

The Glass Ceiling Phenomenon of Women's Career Development in Pharmaceutical Enterprises and Its Breakthrough Paths—Taking Benzhen Company as an Example

Luyang He, Yuting Jia, Yueyang Zheng

Tianjin University of Science and Technology, Tianjin, 300457, China

Keywords: The glass ceiling phenomenon; women's career development; pharmaceutical companies

Abstract: In view of the problems of promotion barriers and rising employment pressure for female practitioners in the pharmaceutical industry, this paper, based on previous research results, combined with China's unique social values, explores and summarizes the characteristics of female career development in domestic pharmaceutical enterprises. Through the questionnaire survey of the glass ceiling phenomenon of female practitioners in Chinese pharmaceutical enterprises and the in-depth interview of Shandong Benzhen Cosmetics Co., Ltd. to collect data, and finally analyze the causes of this phenomenon at the three levels of individuals, organizations and society. In this way, we hope to help the pharmaceutical industry to rationally develop female human resources, regulate the allocation of market talents, and build a social atmosphere in which people make the best of their talents.

1. Introduction

1.1 Background and significance

The glass ceiling phenomenon has been recognised as an objective phenomenon in the field of management since it was introduced in Western societies in the 1980s. In the past, in Western societies, some non-white and female groups were confined to subordinate positions or repetitively performing simple tasks in enterprises. This objective discrimination is difficult to be studied quantitatively, but it can be seen everywhere. In recent years, as Western speculative thought has gradually spread to the East, this concept has also spread from the West to the East. In China, however, the phenomenon of the glass ceiling has been influenced by the unique Confucian culture, which has fused with traditional family values to create the "Chinese glass ceiling effect".

Therefore, a study of women's career development in China's local pharmaceutical companies is conducive to a comprehensive understanding of the barriers to women's career development; it helps pharmaceutical industry managers to realise the industry's need for updating their internal systems, corporate cultures and perceptions; and at the same time it calls on the country's female workers to adopt the relevant laws and regulations as a weapon to safeguard their own employment security.

2. Literature review

In the following, I will sort out and summarise the relevant literature and views of some scholars at home and abroad.

2.1 Related research

At present, there are many academic research results on the glass ceiling phenomenon and related issues, and new ideas have been derived on this basis.

2.1.1 Glass cliffs

On the basis of the "glass ceiling effect", scholars Michelle Ryan and Alex Haslam proposed the concept of "glass cliffs". It refers to the fact that when a few women break through the glass ceiling, they often find themselves faced with more difficult tasks and higher job risks. In "Women are overrepresented in precarious leadership positions," two academics show that women are indeed starting to make their way into the C-suite. But the problem is that their position is inherently precarious. This is because in reality, some companies have promoted women to the management when facing difficulties, trying to assign the difficult work and risks in the crisis to female managers. When companies pull through, the glass ceiling closes again; Even if the company does not get through the difficulties smoothly, even if the direct correlation between low efficiency and women at the top can not be proved, they will be blamed^[1]. Follow-up research has shown that this is not an isolated problem, nor is it specific to a specific industry or geography. Women managers take personal responsibility for the bad decisions made by the entire management, which ultimately leads to their resignation or dismissal. Not only does this dampen the confidence of female workers, but it also makes organizations wary of hiring women for these positions.

2.1.2 Glass ceiling index

The Economist, a British current affair's magazine, pioneered the Glass Ceiling Index model and publishes the regional rankings on 8 March each year, which aims to show how well women in the workplace are "getting the fairest deal" in developed countries around the world. The model's indicators are: tertiary education, labour force participation, remuneration, cost of raising children, maternity rights and performance in senior positions, with the final score being a weighted average of the six indicators.

As shown in Figure 1, statistics 2022 show that women in the Japan and South Korea, the number of women in the workplace is quite low, and there are few women in senior positions and on boards of directors. And, Korea has the highest gender income gap in the OECD at over 30 percent. In response, the magazine suggests, "Breaking the shackles means that progress is needed in all areas, and for East Asian women, the quest for equality has a long way to go." Since the model only counts developed country indicators, China did not make the list. But we can get a glimpse of the Japan-South Korea rankings. Namely, the common problem of Asian countries - "there is gender discrimination, workplace discrimination, and the distribution of family roles and responsibilities is bound by traditional concepts."

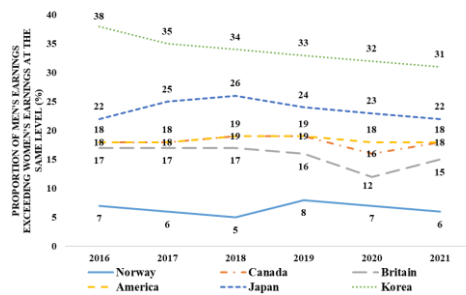


Figure 1: Glass ceiling index model of *The Economist* in 2022.

2.2 Overview of career development

2.2.1 Overview

With the research foundation of the Glass Ceiling Index model, domestic scholars have also begun to gradually explore the glass ceiling phenomenon in China. Compared with women in the workplace in Western societies, Chinese women live in a more traditional society. Due to the Confucian idea that "women should be the head of the household and men should be the head of the outside world," Chinese women are subject to traditional cognitive biases that are even more acute.

Scholar Jia Jinan et al. put forward the view that the current situation of career development in China has "Yang flourishing Yin declining" in the article "Effect Analysis of the Glass Ceiling Phenomenon in the career development of" 30+ female "employees in the New Era. In view of the causes of the current situation, they innovatively put forward the factors that constrain the career development of Chinese women: "Compared with Northern Europe, the traditional concept of women in Asia is hard to return." The introduction of new awareness and advances in science have not significantly reduced the demands placed on women at home. [2]" Not enough attention has been paid to family problems and social pressures caused by workplace discrimination against women during their childbearing years, and no real solutions have been found to help them solve their problems [3]." Tian Dongli proposed in the Study on the Relationship between Female Executive Participation and Corporate Performance of Listed Companies in Pharmaceutical and Biological Industry that female entrepreneurs in China's pharmaceutical industry account for 20% of the total number of entrepreneurs in the industry, and these enterprises controlled by women have good performance [4]. She explained this reason through the resource dependence theory: the pharmaceutical industry is an export-oriented system, and in order to survive, it needs to exchange resources with the external environment, thus forming a dependency relationship. In this relationship, executives need to build Bridges between the company and the external environment. At this point, female executives can bring more resources to the organization.

Despite professional difficulties, Chinese women still rank among the hardest working women in the world. The United States National Bureau of Statistics once released a set of statistics on the labour participation rate of countries around the world. The Chinese have the world's highest labour force participation rate and total labour force. Among them, the labour force participation rate of Chinese women is nearly 70%, far exceeding the male labour force participation rate of most Western countries.

2.3 Literature evaluation

At present, many domestic and foreign scholars have conducted various studies on the career development and health of women in pharmaceutical enterprises. In the article "How Women Bypass the" Glass ceiling Effect "under the Background of Parallel Ranks, scholar Yang Hang agrees that" in

the social public sector, the two major characteristics of women's careers are "position marginalization" and "power marginalization" [5]. This holds women back in their career progression and causes women's expectations of themselves to decline with age." However, in terms of research perspectives and model innovation suggestions, scholars have not reached a unified consensus on this. First, the academic community has a broad definition of women's career development health with multiple dimensions, and there are differences in how to judge women's career development health completely and accurately from research perspectives to case studies. However, most of the existing researches in our country are discussed from the macro level and limited to theoretical deduction, and lack of systematic theory and empirical research for our country's reality.

Based on this research status, I draw on scholar Zhai Xuemei's analysis of the Reasons for the Blocked Career Development of Female Managers [6] as a starting point, and comprehensively apply literature research, questionnaire survey and other scientific methods as well as case studies. Questionnaires were designed and data were collected from the dimensions of "work-family choice", "pre-marital and post-employment volatility", and "the proportion of female participation in the enterprise sector to the number of ranks". On this basis, the internal logical connection is obtained after data analysis and optimization, so as to build a system model of the phenomenon of female glass ceiling in pharmaceutical enterprises, hoping to put forward feasible suggestions for the career development of female in domestic pharmaceutical enterprises in combination with Chinese traditional culture and values.

3. Questionnaire Survey

3.1 Statistical analysis of data

3.1.1 Individual background statistics

The background information of respondents as shown in Table 1.

Table 1: Background information of respondents (not classified by sex)

Name	Option	Frequency	Percent (%)
Age	20 ~ 30years old	22	10.19%
	31 ~ 35years old	144	66.67%
	36 ~ 40years old	23	10.65%
	41 ~ 55years old	14	6.48%
	56 ~ 60years old	13	6.02%
Type of enterprise	Medical device manufacturer	19	8.8%
	Specialized hospital	28	12.96%
	Research and development enterprise	125	57.87%
	Pharmaceutical company	14	6.48%
	Pharmaceutical/health products sales company	13	6.02%
	Medical beauty industry	17	7.87%
Working years	Within 3 years	131	15.28%
	3 to 5 years	96	15.74%
	5 to 10 years	55	62.04%
	More than 10 years	31	6.94%
Marital status	Unmarried and childless	25	11.57%
	Unmarried and childbearing	20	9.26%
	Married with no children	16	7.41%
	Married with children	129	59.72%
	Divorced and childless	11	5.09%
	Divorce and childbearing	15	6.94%

(1) As can be seen from figure 2, to a certain extent, this shows that the educational level of female workers in the medical industry is not inferior to or even higher than that of male workers, and it also reflects that the industry has set a relatively high threshold for women to work in the industry. Meanwhile, this data shows that there is a phenomenon of different pay for the same work between men and women in this industry.

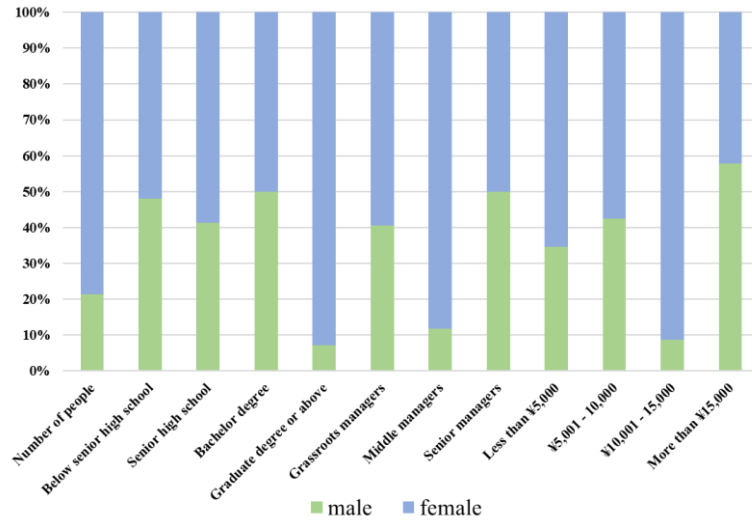


Figure 2: Individual background data chart (classified by gender).

(2) A comparison of figure 3 (number of training sessions) shows that women have fewer training opportunities in the enterprise compared to men.

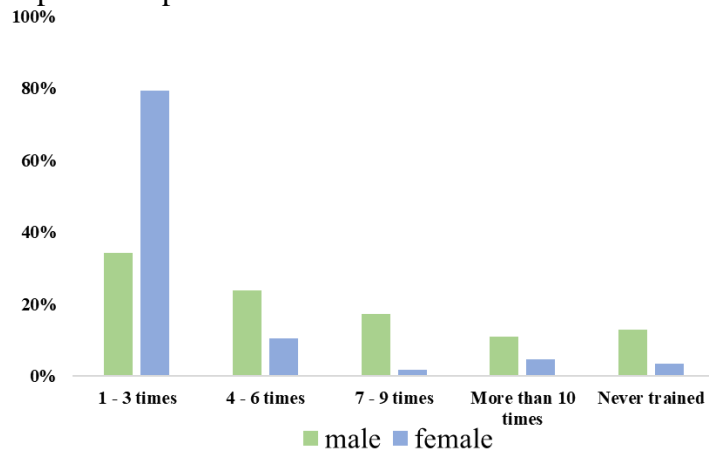


Figure 3: Comparison of the number of employee training within pharmaceutical companies in relation to gender.

(3) From the eleventh (proportion of women in the unit) and twelfth (proportion of female executives in the unit) questions (figure 4), it can be seen that: 62.04 percent of the practitioners' enterprises have a proportion of female executives occupying about 20 percent of the executive group, i.e., the male/female ratio in the management of the majority of pharmaceutical enterprises is about 1/4, which shows that: there is an imbalance in the male/female ratio in the management of the majority of pharmaceutical enterprises.

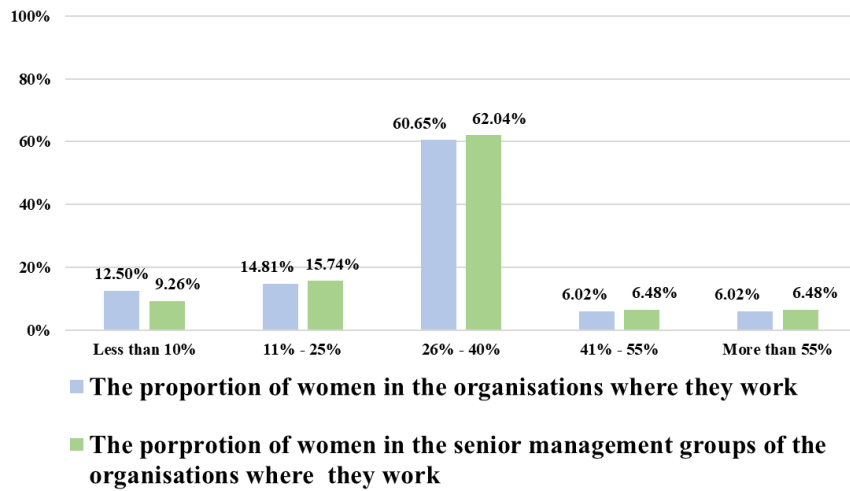


Figure 4: The proportion of women in the organizations and senior management groups

3.1.2 Social perception and acceptance of female managers in the pharmaceutical industry

Social pressure on women comes mainly from traditional attitudes and discrimination in the industry. Figure 5 can be seen that, although women in general are able to have a job compared to the past, in most families of working women, family members do not expect or focus on women's work.

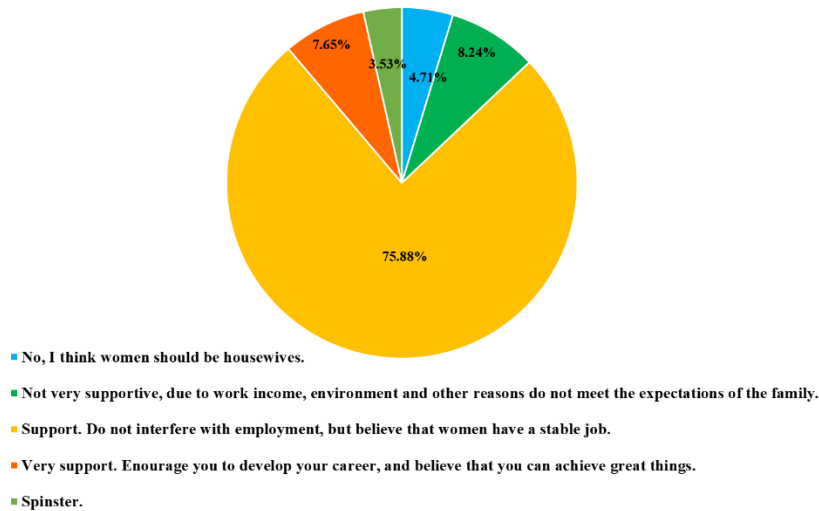


Figure 5: The attitude distribution of family members of female managers.

3.1.3 Perception of the glass ceiling phenomenon by pharmaceutical industry practitioners

Perception belongs to the category of subjective evaluation, and the personal perception and experience of the respondents will affect their perception. The degree of perception surveyed in this questionnaire refers to the degree of knowledge and feelings of pharmaceutical industry practitioners towards the glass ceiling, which can reflect the severity of the glass ceiling phenomenon within the industry to a certain extent.

(1) As shown in Figure 6 (were they challenged because of their gender), more than 85 percent of female practitioners were challenged about their ability to do their job because of their gender, which is far more than the proportion of male practitioners who were challenged. In addition, the data was further disaggregated to show that almost all of the men who were challenged because of their gender

were from the medical aesthetics field under the biomedical industry. This shows that male employees in the other segments do not suffer more from gender-based challenges and discrimination, except in the medical aesthetics segment, which favours female practitioners and female clients.

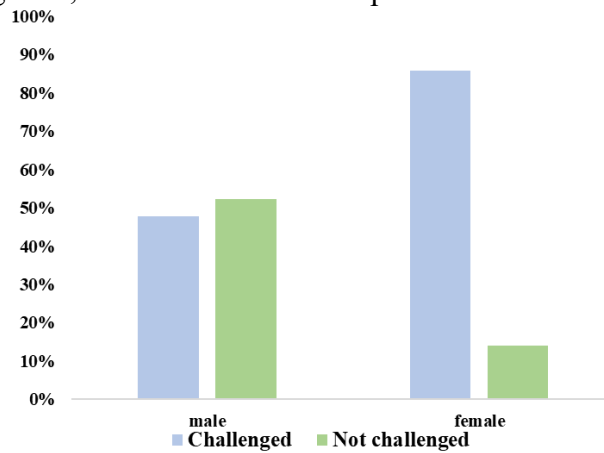


Figure 6: Percentage of employees challenged within pharmaceutical companies versus gender.

(2) The results of figure 7 show that the glass ceiling phenomenon in the pharmaceutical industry is clearly felt by practitioners in the industry, and that female practitioners in particular are more negatively affected by this phenomenon: they generally believe that they have been challenged in terms of competence and impeded in promotion because of their gender; and that they have been subjected to a lot more pressure than men in their families and in the workplace. Therefore, if the glass ceiling in the pharmaceutical industry is not broken in a timely manner, it will reduce the work and life satisfaction of female practitioners, which in turn will affect their performance.

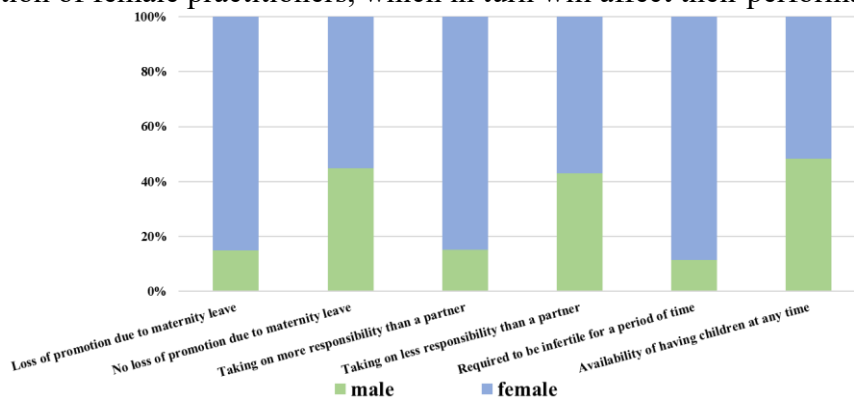


Figure 7: Comparison of family stress and fertility stress among male and female employees in pharmaceutical companies

3.1.4 Self-confidence levels and willingness to promote among female managers in the pharmaceutical industry

Figure 8 (Importance of work and Satisfaction with women's occupational achievement) shows that the majority of women in the pharmaceutical industry are career-oriented and agree that work is important to women and that they are satisfied with their jobs.

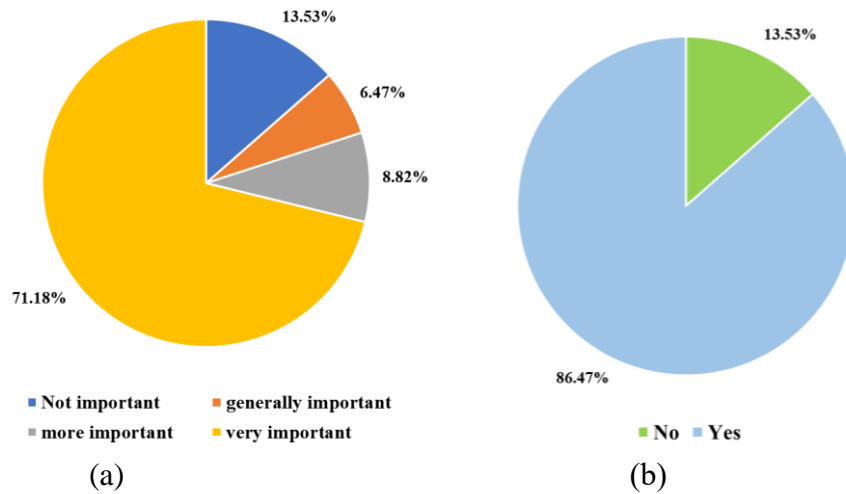


Figure 8: (a) Measurement of the importance of women's work; (b) Proportion of women willing to be promoted.

For the small number of women who chose "not to be promoted", a further collection of reasons in question showed that there were three reasons why women chose not to continue to be promoted (figure 9):

a. social factors

3.7 percent of women refused to be promoted because of the negative attitudes of their family members, who, in the traditional view, believe that "having a happy and fulfilling family is the key to a successful woman" and that "a woman's approach to her family is one of selflessness and devotion".

b. industry factors

66.2 percent of women refused to be promoted because they believed that it was difficult for women to be promoted in their companies, which indicates that women in the pharmaceutical industry can feel discriminated against in the industry and have a certain degree of negativity.

c. personal factors

In addition to social and industrial factors, women's choice of their own career plans also affects their willingness to be promoted. For example, some women believe that they are more inclined to invest in their families; some women believe that their current personal abilities do not meet the requirements for promotion, and choose to improve their professional level and enrich their personal experience before considering promotion.

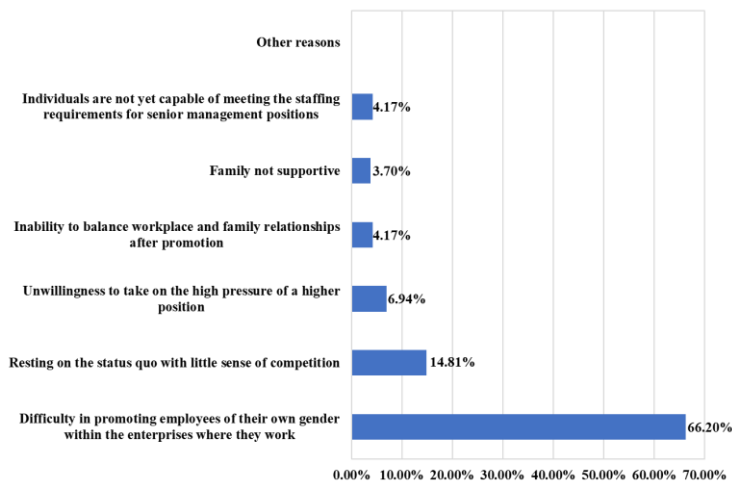


Figure 9: Distribution of reasons for women's refusal of promotion.

4. Case Study

4.1 Selection of interviewees

In order to supplement the questions that the questionnaire could not explore in detail, the team visited Shandong Benzhen Cosmetics Co., LTD., and selected three typical female managers with different situations as the interview objects. During the interview, I collected objective and unbiased factual materials (Table 2) based on the respondent's replies to ensure the rigor and accuracy of the investigation.

Table 2: Basic information of the respondents

No.	Age (years)	Experience	Marriage and childbearing	Educational background	position	Duration of duty	Enterprise size
A	27	None (fresh school recruitment)	unmarried and infertile	Master of Pharmacy from a "211" university	Grassroots Manager	1.5 years	Shandong Benzhen Cosmetics Co. A small and micro-enterprise with a registered capital of RMB 19.99 million and a staff size of less than 50 people.
B	36	Originally employed in a sales position at a medical device company and then moved to a research position at our company.	Married with children (9-year-old daughter, 4-year-old son)	Bachelor's degree from a Chinese medicine university	Middle manager	6 years	
C	47	Originally worked in a scientific position for a pharmaceutical company before leaving to join our company.	Married with children (22-year-old daughter)	Doctor of Pharmacy from a "211" university	Senior manager	9 years	

4.2 Analysis of interview data

This interview with three typical female managers in pharmaceutical companies shows that:

4.2.1 Women in China's pharmaceutical industry are "PUA-hit".

During the interviews, female managers at all three job levels said that discrimination against women does exist in the industry. Interviewee A, the youngest and lowest-ranking interviewee, confessed that she had learnt about women's career development in the industry before the school recruitment exercise, and found that the proportion of women in grass-roots positions in the industry was relatively large, and that women who joined the industry for the first time stayed in the grass-roots positions for a longer period of time than men with the same qualifications. When confronted with the topic of marriage and parental leave for women, all three interviewees talked about how the risk of marriage and parental leave would make companies raise the bar for women who are not married and women who are re-employed.

Notably, Interviewee B also commented that "women in the pharmaceutical industry are subject to workplace PUA pressure, and I was subject to this type of discrimination at my former company." The phenomenon of PUA in the workplace includes: hierarchical relationships, office politics, managers drawing cakes, inward rolls lying flat, onboarding farce, leaving and tearing each other apart, etc. Interviewee B talked about her experiences with PUA. Interviewee B talked about the two major workplace PUA phenomena that he encountered, namely "drawing cakes" and "unreasonable workload or work content". For example, being marginalised in business negotiations or scientific research work: "When an external team came to make business contacts, the male colleagues of the company came out en masse and laughed and joked in the conference room, but I was left out in the cold, and I was not allowed to feel the atmosphere on the spot. The only tasks I was assigned: pouring

hot tea, cutting fruit, and doing the reception." As well as still doing the basics of an administrator's job sometime after joining: "At first it was pouring tea and cutting up fruit, then six months later it was printing, photocopying and formatting Excel. I now feel that I have become a veritable handyman." In order to solve this problem, she approached the leadership more than once to reflect on the situation, but the leadership told her, "You have to look for the problem in yourself - is the subordinate leader dissatisfied with you, or is it your own lack of ability?" At the same time, in their daily work, the leaders also "criticised" Interviewee A's career history and educational background as "worthless", "Originally, we valued you very much and wanted to cultivate you as a potential stock, but you are too calm and impatient, which is not good for your future in the workplace. " Serious gender discrimination led to Interviewee B eventually leaving her former company to pursue her self-worth in a preferred research position.

4.2.2 Female managers' willingness to be promoted varies with age and rank

During the interviews, all three female managers were satisfied with their current career achievements, believing that they were able to enjoy their lives after work under the current labour situation and were confident in the high demands of their profession, and had a certain level of willingness to be promoted. However, the level of female managers' willingness to be promoted gradually slows down as they get older and move up the career ladder. Respondent C gave the following answer to the low willingness to be promoted.

(1) After reaching a certain rank, the room for promotion gradually narrows.

(2) After reaching a certain age and rank, one feels that the need for a career has been satisfied, and the need to return to one's family becomes the dominant need.

This means that women in the pharmaceutical industry have a higher level of self-confidence, willingness to be promoted, and autonomy in their work, which helps them to manage their work at the managerial level better. However, the increase in willingness to advance and motivation decreases with age and grade level.

4.2.3 The extent of the glass ceiling in the industry varies under the pharmaceutical business segments

In the interviews, Interviewee B and Interviewee C described the glass ceiling in their former companies (in the medical device industry and the pharmaceutical industry, respectively) as significantly worse than in the cosmetics industry, where they are currently employed. In the interview, Interviewee B described his experience: although he graduated from the University of Traditional Chinese Medicine with a major in pharmaceuticals, it was difficult for him to engage in pharmaceuticals, which was his professional counterpart, when he first entered the job market, and he had to settle for the second best, starting from the position of medical device sales. Through further interviews and surveys, it is not difficult to find out that in this industry, even if they have qualifications in biomedical sciences, most female practitioners are able to get clerical positions such as sales, finance, operations and human resources when they enter the workplace. Although the non-core departments of pharmaceutical companies (e.g. operations) also require professional knowledge of pharmaceuticals, it is not considered a mismatch to place staff with the same specialisation in these positions. However, the current situation in the industry, which favours the placement of female professionals in these non-core positions for an excessively long period of time, is a form of industry discrimination. It reduces women's access to research positions, which in turn hinders their path in the pharmaceutical industry. But all three interviewees, without exception, said that this situation is less symptomatic in the cosmetic industry in the context of their employment experience in this industry, and the reason for this could be:

a. The customer base of cosmetic companies focuses on female customers, so female practitioners are able to explore the industry's consumer trends and consumer psychology more easily than their male counterparts.

b. An increase in the proportion of female managers in cosmetics companies can help to create a better image of "support for women's development and promotion of gender equality", which is favoured by female customers.

5. The path to break through the glass ceiling of women's career development in pharmaceutical companies

5.1 Breakthrough Path of Glass Ceiling Effect Based on the Perspective of Pharmaceutical Enterprise Managers

5.1.1 Creating a more inclusive and diverse industry culture

If women managers perceive career barriers in their current work environment that prevent them from developing their talents and provide little room for advancement in their careers, they are prone to lose confidence in their work and even leave their jobs. The competitiveness of the organisation's talent and economic returns are also seriously affected by the decline in their ability to perform.

Managers within the industry can therefore use their influence to create a more inclusive and diverse organisational climate within the industry.

(1) R&D companies need to pay attention to the voices of female scientists when conducting pharmaceutical research. Women have sharp minds and rich emotions in research, which can compensate for men's biased rational thinking that focuses too much on quantitative analyses.

(2) Pharmaceutical enterprises should build a reasonable promotion mechanism to ensure that male and female employees in the promotion of the same starting line. To address the existing gender imbalance in management, within a certain range, more female subordinates should be provided with positions that allow them to showcase their talents.

(3) In terms of building corporate culture, equal or alternative ways of caring for male and female employees are adopted to increase the sense of belonging of employees: daily holiday blessings, sick visits, birthday blessings; secondly, maternity leave or gift benefits are provided to female employees who are pregnant or have given birth, and paternity leave as well as the same gifts and blessings are provided to male employees whose partners are pregnant or have given birth.

Organisational managers are consciously building a more inclusive management and a more diverse corporate atmosphere, helping to build a diverse workforce structure that allows female managers to play to the same biological strengths as their male counterparts and create value for the organisation.

5.1.2 Creation of a human resources system with a female dimension

In response to the existing male-dominated organisational structure of management, business managers should consciously establish a human resources management system with a female dimension and ensure that the measures are practical and implementable. The main integration measures are:

(1) In terms of human resources development and utilisation, industry leaders should consciously set up career development and planning programmes for female employees in their industries. Firstly, they should investigate the key tasks faced by female employees in the industry at various stages of their career development, and design a more systematic assistance programme to help them refine their goals at various stages, confirm their work priorities and ensure that their tasks are achieved.

Secondly, on the basis of an objective unified assistance programme, the programme will also seek to understand their career aspirations and lifestyle choices on an individual basis. Finally, the unified programme and individual characteristics are combined to establish a diversified long-term assistance programme within the industry to make "breaking through the glass ceiling for women" more practical.

(2) Transformation in the areas of talent inspection, talent selection and promotion criteria. The inspection team should form fair evaluation indicators, based on comprehensive assessment of individual abilities, skills, experience, etc., and, if necessary, take the form of anonymising the identity of candidates for selection. With regard to departmental groups that already have an imbalanced gender ratio, female employees can be included within a reasonable range to ensure that the ratios are coordinated, thereby eliminating invisible clauses and unwritten rules for female candidates.

5.2 The glass ceiling effect breakthrough path based on the perspective of female practitioners in pharmaceutical enterprises

5.2.1 Self-awakening of professional awareness among female managers

At the personal level, female practitioners are easily influenced by traditional concepts, thus weakening their motivation for promotion and their sense of leadership. In this regard, female practitioners have developed a sense of self-awareness and leadership, and have dared to lead by example, freeing themselves from the constraints and oppression of traditional concepts, such as "men dominate outside the company, women dominate inside" and "men are strong, women are weak". The ability and status of female managers can also be equal to that of men, and they can become pioneers in promoting the development of enterprises.

5.2.2 Self-construction of female managerial qualities

If women managers want to grasp the right to make career decisions and get more promotion opportunities, they must have excellent qualities for top management positions. On the one hand, female managers should have the courage to seize and try various opportunities to hone themselves to overcome an excessively feminine way of thinking, to develop and learn some socially acceptable male thinking characteristics. After all, it is hard to deny that successful managers, especially at the top, should have personal characteristics (emphasis on structure, process, and organisation) that are closer to male characteristics. The combination of a female manager's unique management style (emphasis on interpersonal relationships, communication, and coordination) with a masculine management style can help a company to better implement organisational strategies, control organisational resources, and achieve organisational goals.

5.2.3 Compliance with Workplace Integrity for Women Managers

Since some jobs in the pharmaceutical industry involve certain risks, when employers request information about personal circumstances during recruitment due to special circumstances of the job, female job seekers should consider this for the sake of all women in the workplace, and avoid concealing their marital and childbearing status, which would undermine the fairness of the female employment market.

5.2.4 Effective Reconciliation of Work-Family Relationships by Female Managers

Combined with the results of the questionnaire, it can be seen that the most important reason for

women's hindered career development in the pharmaceutical industry is that female employees do not actively co-ordinate and deal with the relationship between family and work. Female employees should learn to use career management to solve the role conflict between work and family.

In response to the family and work conflicts faced by women in the pharmaceutical industry, adjustments can be made in the following areas:

(1) Improvement of their professional, psychological and physical qualities
Improvement of their professional, psychological and physical qualities

Research shows that moderate pressure can enhance efficiency, but too low or too high pressure can easily bring mental slackness or escape. Therefore, female practitioners should learn to release and environment the pressure accumulated at work and home. For example, it is important to develop good physical exercise habits or set up "life indulgence days" to release stress and ensure focus on work and life.

(2) Actively seek external support

Female workers should be good at actively seeking support from the family, organisation and society. First of all, the family partner, parents, children's emotional support and responsibility to help the most intuitive and effective to help female employees focus on work. Female employees should urge their husbands to establish a sense of family division of labour and share family responsibilities; in large families, discuss with family members a reasonable division of labour; in children's education, they also want to cultivate their children's independence, so that they can learn to be responsible for their own affairs. Finally, the use of professional services to reduce the burden of household chores can also save time for work and life.

Funding

Tianjin University Students Innovation and Entrepreneurship Training Program, Benzhen- the leader of ecological cosmetics, No.: 202210057038.

References

[1] Ryan M K, Haslam S A. *The glass cliff: Evidence that women are over-represented in precarious leadership positions* [J]. *British Journal of management*, 2005, 16(2): 81-90.

[2] Jia Jinan, Xing Runxi. *Analysis of "glass ceiling" effect in career development of "30+ female" employees in the new era* [J]. *Jiangsu Business Theory*, 2020, 21(2): 11.

[3] Yu Min. *Research on workplace discrimination of female employees during childbearing period: A case study of foreign pharmaceutical industry in China* [D]. Beijing: University of International Business and Economics, 2018.

[4] Tian Dongli. *Research on the relationship between female executive participation and corporate performance of listed companies in pharmaceutical and biological industry* [D]. Chengdu: Southwest University of Finance and Economics, 2014.

[5] Yang Hang. *How women circumvent the "glass ceiling" effect under the background of parallel ranks* [J]. *Modern Business*. 2021, 15(17): 83-85.

[6] Zhai Xuemei. *Analysis on the reasons of Female managers' Blocked Career development* [D]. Capital University of Economics and Business. 2009.