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The existence of a glass ceiling for Ecuadorian women in a pharmaceutical company in
QUITO.

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**The existence of a glass ceiling for Ecuadorian women in a pharmaceutical
company in QUITO.**

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RESUMEN

A través de la historia hemos sido testigos de cómo con el transcurso del tiempo las mujeres han sido capaces de hacer que sus derechos se vayan respetando, cada vez vemos a más mujeres llegar a tener poder y presencia en el mundo que es indudablemente impresionante. Es por eso que en un país latinoamericano como lo es Ecuador el cual aún es dominado por el “poder” masculino, es importante llegar a comprender porque es que ver a mujeres en posiciones altas como la gerencia de alguna empresa no es común aún. A través de este trabajo, se quiere llegar a entender y descubrir si es que se podría decir que en las empresas farmacéuticas en la ciudad de Quito existe la conocida teoría *techo de cristal*. Con estos resultados esperamos poder presentarlos a las empresas farmacéuticas en Quito para que así con esto se pueda crear conciencia con respecto a lo que pasa en las posiciones gerenciales y como podría esto ir cambiando poco a poco. El propósito es también poder crear conciencia en las mujeres y de esta manera poder comenzar a trabajar en el empoderamiento y la superación de las mismas.

Durante el estudio se realizarán encuestas a mujeres con puestos gerenciales o de supervisión en una empresa farmacéutica en Quito para así poder tener una perspectiva sobre las creencias de las personas cuando se trata de saber porque se encuentran en esas posiciones y si es posible que ellos sean remplazados sea con mujeres u hombres, lo difícil que fue para una mujer llegar a tener ese puesto, como la vida familiar y personal les ha ayudado o perjudicado cuando se trata de trabajar y pelear por un mejor puesto en un ámbito laboral que esta dominado por hombres. Hay que tomar en cuenta que la muestra seleccionada en este estudio es un porcentaje muy pequeño comparado a las empresas farmacéuticas en la ciudad de Quito, pero aun así, se puede sacar conclusiones de una cultura organizacional que no es igual que ninguna otra.

Palabras clave:

Poder, Empresas farmacéuticas, Cultura, Techo de cristal, Historia.

ABSTRACT

Throughout history, society has been witnesses of how with time women have been capable of making society respect what they recognized were their rights, each time we see more women obtain power and presence in the world which is undoubtedly impressive. It is why in a Latin-American country as Ecuador, where the “power” men have in society is still very visible, it is important to comprehend why it is not common to see a woman in a CEO, Director or General Management position yet. Through this paper, the aim is to understand and discover if there could be a possibility that in a pharmaceutical company the theory of the “glass ceiling” is visible and lived on a daily basis. With these results, the purpose is to present the findings to pharmaceutical companies in Quito so that there could be a sense of recognition when it comes how women are struggling to obtain higher positions within the company and how it is that this decision could benefit the company in the long run. Another purpose is to awake a sense of conscience in women and for them to begging working not only empowerment but also self-improvement, so that it could be possible, that in more company’s women are considered just the same amount of times as men for positions that involve more responsibilities and a better position.

During the study, a survey will be conducted to woman who are now in Management, Supervision or Specialist positions in a pharmaceutical company in order to obtain a perspective from them concerning their believes of why they hold the positions they have in the company and if they could be replaced by a woman or a man and what they have to accomplish in order to have those positions currently at the company, how it is that their personal and family life has helped them or affected them then it comes to competing in a company where the majority of the population consists of male co-workers. Considering that the population considered for the investigation does not represent the whole population of women that have these positions in all of the pharmaceutical companies in Quito, having knowledge about that happens in one specific company, allows us to have previews knowledge so that future research could be conducted and more discoveries can be made related to the existence of the glass ceiling theory. It is important to emphasize that what happens in one company cannot be said to be related with any other, each company has their own structure when it comes to positions, vacancies and culture and this is why the evidence for the glass ceiling can change but could also show similar findings.

Key words:

Power, Pharmaceutical companies, Culture, Glass ceiling, History.

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PROPUESTA DE INVESTIGACIÓN

THE EXISTANCE OF A GLASS CEILING FOR ECUADORIAN WOMEN IN A PHARMACEUTICAL COMPANY IN QUITO.

PLANTEAMIENTO DEL PROBLEMA

The glass ceiling, by many seen as a non-existing problem in the work place while others can consider it as an invisible barrier which prevents women not only to get a better opportunity at their jobs but are also judged by all the existing prejudices that go around “being a woman” which creates an obstacle for them and their future aspirations, those being in their current company or any change that is to come. Inside this invisible barrier, we see different variables which could be social, cultural or economical that contribute to the presence of the theory in the society, these variables if not only one affect the way a woman can evolve and improve in their work path. Although this subject has been researched in developed countries such as Unites States and the United Kingdom where some factors have been brought to light, which show the existence of a glass ceiling, there have also been factors such as a gender salary gap which at the end could be beneficiating men, an example of this situation is a study that was realized by Muench et el., which was based on the salary differences between male and female nurses in the United States, the results showed that an “estimated overall adjusted earning difference between both sexes was of \$5148 but with strong evidence behind it, giving it a meaning and reason to be there” (1265).

In Latin American countries, there have not been enough studies made regarding the subject, finding what the society understands by glass ceiling, finding out which are the factors

that contribute to it and if these differ in any way from developed countries is one of the aims of the study. Latin America countries have different cultures, beliefs and work methodologies as developed countries, this opens a wide range of possibilities to see different patterns in the behavior of people around the business aspect in their life's. For example, considering that Hispanic people are strongly orientated around forming a family, having children and having a steady household, may be different than aspirations from people in the United States, understanding the differences, different values and beliefs people have that may be women more or less successful depending on the country could be a cultural factor that is affecting women in different parts of the world and preventing them from growing vertically through any company's hierarchy.

In order to understand this cultural factor that could be affecting women in their professional career, it is essential to understand the culture they live in, how women are not only seen in their country but also inside the company they work in and identifying possible stereotypes that are held above them they could also be a factor that is preventing them to find job stability, job promotion and credibility inside their organizational culture even though they have the same capabilities or sometimes even better as their peers that belong to the opposite gender.

Understanding the difference between a CEO and Supervisor is important for this study. The chief executive director (CEO) is known inside a company as the person who has the authority in decision making and administrative direction of the company or institution. According to Tsui et al., "CEOs play four roles to achieve organizational performance" (116), these four roles that are mentioned by the authors are: vision setter, motivator, analyzer and taskmaster; these are important for a CEO and their company because, being a vision setter

helps the person see the future direction of the company, being a motivator helps translate to the company the vision and future economic strategy, in other words, what the company is fighting for inside its competitive market; this is why the CEO must have a clear idea what is their motivator as a company as a whole, how he/she will translate that to the company and inspire the people to accomplish those goals. As an analyzer, the CEO should focus on the management of all the internal systems and the decision making that comes behind it. Lastly, as a taskmaster, they should know how to influence their subordinates and make sure that all the resources that are necessary to make the company work and meet their goals are located in the most strategic and needed places.

On the other hand, a supervisor, and specially a supervisor in a company that oversees the production of their own commercial material, is a person that must know how to manage people under their command because their role inside a company is to achieve and obtain the estimated or more results of production under the time that was planned for them and their team. A supervisor must be prepared to plan out the production schedules, be the head motivator to see optimal results in the production process, even if this involves different types of motivators such as economical rewards, as well as control not only the people that they have in their charge but also that all the expectations, that are established by the company, are met at the most profitable and efficient way possible.

This distinction is important to be made in this case, because in a pharmaceutical company in Quito, where the study will be taken place we find three different kinds of managing positions, this company has: managers, supervisors and specialists. One clear distinction between the three different kinds of managing positions that we have here inside this company is the fact that the only position that does not have people under their charge are

the specialist in any area. As a total, the organization counts with 377 employees (this number equals the total of people in administration and production), of which, only 208 people belong to the administration section of the company. In this group of people, interns, people with a contract specifies for a limited amount time (usually for a minimum of six months) and people that are hired for a specific task were not considered. After obtaining the total numbers of current workers, we could obtain the number of women that have a position in the company that could be considered as higher positions in comparison to the rest of the population, the findings were the following:

- In a manager position, we have 8 women
- In a Supervisor position, we have 10 women
- In a Specialist position, we have 5 women.

The company manages itself under a board of a directors, which consists of managers that come from five different areas of the company: Commercial Director, New Business Director, Operations Director, General Director and Controllershship. This committee has under its responsibilities all the strategic decisions that the company must make when it comes to decisions with the production, sales, and management of their personnel. that being the case, we must note that out of the five people that form the board of directors, only one person is a woman.

OBJETIVOS Y PREGUNTAS DE INVESTIGACIÓN

The purpose of this investigation is to discover if in this pharmaceutical compnay women who find themselves working for the company can feel, see or live the glass ceiling theory. Sadly, many countries in Latin America have in their society the idea of a “macho

culture” which can lead to negatively influence a women’s professional career and aspirations in their future. Sadly, women can be considered as a part of a minority group, Raquel Osborne defines the term minority group as the following

“Not those who are less in number, but rather those that in a society are in a state of “less power”, this being economical, legal, political... Historical subordination, lack of power and recognition of the subsequent discrimination would be inescapable requirements for a group such as women to be recognized as minority status” (Grupos minoritarios y acción positiva: las mujeres y las políticas de igualdad ,66).

The *Global Fund for Women* states clearly that the human rights that were established by the United Nations approximately 70 years ago, apply directly to women just as well, among these rights we find the right to live free from violence, discrimination, obtain education, to vote and being able to earn a fair and equal wage. This is where we see that there is no congruency between what is written and what is happening in the labor aspect of life, there are many believes about the role of women in society, this involves taking care of a household, family, and different house chores between other activities that are expected socially and historically from a woman.

With that mind, the goal of the study is to discover and understand if in the company women feel, live, and see a glass ceiling that is preventing them to succeed in their career, this being that they do not feel that they have any opportunity to keep ascending through the hierarchy in their company, the competition between their male partners feel to be unjust of non-existent. Factors such a wanting to start a family, wanting to take care of kids or extra hours at an office have been seen as possibilities of why women decline any type of promotion

or are happy with the position they hold within the company, these are factors that the study hopes to discover.

With the intention of discovering the existence of a glass ceiling inside the company there is hope that the factors that contribute to the theory can be unveiled and understood, so that with the results, there can be a process of not only trying to diminish this gap that might exist between genders inside the company but to create awareness inside it and start to create awareness between partners. If there were to exist factors that come from outside the company, which consist in the social aspect of the problem then the goal would be to understand what in the society contributes for the behavior to be replicated inside the organization.

Under the circumstances mentioned before, understanding and discovering the existence of a glass ceiling could be a key factor in understanding the female Ecuadorian population. Ultimately, figuring out the reasons for certain behaviors of women inside companies and the lack of female directors in companies, in this case, a pharmaceutical company, could help change the way not only how women are seen in society and in their career lives but also start an awareness about the different factors that are hoped to be discovered and therefore find a way to change the organizational culture inside the company.

JUSTIFICACIÓN

Studies have been conducted in countries such as United States, Australia and Japan concerning different areas of gaps between females and males in different areas of inequality, such as salary gaps and the glass ceiling theory, but concerning Latin American countries there have not been studies made that could prove or deny the existence of any of these theories. Understanding not only the reason behind these believes is important because depending on

the country that a person might find themselves, things change, labor is different, so the aim is to understand what is happening currently inside a specific company, so that, slowly factors and reasons may show up. By no means does this what to infer that between companies the situations and factors will be the same, every company has they own set of believes by which they live by and their own organizational culture that has been developed through the years and has settled in the people, but something that will remain almost the same is the culture the people come from and this is what through time shapes a company and its beliefs. This study hopes to identify first, if there is concrete evidence that in this oeganization there is an existence of the glass ceiling theory, second, what are the factors that are causing this to happen and lastly, if there could be any type of action made to make the company a better work place so that as a result, women can feel that they are not seen as less and their male partners, that they can have the same possibilities as the rest and that they work in an environment where competition and comparison are not present constantly.

MARCO TEÓRICO

The term known today as the glass ceiling came to life in 1986 for the first time, this happened the moment The Wall Street Journal made a report talking about this theory. The article talked about different obstacles that women in the work place were facing at the time. Janeen Baxter states in her investigation titled *The Glass Ceiling Hypothesis A Comparative Study of the United Stated, Sweden, and Australia* describes the glass ceiling as a barrier that is above women that prevent them to get promoted, women are able to get promoted below this imaginary barrier but cannot find themselves being promoted beyond it. She also mentioned that the situation can be intensified in face of discrimination and disadvantages with men as they fight to move up the hierarchy ladder of an organization.

Even though a definition for glass ceiling has been stated, it is important to notice that through the years the terms have changed and modifications have been made to what people see and understand as the glass ceiling, that is why in a study titled *The perceived glass ceiling and justice perceptions: An investigation of Hispanic Law Associates* their authors give the glass ceiling the following definition “a barrier so subtle that it is transparent, yet so strong that it prevents women and minorities from moving up the management hierarchy”. The change and addition to its meaning are important to take into consideration because through the years, even though, women were fighting not only for their rights but have also been fighting to be seen as equals to men and to this fight we can now see how minorities have been added to this fight and when minorities are mentioned an example of this are people of color.

It is important to know about the historical happening that have happened through the years and how this fight has influenced women and the situation of the glass ceiling in women’s life. If we take a look at what has been happening through the years we can see that the fight for women right started in 1848 when in Seneca Falls, New York Elizabeth Cady Stanton and Lucretia Mott organized the Seneca Falls Convention, a convention in which women’s right were discussed, topics such as lack of educational opportunities, political opportunities, social barriers and many others were talked about. In this convention the Declaration of Sentiments, Grievances and Resolutions was drafted which lead to years of activism in search of equality between women and men. 21 years after the convention was created women were granted the right to vote in three states in the United States, these being the states of Wyoming, Utah, Colorado and Idaho followed. In 1917 Jeannette Rankin was the first woman to be elected to congress, she entered as a member of the House of Representatives, and it was not until three

years later in 1920 that women were granted by the ratification of the 19th Amendment of the United States Constitution total right to vote in every state in the country.

The United States went through two World Wars, in which women had a participatory role in the second World War, being part of the *Women's Army Auxiliary Corps* (WAAC) in which women took places as nurses, pilots, support staff, which was a medical. Since the second World War, women wanted economic equality, this idea was first introduced by Winifred Stanley in 1943 but was denied, finally, in 1963 the President of the country which in that time was John F. Kennedy signed the *Equal Pay Act*. The *Equal Pay Act* states that it “prohibits sex-based wage discrimination between men and women in the same establishment who perform jobs that require substantially equal skill, effort and responsibility under similar working conditions”.

Knowing the struggles of women in an international level, it is important to know what the women have had to go through in Ecuador. A clear example of this is Matilde Hidalgo de Procel, an Ecuadorian woman that was born in the city of Loja in 1889. At that time, girls were only allowed to have primary education, but she insisted to her brother to help her to get through school. At that time, she had to go through many hardships to be even considered eligible for school. This made the society around her reject her for her decisions, mothers did not allow their kids to be friends with her and the church priest did not allow her to listen to church inside the building; this did not stop Matilde from obtaining her degree, she was able to graduate with honors in 1913. After her graduation, she decided she was going to study medicine at the University of Cuenca, even though she was highly criticized because women

were seen as people that did not have the enough intellectual capacity of obtaining a university diploma. She then became in 1921 the first women to obtain a college degree in Medicine.

Taking in consideration that since 1830 in Ecuador men that were 21 year and older, knew how to read and write, owned a property and were not slaves were the people who were allowed to vote. In 1920 Jose Luis Tomayo was elected president and it was during his presidency that Matilde claimed her right to vote, and this is how she became not only the first Ecuadorian women to vote but also the first Latin American women to be granted that right. After this great achievement for the Ecuadorian women, 21 years after that achievement Matilde decided to run for alternate deputy inside Loja's administration where she won besides becoming the first Ecuadorian women to be elected for a public administrative position. This is only one of the many sorties of Ecuadorian that fought for recognition and the rights of women in the country.

Since this occurrence, women have had to fight for their rights in Ecuador just as in any other country, in 2018 the Ecuadorian newspaper known as *El Comercio* wrote an article titled "*La mujer ecuatoriana se enfrenta a desigualdad en el mundo laboral*" which mentioned a survey that was made through the Encuesta Nacional de Empleo, Desempleo y Subempleo (ENEMDU) that showed a significant difference between the total percent of men and women that had a job in the country, the results were the following:

Población con Empleo* por sexo: Total nacional

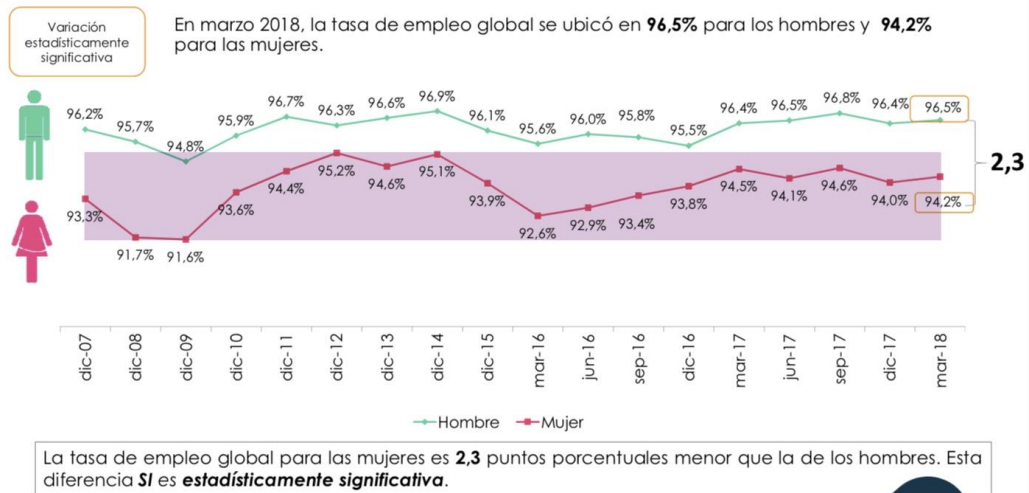


Figure 1: Encuesta Nacional de Empleo, Desempeño y Subempleo. INEC, Marzo 2018



La brecha entre el ingreso laboral de la mujer y el hombre fue de 25%, en diciembre del 2017.

Comparación de ingresos laborales entre mujeres y hombres en Ecuador

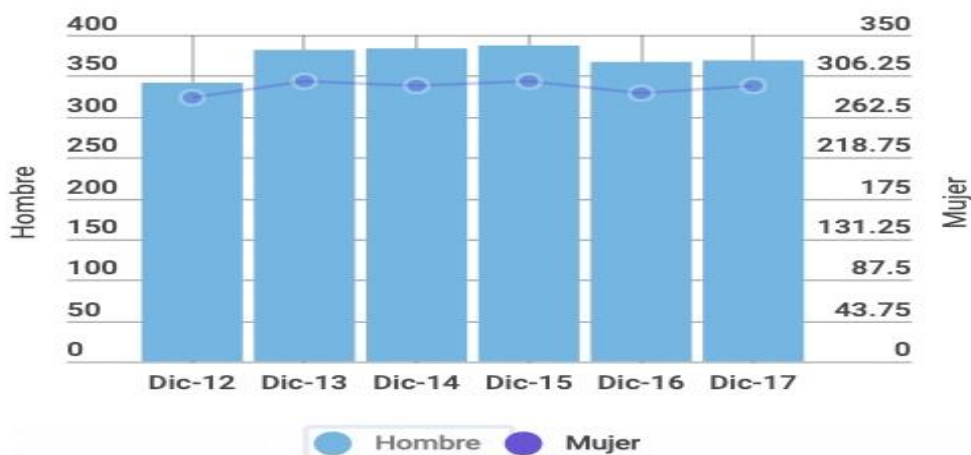


Figure 2 La mujer ecuatoriana se enfrenta a desigualdad en el mundo laboral. El Comercio, Marzo 8, 2018

These results show that 96.5% of men in Ecuador have a stable job in comparison to 94,2% of the women. Another important fact is that, by December, *El Comercio* mentions that by December of 2018 women and men had a 25% difference in the amount each of them gained; this means, that by every 75 cents that a woman makes a man can receive one dollar. This same article provides an interesting graph, which shows a comparison between the wages of men and women in Ecuador during the years of 2012 through 2017.

After understanding what is happening when it comes to differences between men and women in the labor aspect, the culture of the country where the study is being realized is crucial for the comprehension of why things are occurring in a specific way or why there are certain tendencies in different behaviors. The *International Labor Organization (ILO)* realized a survey that wanted to measure the preferences between men and women when it came to women in the world of work, this survey consisted of four questions, 2 directed for both sexes and one meant only for men and one only for women, taking into consideration that these questions were the same for both sexes. With the survey, the intention was to understand the position of both genders when it comes to their preferences on women in a labor aspect and, the level of opportunities they had in comparison to men and what which of them would prefer to be doing (working, sitting at home, both options or refuse to answer). The survey was realized in 142 different countries in 2016. The figures of the survey realized to Ecuadorian people are the following, the first two questions were realized for both men and women and the last two questions were directed exclusively only to women or men.

GALLUP
Ecuador



Latin America and Caribbean; Emerging Economies

Questions		Total	Gender		Age		Education*		
			Male	Female	15-29	30+	Primary	Secondary	University
It is perfectly acceptable for any woman in your family to have a paid job outside the home if she wants one.	agree	92%	91%	92%	92%	92%	87%	93%	97%
	disagree	6%	7%	5%	6%	7%	10%	6%	2%
	don't know/refused	2%	2%	3%	2%	2%	3%	2%	1%
If a woman has similar education and experience to a man, does she have a better opportunity, the same opportunity or worse opportunity to find a good job in the city or area where you live?	a better opportunity	29%	34%	24%	27%	30%	41%	27%	14%
	the same opportunity	65%	61%	69%	66%	64%	53%	68%	70%
	a worse opportunity	5%	5%	6%	6%	4%	3%	4%	15%
	don't know/refused	1%	1%	1%	0%	1%	3%	1%	1%

Figure 3 Towards a better future for women and work: Voices of women and men. ILO.

Asked of all women: Would you prefer to ...	work at a paid job	22%	22%	36%	12%	9%	26%	**
	stay at home	20%	20%	10%	26%	39%	15%	**
	both	56%	56%	53%	59%	48%	58%	**
	don't know/refused	2%	2%	1%	2%	4%	1%	**
Asked of all men: Would you prefer that the women in your family ...	work at a paid job	40%	40%	36%	43%	**	37%	**
	stay at home	20%	20%	24%	17%	**	19%	**
	both	39%	39%	39%	38%	**	43%	**
	don't know/refused	1%	1%	1%	1%	**	0%	**

Data collected June, July; Face-to-Face CAPI; total n=1,000

*Primary: Primary education or less. Secondary: Some secondary/Some tertiary. University: Four-year university degree or more

** Sample size too low to report data

Figure 4 Towards a better future for women and work: Voices of women and men. ILO.

What these figures can show us is that even though it was previously stated that men receive less salary when compared to men, men consider that women should work if that is their desire, they have the same opportunities as men in the labor aspect to receive the same job opportunities as men. When the questions were asked separately, men voted higher when it came to when they preferred that women did (40% of men answered that women should work at a paid job compared to 22% of women that had that same answer). According to the ILO, Ecuador is considered an emerging economy, and in this survey what they found out was that, Ecuador and other emerging economies considered that the most common challenge for their society was the way family and work was going to be balanced in comparison to developing economies such as the United States or United Kingdom, that unfair treatment at their work place is the most common concern. This information, contributes to the understanding of the national statistics in Ecuador concerning inequality when it comes to men and women and their possibilities of obtaining equal pay and equal opportunities of obtaining not only a job but also the same or better jobs than men.

In addition to the culture and understanding what is happening in the country, the help and support women receive from their same gender and men is important and influences the ways that women could be adequate for a promotion within the company they work for or a better position somewhere else. This is where a sponsor has an important role in the life of a person, not only a woman. A *Harvard Business Review* research report defines a sponsor as “Powerful backers who, when they can discern talent, anoint it with their attention and support”, “Sponsors not only promote their changes, they also protect, prepare, and push them all the way to the top” (Hewlett, et al,4). Having a sponsor helps people, be known in the industry, get recommendations for better jobs and it can even help people in a company have

a possibility of an inner promotion, a sponsor as a female could help them have access to information that is generally hidden from them by their partners.

It is important not to confuse a sponsor with a mentor or a leader. Sponsors, will put their name next to the performance of the person they are helping because they see for their future, this does not only affect the reputation of the sponsored if something goes wrong but as well as the sponsor himself. In contrast, a mentor or leader will not put their reputation out for someone because that is something they value more than the fact of helping someone succeed, they will aim to improve the job performance of a person. The way a sponsor teaches is by going out to the field and having real life experiences, they talked about past experiences and help the sponsored in any situations where “backup” is necessary, on the contrary, a mentor will teach a person even electronically if it is possible. If this sponsor belongs to the same company as the individual, then their goal is to open doors, demonstrate to the company or personnel all the qualities this person has and how it is that they can bring better opportunities and possibilities to the company if they were ever considered for a better job opportunity.

Sponsors and mentor’s both give career and appearance advice, they both suggest how to improve performance in a way that the company will be pleased with the performance and results the person is giving, but a sponsor is in charge of making the person more visible within the leaders that make up the organization, give career opportunities and will not stop only at the moment a promotion shows up, but will make sure the person has a world of possibilities where to choose from in order to get a better future. This will only be possible though, if the sponsor is a person that has weighs down when it comes to important decision making, because if that were not the case, the option of a promotion may not even exist.

When it comes to the relationship between women and sponsors, it is possible to see how women do not have any or do not know how to manage and cultivate these relationships. The chief diversity officer at CISCO, a multinational technology conglomerate uses the term “horse trading” to explain the fact that women do not know how to handle favor accumulation, in contrast to men (“The sponsor effect: breaking thorough the last glass ceiling” 6). What this means is, unlike men how search for powerful connections that will help them climb the organizational ladder, women do not invest in relationship building, something that is very important when it comes to not only searching and finding the correct sponsor but to get the acknowledgement and reward they have been so hardly working for. For this same reason, women look for male sponsors compared to women, as it was mentioned before, the ability that men have in creating and having connections have an effect of how they are seen in their environment. Men are tended to be seen as powerful and this is linked to their success rate within the company as well as the time that they might dispose of to guarantee a good sponsor position, this is why, women look more for male sponsors in comparison to women, because they reflect power without the need of any sacrifices in comparison to women and all they have to do for their families and leadership with no judgement or discrimination what might come when being a woman.

The sponsorship effect is something Hwelett, et all. talk about in their research report, they describe it as the satisfaction a person can obtain when they advance through the ranks that they hope for in their professional carrier by having a sponsor (9). The problems appear when there is expected to be a win-win situation, this means, when both people expect to obtain something in return for obtain a promotion or for being the person responsible for this. The way that a woman must approach the win-win situation and evolve into accepting sponsorship

help is by first, acknowledging the existence of the sponsorship effect and know how to form strategic relationships with the people she considers as valuable and possible future sponsors. This development of relationship may be easier for men, they tend to bond over sports and these reunions slowly become into business meeting, they tend to have more topics in common to start a conversation while a woman can slowly become so feel uncomfortable if things or conversation topics change and take a different course. This only confirms the idea that, women must be the ones to put themselves out there and show their worth to people they value and know could form great sponsors.

The fact that a woman might look in a man as a sponsor could be harmful of their reputation, as a woman this could lead people to believe there are sexual interests, relationship misunderstandings between other things, therefore, many women expect to be rewarded for the amount of work and the quality of the same without being the ones that look for it on their own terms. Why is this important to know? A sponsorship relationship requires hours of meetings which could involve a cup of coffee or grabbing lunch and for this to occur the development of the relationship between the people involved but be of total trust, but this can also start rumors that might end up affecting a woman, her reputation and career harder than a man's. Here we can see the effect and the pressure the culture has on people and their way of developing relationships. Because we are focusing the study in a Latin American country it is important to know and recognize the fact that Ecuador is still a culture that is "handled" by men and superior power they think they have above every situation and specially women and their progress in their professional life.

Here is where companies must interfere with the situation and find ways in which they could interfere not only with the discrimination that might be happening under their own roof but as well as the treatment women receive in comparison to their male peers. It is clear that companies want to retain the best personnel for themselves, this benefits them in the progress of their company; companies expect that the people they hire in return give the best results not only in the area they work in but for the company as a whole in order to get recognition. It is rare to see people teaching their subordinates only because they want them to succeed, at the end of the day, knowledge does not have a limit, learning is something that must be done on a daily basis, but when people are taught because they expect something in return then there is something wrong with the vision of the company as a whole and the relationships that have been nurtured with time within peers.

Research has shown that companies have already started to work for the benefit of women inside their organizations with different types of projects that look for the inclusion of women, the lack of discrimination and integration of both female and male peers and well as the use of sponsors, companies such as Novartis, a pharmaceutical company has integrated an approach called *Executive female leadership program*, their goal is to be able to integrate more women in general management positions and slowly bring a balance to the company's executive committee (Hewlett et al. 60).

Following Novartis steps, another pharmaceutical company known as Bristol-Myers Squibb integrated their approach known as *Women in Science* that aims to give women scientists the opportunity to take leadership positions within the company itself. The women who created the program also known as WIS had two purposes, (1) identify where there were gaps and skills

missing in order to find tools to strengthen them and (2) creation of a network that allows participants of the WIS to learn from leaders as well as share their own experiences. Having this information, can help create consciousness and encourage companies to start looking for the best ideas that will help the woman that form part of them as well as obtaining the best of results in the long run, by joining forces of both genders and creating one super power, the two organizations that were mentioned previously are not the only companies that have started to apply different types of methodologies and campaigns, these are only the start to a change that is happening slowly but surely though different countries.

Having talked about the history the glass ceiling theory has had not only in countries such as the United States but the trajectory women have had in Ecuador as well as the key component that sponsorship can be to women for their development in companies and in their professional careers an important topic that must be talked about are minorities groups and positive actions. Understanding what a minority group is a key element, as it was mentioned before, a minority group is the one that has less power in the society, and by referring to power Raquel Osborn refers to political, economical, judicial and others. It has been seen that women, have been attributed different kinds of stereotypes which have sadly cataloged them as a minority group, even though they represent more than 50% of a population.

Having understood the significance of a minority group within the context of the study, we must now understand what positive action means. A positive action is that measure that hopes to find and establish equality in the opportunities and attempt to fix the situations that have as a result discriminatory actions. (Rachel Osborn, 68). When talking about situations that show discrimination for any group, a key element to take into consideration is the fact that

when referring to the glass ceiling there are two groups that are fighting to reach the same goal but there is a significant difference each of these have in order to achieve it. Knowing about positive actions, let's us notice that, men have always been favored even if they do not choose to recognize it or accept it by the simple fact that being a man has never been seen as a symbol of weakness or as a sex object in any way possible.

It will be hard, to provide the woman with a place in society that can see her out of the stereotypes that have been historically placed on top of their heads. While women's work is seen as less valuable (receiving a pay check or not) than a man's, while they are seen as the principle care taker of a household it will be hard for them to integrate them into a life that involves hard work, offices and long hours. If women are still seen by the opposite sex as the nucleus of a family and its procreation as well as not receiving any sense of responsibility for the household from the man's perspective, the woman will not have the opportunity for the woman to go out and have the opportunity to also be an economic provider and given the same status as a man, not only in a society but in any work opportunity.

This makes us question the reason why even after all the fight that has been made by female groups, females are still not at the top, having positions of CEO's or managers. Many make reference to the type of leadership that a woman has, making reference to positive actions, this is something that makes a clear difference between genders. It has been seen that the management women tend to have is seen as a more communicational, developmental and coaching style of leadership. (Buckalew et al. 148). And as long as this style of management is being adapted by organization, it can be said women are the most suited to take and assume these positions and leadership style.

Re-emphasizing the concept of positive action, for this to apply, there has to be a minority group that is being oppressed by the dominant group, and there has to be a change in the action in order to find equality between both groups. When applying this idea to the glass ceiling it is important to find ways in which men do not only work for their benefit but are able to work for the improvement of the environment they work in. This is why, it is important that this idea is investigated in more depth by companies, because through campaigns, through integration of the personnel, there will be possibilities that men, which in the case of this pharmaceutical company occupy the largest percent of population, learn and start to share knowledge and integrate women into their life more when it comes to the work aspect in their life. Under those circumstances, knowing that other many companies as well as pharmaceutical companies are taking action to integrate more women into higher positions, show that even though in the country and culture of the organization finds itself in, it can start by making small changes within it, so that in a future, more women can be seen as part of the head committee, as bosses and CEO's and hopefully change the percentage of male vs. female CEO's.

Given all this information, the interest of this study is to find out the existence of the theory of the glass ceiling in the company, with the information that has been stated before, there is enough information to believe that this within the company the women are experiencing discrimination but most importantly, living beneath a glass ceiling. With the research that will be conducted, we hope to find enough information that will be backed up with literature to give the company the evidence for them to think about starting to make changes, in order that they do not lose female personnel because they get better job offers in different companies, know how to promote team work, to not be afraid to find shelter and support in male associates. The

company should be the heart of progress and the one that motivates people to change within in order to see results from the people toward the market.

DISEÑO Y METODOLOGÍA

Diseño

A quantitative study is based on the analysis of data in relationship to specific situations, giving then value and a level of importance in direct relation to the focus that we have previously stated in this investigation. Starting from a general situation and reaching the specific reason and aim of this research, so that in this manner we can obtain numeric values and be able to represent them in a visual way such as graphics. Using this methodology, we can determine possible relationships within the variables which basing us from the selected sample from the total population of the people selected for the study, will allow us to generalize the obtained results from the specific questions that were made in the survey. Within the quantitative research, we can determine key elements that will help us with this:

- Numeric relationship within the variables selected for this investigation.
- The collected data from the surveys must be quantifiable, in this scenario, by the number of women who conducted the survey.
- The results must be applicable to general themes within the investigation.
- Los resultados deben aplicarse a general topics dentro de la investigación.
- The human behavior and conduct of the woman population that has been selected will be analyzed.

- All the obtained data will help define the reality of the reality the company lives currently.

A quantitative investigation unlike a qualitative, occupies a numeric and statistical type of analysis, taking into consideration that it manages the possibilities to determine the situations that can be found in the way. The ideal moment to apply the quantitative method in a study is when the data has been recollected after all the procedures have been made, while more data is recollected, the most satisfactory the results will be. For this purpose, the survey is considered the tool that will allow us to compile measurable information, the same one that will be then represented in tables and graphics, depending on what the investigator will want to represent in each of them. Hoping that with the surveys, a pattern of behavior can be established, these being the ones that will help prove or demonstrate the theory that has been previously mentioned. So that the recollected data can have relationship to the actual situation, they must be trustworthy, have validity and be recollected from a previously selected sample, these having a close relationship to variables that have relation to the topic of research. Another important factor in the study, if the interest the investigator has for the topic, in this way more viable results may be obtained and hence have a more complete research.

The results, as has been mentioned before, will be represented in graphs, each of them with their written interpretation which will help the moment they are seen by external people to the investigation. The information that will be recollected will be tangible, so that the behaviors, opinions or any type of variable can be quantifiable, as this is the aim of the investigation. The data that has been mentioned will be discrete because here we can talk about whole numbers because these can be countable and not measurable. In order to have a correct

decision making process, the correct quantitative analysis must be made, for this reason, closed questions such as yes and no are the adequate questions in this case, for example, if we define the questions that are going to be realized, then the answers that we obtain will not be in a qualitative manner but rather in a quantitative focus, which is not what we are looking for in this case because these measure tendencies and give objective results.

For this reason, the decision was made to focus the investigation in a quantitative point of view, obtaining results that are verifiable and measurable, so that we can reassure that the following study will be a success. When all the data has finally been recollected, we will be able to utilize it to start the analysis taking into consideration the problems or opportunities that will show up when wanting to prove the hypothesis, the base of this investigation. When analyzing the obtained results, we will be able to determine a fundamental question for this investigation, which questions us to think whether the company is facing a real problem within their personnel and work environment, or if this glass ceiling was just someone's perception; this decision will be made based on the objective observations that come from the results of the recollected data.

As a conclusion, the quantitative research related to the analysis of the data that comes from the survey, will help us reach a conclusion to see if the investigation was influential or not within the company, taking into consideration the criteria that the women were selected in this study. With these results, recommendations not only for the company per se but also for future studies realized in Ecuador in relation to the glass ceiling theory can be made in order to obtain more studies and information that concern the country we live in. With the research and results that will be obtained, there is hope that some consciousness will be raised to what

women must to go through when it comes to what women have to go through in different organizations, and how they have to fight to be seen as an equal to men and given the privilege and trust to have those positions that are crucial for the functioning of a company.

Población

The population that will be considered for the research are going to be exclusively women that work in the organization, but taking into consideration that the women chosen for the investigation have to have a supervisor, specialist or manager position. This population has been exclusively chosen because these have been the women that have entered the company in other positions which could be an assistant, medical visitor, accountant or engineer and through the years they have had the possibilities to have job promotions within the company. Through these surveys, the expectation is to understand through the eyes of the women in the institution what they have lived through the years that they have been working here, if they have perceived and kind of discrimination towards them and any kind of obstacles while fighting for a better position.

The general population in the company is of 315 people, where we find not only the administrative personnel but also people who work in production of both the medicine and printing the material (boxes, labels, etc.); taking only administrative personnel between male and females there are only 149 people which only 71 are female.

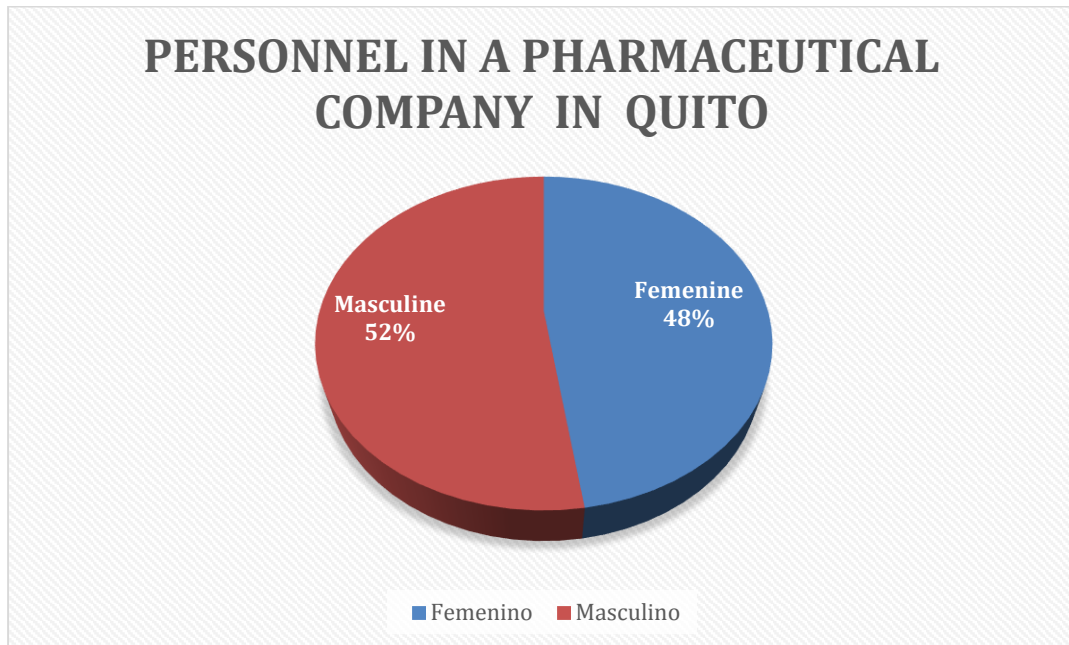


Figure 5 Personnel in a pharmaceutical company in Quito

Taking into consideration that only in Quito, this pharmaceutical company has 79 women working for the company, this includes women that also work in the production of the medicine and all the process of the packaging process. Knowing the conditions of the application of the survey, we can get a total number of 23 women in total that are the population for the study. In this population, we find women from different areas in the company such as the commercial, production, financial, human resource and maintenance area. Here we can find a different and mixed group of people within the company which will help the investigations get different views and experiences of the women.

This pharmaceutical company has a strict policy of only allowing Ecuadorian people work for them, this is because they are an Ecuadorian born company which has an aim to only promote an image of an Ecuadorian based pharmaceutical, therefore in the study there will only be Ecuadorian women so there will not be a point of view that varies from not only the nationality but also the culture that is being studied. This is important because through this

investigation, one of the aims is to see if the culture where the company is based affects on the inclusion of women and the existence of the glass ceiling.

Another factor that is important to mention is the age of the women that will be part of the surveys. There is no age limit that will be considered for the study, because these are women that are part of the company for years and if there would be any ages restriction this would not allow the investigation to obtain the perspective of every person considered. Age can be an interesting factor due to that by getting women from different ages can also help us understand if this affects how women are seen in a company and if they are considered when there is a promotion within the company. It is important to comprehend that this is a company that has personnel that has worked for them for years, these are the people that slowly obtain better positions.

Instrumentos o materiales

Taking into consideration that the surveys will be conducted only to women that hold important positions within the company, it is crucial to schedule times beforehand in order to ensure that there will be enough time for the participants to answer all the questions in enough time, with no rush. There will also be a meeting room reserved for every one of the surveys, this is important to take into consideration because we hope to get the sincerest answer from every participant and this will be easier to obtain if every participant is taken out of their comfort zone, which can be considered their offices. Being that the office can be considered a safe place for the person, different defense mechanisms can be utilized by the participant without them even noticing it when something in the survey get them uncomfortable.

The person will be presented with the consent form which details every step of the procedure and will be expected to be signed from them at the end, when this is complete, the person will receive a copy of the survey that was created beforehand and the experimenter will leave the room, the time that every participant is expected fill the survey will be of 45 minutes or less. This means, the person will have 15 minutes to read and sign the consent form and 45 minutes to complete the survey, as a total, we will require an hour from the participant's time. Leaving the people alone during this time will prevent them from feeling observed and pressured. It is important to highlight that the participant will not give their name or the position they hold in the company, this is how we ensure the participant's identification is held private and known only by the experimenter in hope that the questions are answered in the most sincerest way possible. Securing their identification helps them know that if by any reasons the company would like to have the results, they have no way to identify the answers and affect the participants with their jobs in any way. Every survey at the end will be scanned and kept on a computer with the ID number that was assigned to every participant in order that the information is backed up correctly.

After every survey is realized and saved all the answers will be analyzed for the purpose of starting to comprehend the current situation the company finds itself in. If there were any participants that wanted to know the results, they will be notified via email the results the moment the study has finished and all the results were analyzed properly. As it was mentioned before, if the company would like to obtain the results, these will be delivered to the General Manager by email for their knowledge.

Procedimiento de recolección de datos

The interviews will be scheduled with one weeks' notice, this will give the experimenter time to confirm with every participant as well and confirm time in every person's itinerary, the meeting room will also be reserved for the duration of the data collection; it is important to have these times reserved in order that there is no delay in the process and no interruptions. The person will be given the consent form the moment they have sat down. They will have a maximum time of 15 minutes to read it and decide if they will participate. Once the consent form is signed and any doubts have been cleared, the person will be assigned an ID number which will be written in the top right hand corner of the survey for identification purposes. The person has 45 minutes to fill the survey and they will be left alone in the room. The timer will be kept by the experimenter so that the participant feel no pressure when it comes to time and survey completion. The moment the 45 minutes have finished the experimenter will enter and inform the participant that the time has finished and the survey will be taken from them. Every survey will be kept in a folder that will only be handled by the experimenter, this way no information is leaked or mishandled. All surveys will be scanned and saved on a computer, this is a way to ensure that if anything happens to the information there is backup. It is expected that there will be one week in order to have all of the 23 surveys complete, so that there is enough time to analyze the data and start to proceed on the comprehension of the data that was recollected.

Análisis de los datos

Within data analysis of the surveys, as investigators we need to guarantee that the obtained results are valid and have loyalty that is required with the intention to prove our belief

of an existing glass ceiling with the company that is being studied. Once the idea of the study has been made as well as the application of its material, it was decided to realize a survey that was going to allow the recollection of necessary data, taking into consideration that the success of the data analysis depends of the quality of the obtained information and the type of analysis that is going to be used with the intention to interpret these.

The first step is to define the plan for the data analysis, in which the variable will be defined as well as the analysis of the data, according to the survey created for this purpose, the variables are: academic history, age range, the different positions that are mentioned in the proposal, the importance these positions have within the company, time it took the people involved to obtain those charges, marital status, social influence in the work environment, preferences people within the company for the gender that should occupy certain positions and empathy a gender has for a leadership role.

The only source of data recollection designed for this study is the survey, which contains 21 closed multiple choice questions, influencing the participants to a limited quantity of answers, having dichotomous questions, referring to questions with only yes or no possibilities and polyatomic questions, which makes reference to the questions that provide different answers that the participant will choose as the most convenient for their actual or past situation. To have a correct data management, the people that were selected to participate in the investigation, are the ones that occupy management, supervisor and specialist positions, providing us with a selective sample with a random error. When talking about a random error, we refer to an error that is not specific nor refers to a particular group of the surveyed people, this error could be made by all of the people due to different factors when filling out the survey.

The moment that a survey was chosen as a method of data recollection, the analysis used by the researcher will be descriptive because the calculation for the sample is specific (only a certain category of women that work in the company were selected) making this the sample or population of the study being a specific group. This is why the precise variables that will be utilized are known, which determine the scope and limitations they applied survey will have on the chosen population. The results will be weighted according to the sample of the created and selected universe of women in the company, basing this, on the variables that will help us place this in difference ranges of the results analysis.

All of the analysis will be represented in pie graphs as well as bar graphs in order to make the interpretation of such understandable for all of the people that will have access to the research and its results. Additionally, each graph will have a general description that will summarize all the analyzed information for every question.

Consideraciones Éticas

In the consent form that has been designed especially for this study, the participants will find the exact information about the procedures, risks, and even what they can demand from the evaluator. This research proposal will be sent to the Ethics Committee at Universidad San Francisco de Quito for it to be approved and allowed to be conducted. It is important that before any survey is given out and completed, the participant reads the consent form thoroughly so that they have a clear idea of what is expected of them, what they can demand out of this investigation and specially that they can leave and decide not to participate when they do not feel comfortable with any situation. The identity of the participant will be kept private, so that she does not feel that their job or integrity are harmed in any way possible. This confidentiality will be kept through codes that will be used to identify the participant, this way, no personal

information as last names, ID numbers or even ages can be used to identify the person in the survey by external people. The information that will be recollected and analyzed will be kept and seen only by the person in charge of the investigation, the participants will be able to access the results if they wish to and ask for them the moment they sign the consent form.

The risks that participants can face during this study are that the person filling out this document can feel uncomfortable the moment any questions invade their personal space of their work environment or personal life, this can create stress within the person or even discomfort for the situation that the survey has brought them to feel, under those circumstances, it must be noted, that there is no risk for any type of physical harm towards the person. That being the case, the person has every right to leave and decide to not participate in any way in the investigation if the discomfort or stress are too much for them to handle at any point of the survey. On the contrary, the benefits the participants will get out of their participation are first of all, the results obtained and the end of the data analysis, the knowledge about the current situation of the place they work and all that can be done from their point to make sure the environment they live in five days of the week, can improve and provide them with a more pleasing and equal place to work.

Discusión

Fortalezas y limitaciones de la propuesta

The study will be focused only in this pharmaceutical company, which means that the population for this investigation will come solely from this company. Because the population that is targeted for this investigation is women and only women that occupy any type of managing position, the number of people taken into consideration will be small. For this

research, a factor that will not affect in any stage of the investigation is the age of the person that will be interviewed because age is not a factor that we consider to be influential in the development of a person in their work history.

One limitation we could find in this investigation, is the fact that the number of women that are being considered for the interview is a small number, this gives us a population that may not be significant or representative to the whole company as a whole. At the moment the study is realized, the answers of the people interviewed might as well be closed, this means that they give just the enough answers in the interview which might be influenced by many external factors, but at the moment of analyzing the results, this might not give the study the enough information to understand what is really happening in the company and to the women who work in it, this might be difficult to interpret and at the end, prove the hypothesis of the existence of the glass ceiling theory.

A factor that gives this study a bonus, is the fact that the company has been analyzed and the culture of it has also been understood by the experimenter. The benefit of having this internal information is that, at the moment of realizing the interviews, the way that people perceive the company and the things that happen inside it regarding discrepancies between male and female workers can be understood in a better level, this will not give any space for assumptions or misinterpretations to be made and influence in any way they result that the study will give at the end.

Recomendaciones para Futuros Estudios

In this research, the focus had been mainly in how women have advanced through their positions until reaching a manager, supervisor or specialist position in the company, but there was no study made to the women that occupy lower positions. Their point of view, feelings

and perspective were never acknowledged in this investigation, for this reason, the first recommendation for the study would be taking into consideration all of the women that conform a company, so that a complete perspective is obtained and this would give the opportunity to understand in a more exact way how women inside a company are treated in comparison to their peers. Another recommendation would be to find out the thoughts, experiences and perspective of the male personnel on the company, by obtaining this information, it will be possible to understand not only the situation through women's eyes and experiences but also a man. It is important to know that as has been mentioned, the culture that Ecuador finds itself in is ran by men and their perspective on how things should be done, listening to a man's point of view in the company that they work in would give us the possibility to compare two variables and hence have a study that is more complete which comprises both perspectives; obtaining this information could also help in obtaining better recommendations and possible answers when it comes to the creating of a better work environment for all.

Taking into consideration that every company manages itself in different ways, not necessarily every company will have a committee as the one found in the organization, for this reason, every company should be analyzed beforehand to understand how they manage themselves, this will also facilitate the understanding of the organizational culture that is found in the company and therefore begin to realize the study. Another important recommendation could be the fact of finding out the usage of sponsors in the city where the investigation is being realized or more specifically in the company. This topic was touched roughly but was never implemented into the survey that was realized which did not give us any information about the perspective Ecuadorian women have when it comes to searching and using a sponsor in order to obtain any type of promotion. Obtaining this information could be useful to

understand more about the vision women have about themselves and what they think that the culture that surrounds them might think about their actions.

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ANEXO A: INSTRUMENTOS

Guía de la Encuesta

Para el registro de esta encuesta, podría decirme su nombre completo, su edad y el cargo actual que tiene en la compañía.

Nombre: _____

Edad: _____

Cargo: _____

1. ¿Cuál es su instrucción/formación académica?

- PRIMARIA _____
- SECUNDARIO _____
- SUPERIOR _____

2. ¿Como se enteró de la oferta laboral que la empresa estaba dando a conocer antes de que ingrese a la compañía?

- REFERENCIAS PERSONALES _____
- MEDIOS ELECTRONICOS _____
- MEDIOS ESCRITOS _____
- OTROS (especifique) _____

3. ¿En qué rango de años ingreso a la compañía?

- 1980 - 1990 _____
- 1991 - 2000 _____
- 2001 - 2010 _____
- 2011 hasta la actualidad _____

4. ¿Teniendo que rango de edad entro a la compañía?

- 15 - 20 años _____
- 21 - 25 años _____
- 26 - 30 años _____
- 31 - 35 años _____
- 36 en adelante _____

5. ¿Cuál fue su cargo al ingresar a la compañía?

- PASANTE
- ASISTENTE
- ANALISTA
- SUPERVISOR
- GERENTE

6. ¿Qué tan importantes eran sus responsabilidades dentro del cargo inicial, relacionado a la toma de decisiones de la compañía?

- POCO IMPORTANTES (si no las realizaba no influía en las decisiones)
- IMPORTANTES (si no las realizaba tenía repercusiones directas)
- MUY IMPORTANTES (los resultados dependían directamente de realizarlas)

7. ¿Has cambiado de área en el transcurso de tu trayectoria laboral en la compañía?

- SI
- NO

8. ¿Cuál es su cargo actualmente?

- ANALISTA
- SUPERVISOR
- GERENTE

9. ¿Cuánto tiempo le tomo llegar ocupar este cargo?

- De 1 a 3 años
- De 3 a 6 años
- De 6 a 9 años
- De 9 a 12 años
- De 12 en adelante

10. ¿Como le agrega usted valor a su cargo actual?

- Dedicando más tiempo de su jornada laboral
- Capacitación externa aplicándola al trabajo
- Otra (especifique) _____

11. ¿Considera usted que existe preferencia de genero al ocupar puestos de supervisión o gerenciales?

- SI —
- NO —

12. En el supuesto caso de que existiese una vacante gerencial dentro de la compañía y el área de recursos humanos realizara un proceso de selección, que abarque postulantes internos y externos, proceso en el cual usted queda como finalista, al igual que una persona del *género masculino* que cuenta con su misma trayectoria laboral y académica; y se toma la decisión de elegir al otro finalista. ¿Cuál sería su reacción acerca de esta decisión?

- INSEGURIDAD —
- DESCONFIANZA —
- FRUSTRACIÓN —

13. ¿Al entrar a la compañía cual era tu estado civil y su estructura familiar?

- SOLTERA —
- SOLTERA CON HIJOS —
- CASADA —
- CASADA CON HIJOS —
- DIVORCIADA —
- DIVORCIADA CON HIJOS —

14. ¿Al presente, cuál es su estado civil y su estructura familiar?

- SOLTERA —
- SOLTERA CON HIJOS —
- CASADA —
- CASADA CON HIJOS —
- DIVORCIADA —
- DIVORCIADA CON HIJOS —

15. ¿Ha influenciado de alguna manera como es tratada en la compañía y vista por sus pares al formar una familia?

- SI —
- NO —

16. ¿Ha afectado de alguna manera como es tratado en la compañía y visto por sus pares el No formar una familia?

- SI —

- NO _____

17. ¿Ha tenido la oportunidad de ayudar a un compañero a obtener un ascenso de puesto o salario? SI o No, y explique el por qué.

- SI _____ ; porque: _____
- NO _____ ; porque: _____

18. ¿Siente usted que en la compañía se puede ver una preferencia hacia el sexo opuesto? Dar ejemplos.

- SI _____
- NO _____

PORQUE:

19. ¿Dentro de su experiencia, cree usted que cuando se trata de liderazgo, entre hombres y mujeres existe una manera diferente de trato basándose en la empatía?

- HOMBRES MAYOR EMPATÍA _____
- HOMBRES MENOR EMPATÍA _____
- MUJERES MAYOR EMPATÍA _____
- MUJERES MENOR EMPATÍA _____

20. ¿Siente usted que en la compañía hay una cultura en donde el sexo masculino tiene más poder a comparación al sexo femenino?

- SI _____
- NO _____

21. ¿Cree usted que en la compañía se debería crear más consciencia con campañas y capacitaciones las cuales fomenten la igualdad entre ambos géneros?

- SI _____
- NO _____

ANEXO B: FORMULARIO DE CONSENTIMIENTO INFORMADO



UNIVERSIDAD SAN FRANCISCO DE QUITO USFQ



Formulario de Consentimiento Informado por escrito

Título de la investigación: The existence of a glass ceiling for Ecuadorian women in a pharmaceutical company in QUITO

Organizaciones que intervienen en el estudio: Andrea Sofia Haro Dager

Investigador Principal: Andrea Sofia Haro Dager

Co-investigadores:

DESCRIPCIÓN DEL ESTUDIO
<p>Introducción Debe tomarse en cuenta que el lenguaje que se utilice en este documento no puede ser subjetivo; debe ser la más clara, concisa y sencilla posible; deben evitarse términos técnicos y en lo posible se los debe reemplazar con una explicación</p>
<p>Usted ha sido elegida para participar en una investigación, acerca de la existencia de "La teoría del techo de cristal en una empresa farmacéutica en Quito", puesto que es parte de la muestra de las mujeres que trabajan en la organización.</p>
<p>Propósito del estudio Incluir una breve descripción del estudio, incluyendo el número de participantes, evitando términos técnicos e incluyendo solo información que el participante necesita conocer para decidirse a participar o no en el estudio</p>
<p>El propósito fundamental de este estudio es determinar si realmente existe un techo de cristal en la organización, indagando de esta manera sobre los factores que influyen a las mujeres dentro de la misma.</p>
<p>Descripción de los procedimientos para llevar a cabo el estudio Breve descripción de cada actividad en la que participarán los sujetos y el tiempo que tomará. No describir procesos en los que los participantes no tomarán parte.</p>
<p>Primero: La persona a participar de la investigación, antes de la encuesta a realizarse, deberá leer el consentimiento informado (documento en el que se detalla la descripción del estudio), el cual le tomará aproximadamente cinco minutos.</p> <p>Segundo: La participante deberá completar una encuesta la cual será realizada personalmente por el investigador, misma que durará aproximadamente una hora y media.</p> <p>La encuesta realizada tendrá una grabación de audio, desde el inicio, hasta el final; la misma que poseerá un archivo magnético individual, para posteriormente ser guardada con los fines del estudio detallado.</p>
<p>Riesgos y beneficios Explicar los riesgos para los participantes en detalle, aunque sean mínimos, incluyendo riesgos físicos, emocionales y/o psicológicos a corto y/o largo plazo, detallando cómo el investigador minimizará estos riesgos; incluir además los beneficios tanto para los participantes como para la sociedad, siendo explícito en cuanto a cómo y cuándo recibirán estos beneficios.</p>



Cómo se minimizarán: Los riesgos podrán ser minimizados, teniendo en cuenta que la persona participante tiene todo el derecho de dar la información que crea necesaria y pertinente.

Beneficios individuales: las personas que participen en el estudio, podrán obtener los resultados del mismo si es que lo pretendieran, además de adquirir un conocimiento introductorio, sobre el estado del país en lo referente a la mujer en el aspecto laboral.

Beneficios sociales: Con esta investigación, se pretende dar a conocer los factores que afectan a las mujeres en la compañía seleccionada para el estudio, esperando comprender desde el punto de vista de una mujer quiteña y trabajadora, como se encuentra catalogada dentro del ámbito laboral.

Cómo, cuándo y dónde se recibirán

Las entrevistas serán realizadas bajo un parámetro de mutuo consentimiento, mismo que parte de buscar un espacio de tiempo, sea este dentro del entorno laboral el cual permita obtener una concentración adecuada para la consecución del mismo, en el tiempo pre establecido.



Confidencialidad de los datos Debe describirse cómo se protegerá el anonimato de los participantes, y también cómo se garantizará la seguridad de los datos en todas las etapas del estudio: reclutamiento, ejecución, análisis, publicación, postestudio (almacenamiento). Es importante explicar quién será el custodio de los datos recolectados.

Ejemplo de texto:

Durante el estudio, la confidencialidad es muy importante, por ende, se debe mantener la reserva de los participantes e institución que nos está ayudando, razón por la cual se aplicaran las medidas necesarias para que nadie conozca la identidad de los colaboradores, ni tenga acceso a los datos personales de los mismos:

1. La información que se proporcione se identificará con un código relacionado directamente con el nombre y se guardará en un archivo de Excel y Word donde solo los investigadores tendrán acceso a la información de dichos documentos. Una vez finalizado el estudio se borrarán los nombres y se mantendrán solo los códigos.
2. No se compartirán las encuestas con ninguna persona fuera de la investigación, de esta manera ningún tipo de información se revelara ni será manipulada por gente externa. |
3. Se removerá cualquier identificador personal que permita la identificación del encuestado, al proporcionar los datos.
4. El nombre de la encuestada no será mencionado en ningún reporte o publicación.



5. El Comité de ética de la investigación en seres humanos (CEISH) de la USFQ, podrá tener acceso a los datos personales, en caso de que surgieran problemas en cuanto a seguridad y confidencialidad de la información o de la ética en el estudio.
6. Al finalizar el estudio los datos serán almacenados en un documento de Word identificados únicamente por los códigos.

Derechos y opciones del participante

Al ser un estudio basado en personas, las mismas están en todo el derecho de decidir; su participación, o no participación, esto informando al investigador principal. Además, hay que considerar que, aunque decida participar puede retirarse del estudio cuando lo desee, sin que ello afecte los beneficios de los que goza en este momento.

Usted no recibirá ningún pago ni tendrá que pagar absolutamente nada por participar en este estudio.

El participante tiene la opción de conocer los resultados del estudio, si es que así lo desea, solicitándolo mediante correo dirigiéndose a la dirección: andreaaharo17@hotmail.com para que, al término del estudio, dicha información se le sea enviada.

En caso de tener alguna otra duda o pregunta con respecto a la investigación o procedimiento que se realizará, las mismas serán aclaradas por la investigadora en el momento de la encuesta.

Procedimientos para verificar la comprensión de la información incluida en este documento

- ¿Puede explicarme cómo va a participar en este estudio?
- ¿Qué hace si está participando y decide ya no participar?
- ¿Cuáles son los posibles riesgos para usted si decide participar? ¿Está de acuerdo con estos riesgos?
- ¿Hay alguna palabra que no haya entendido y desearía que se le explique?

Información de contacto

Si usted tiene alguna pregunta sobre el estudio por favor envíe un correo electrónico a andreaaharo17@hotmail.com

Si usted tiene preguntas sobre este formulario puede contactar al Dr. Iván Sisa, presidente del CEISH-USFQ USFQ, al siguiente correo electrónico: comitebioetica@usfq.edu.ec



Consentimiento informado	
<p>Comprendo mi participación en este estudio. Me han explicado los riesgos y beneficios de participar en un lenguaje claro y sencillo. Todas mis preguntas fueron contestadas. Me permitieron contar con tiempo suficiente para tomar la decisión de participar y me entregaron una copia de este formulario de consentimiento informado. Acepto voluntariamente participar en esta investigación.</p> <p>Al firmar este formulario, usted acepta voluntariamente participar en esta investigación. Usted recibe una copia de este formulario.</p> <p><i>IMPORTANTE: Para cualquier procedimiento específico, como fotografías, grabaciones, toma de muestras, almacenamiento de muestras para uso futuro, renuncia al anonimato, debe incluirse un consentimiento específico. Por ej:</i></p> <p>Acepto que se grabe mi entrevista SI (<input type="checkbox"/>) NO (<input type="checkbox"/>) N/A (<input type="checkbox"/>)</p>	
Nombres y apellidos del participante:	Fecha
Firma /huella del participante	CC
Nombres y apellidos del testigo:	Fecha
Firma /huella del testigo	CC
Nombres y apellidos del investigador:	Fecha:
Firma del investigador	CC
Negativa del consentimiento	
Nombres y apellidos del participante:	Fecha
Firma /huella del participante	CC
Nombres y apellidos del testigo:	Fecha
Firma /huella del testigo	CC
Nombres y apellidos del investigador:	Fecha
Firma del investigador	CC
Revocatoria del consentimiento	
Nombres y apellidos del participante:	Fecha
Firma /huella del participante	CC
Nombres y apellidos del participante:	Fecha
Firma /huella del testigo	CC
Nombres y apellidos del investigador	Fecha
Firma del investigador	CC