequently, theoretical foundations are provided by the phenomenon of horizontal hostility to evaluate violent competition between women in contrast to men for their restricted entry to management positions at top level (Stone, 2007).

Nuseir, Kurdi, Alshurideh and Alzoubi (2021) argued that the issue of gender discrimination started from day one when females were selected for employment in professional offices, institutions, businesses, factories and other organizations. Gender discrimination can be seen in almost all work settings despite strict laws and regulations. Though, types and magnitude of discriminatory practices may vary with place, sectors or development of a country. This issue may continue to be limelight or invisible through discriminatory practices during recruitment and selection for job, allocating duties, performance evaluations, salary packages, benefits, promotions, behavior, trusts, communications and responsibilities. The number of women promoted to the managerial level is always lesser. Even they experience gender discrimination from their fellow women at senior positions.
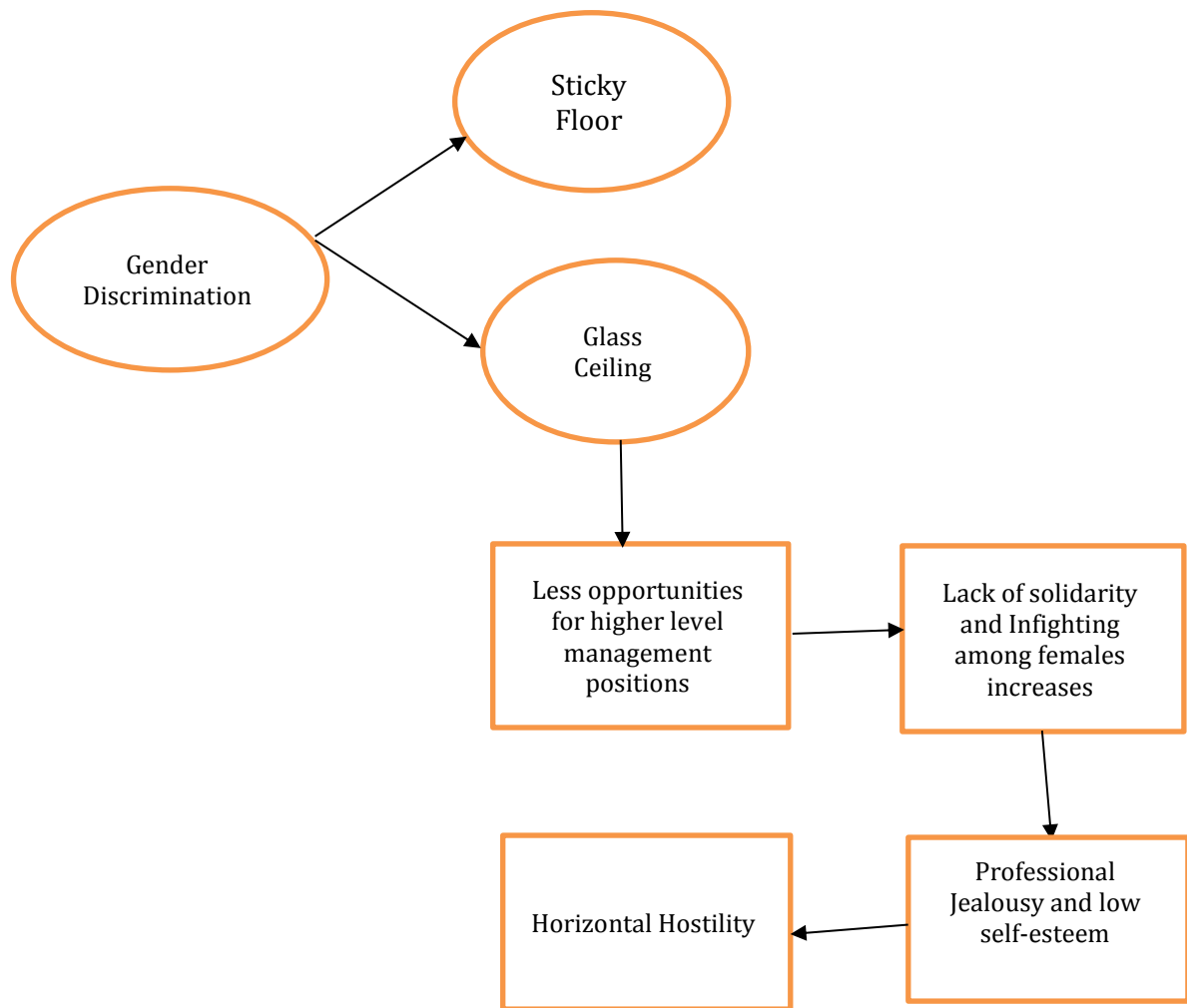
Figure 1: Horizontal Hostility and Glass Ceiling

Conclusion

Because of gender bias, females working at the middle level management positions can only see higher level management positions through glass but cannot attain these positions. Horizontal hostility is a distressing issue that arises due to professional jealousy among females. Instead of competing with males, they fiercely compete with other females. The metaphor of glass ceiling provides foundations for horizontal hostility and females express their feelings of resentment through these belligerent behaviors. Moreover, theory of homophily argues that people tend to make network connections with similar others as establishment of trust and solidarity will be easier with similar persons as compared to dissimilar ones (Mollica, Gary & Trevino, 2003). Therefore, females prefer to work with females. Gender is one of the most significant attribute that outline social networks across cultures and, in varying amounts, its role is consistent during the full lifetime (Mehta & Strough, 2009). Therefore, gender homophily should result in solidarity among females and they should cooperate and support each other for their rights. But this does not happen in real life as Marsden (1987) argues that amongst the persons who are young, highly educated and cultured and Anglos (in contrast to Hispanics and African Americans) gender homophily is lower. Oppression theory (Friere, 2003) provides its reason and argues that females inflict hostility towards their colleagues because of professional jealousy and low self-esteem. Horizontal hostility negates solidarity among females that results in low gender homophily.

Recommendations

Glass ceiling has been described as the main cause of horizontal hostility among working females. Government should devise legal frameworks for protection of females against discriminatory practices within organizations. The laws regarding equal employment opportunities, equal pay, and equal career progression opportunities need to be implemented in both public and private sector organizations. The job structures should be revised with specialized trainings and higher education opportunities for promotion of females to higher level management positions. The need is to provide them legal assistance and advocacy to fight for their rights.

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