

**ROLE OF HUMAN RESOURCE MANAGERS IN THE
IMPLEMENTATION OF EQUAL EMPLOYMENT OPPORTUNITY
POLICIES TOWARDS FEMALE GENDER: A CASE OF PRIVATE
SECTOR UNIVERSITIES OF ISLAMABAD & RAWALPINDI**

By

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Master of Philosophy

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I bow my head before “ALMIGHTY ALLAH” Who enabled me to complete this study. I would like to express appreciation to the work of Jawad Syed and Lynne Bennington whose research papers gave me the lead since extremely limited information could be drawn from the earlier available research carried out in this field especially in the Pakistani context. I would like to pay my special thanks and deep gratitude to Dr R K Malik and Dr Zahid Mahmood for giving time and valuable guidelines for improving research work from time to time, never ending impetus and inspiration as this has definitely enabled me to push the boundaries for achieving this zenith. Appreciation is also expressed to Dr Mehboob Ahmed and Ms Sobia Mahmood for extending their cooperation during the course of this study.

DEDICATION

To my parents and family

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Abstract

This study is a basic research and its main aim is to increase the existing body of knowledge and understand the role of HR department in the private sector universities of Islamabad and Rawalpindi with respect to female gender discrimination policies. Therefore, this research work can become a launching pad for other similar studies and researches of the future. HR policies adopted by private sector universities of Islamabad and Rawalpindi remains the main focus of attention of this study especially with respect to implementation of EEO. The study has been limited to private sector universities of Islamabad and Rawalpindi as it is assumed that these universities are not obliged to certain policies of quota system for ensuring a balance mix of both the genders as defined in various legislations ensuring minimum or no discrimination in employment opportunities.

This study relies on both primary and secondary data sources. The collection of primary data has been done through personal visit to private sector universities. Whereas, the collection of secondary data from the literature and government sources has been very difficult to collect due to its limited availability. Few data sources like the report on Pakistan Employment Trends for Women 2009, the Constitution of Pakistan 1973 and various ILO conventions are available in the Pakistan's context addressing the discrimination being done at various levels in Pakistan. Moreover, limited number of secondary sources including books and journals on the relevant topic could be located using the tertiary and electronic data retrieval methods. This can be substantiated by the fact that a bill for Protection against harassment of women at the work place act 2010 has recently been passed by the National Assembly of Pakistan, whereas this should have been passed much earlier. Therefore, the study being carried out addressing the

discrimination at private sector universities in the twin cities of Pakistan is probably the first of its kind ever conducted.

The purpose of the present study is to investigate a context-specific perspective on the role of HR managers and those who matter in the decision making loop in providing gender equality while carrying out their duties in private sector universities of twin cities of Pakistan. Since all individuals irrespective of gender have an equal opportunity for employment and advancement within an organization as Equal Employment Opportunity (EEO) prohibits discrimination against anyone on any pretext before, during and after employment. Human Resource Managers (HRM) are generally charged with the responsibility of ensuring that discrimination of any type is not carried out in the organization. Notwithstanding, discrimination in employment continues in both developed and developing economies. EEO is relatively a new concept in Pakistani corporate sector and its constitution of 1973 puts a ban on discrimination. Even if the EEO principles are observed in an organization, certain conditions of acceptability are often used as a cover up for inappropriate discrimination in Pakistani society. The study discusses the role of HR managers and draws a relationship with various dimensions of EEO in the private sector universities of Islamabad and Rawalpindi. This study thus explores whether discrimination exists in various functions of human resource development during the lenses of both male and female gender in the private sector universities of Islamabad and Rawalpindi. In addition to that the study identifies the area which needs improvement by decision makers and practitioners for ensuring EEO policies in true letter and spirit.