

Glass Ceiling Perception on Career Advancement: Women Lecturers, In Indonesia

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Abstract- The majority of glass ceiling researches was focus only on profit organizations which become a research gap. Glass ceiling is very possible in non-profit organizations such as universities. The aim of the study was to analyse the perceived effect of glass ceiling perception on the career advancement of female lecturers. The populations in this study were 192 female lecturers and 132 samples were taken by using purposive sampling method. The analytical tool is SEM with the Smart-PLS. The results showed that Family factor has no effect on glass ceiling perception, while Individual factors have a significant positive effect on glass ceiling perception. Organizational factors have no effect on glass ceiling perception, Cultural factor has a significant positive effect on glass ceiling perception and Glass ceiling perception has a significant negative effect on woman career advancement.

General Terms- Human Resource Management; Career Management.

Keywords- glass ceiling; non-profit organization; woman career advancement

1. INTRODUCTION

The glass ceiling is an invisible barrier that prevents women from receiving equal positions and compensation to men in working environment. This phenomenon occurs in organizations without they realize it and turns into a form of oppression and discrimination against gender (Nozawa, 2010)[1]. This glass ceiling causes women to be marginalized and could not achieve higher positions. The glass ceiling become a phenomenon because it decrease their chance of being promoted to a higher position, even though they have the same abilities as men and even more. Indonesia is famous for its patriarchal culture where the potential for a glass ceiling is quite large.

There are many factors which contributed to the emergence of the glass ceiling, including humans, interactions, social capital, preferences, social and organizational roles (Appelbaum, 2011; Davis, 2015; Napasari, 2015; Permanasari, 2013; Pillai, 2011)[2][3][4][5][6]. The glass ceiling is a barrier that does not seem so strong in preventing women from entering the hierarchy of management or advancing their careers (Victor & Shamila, 2018)[7]. The model of Gendered Organizational Structure (GOS) describes four basic career barriers consist of individual, family, organizational and cultural factors (Victor & Shamila, 2018)[7]. Bombuwela and De Alwis (2013)[8] also explained that the factors affecting the glass ceiling consist of cultural factors (beliefs and stereotypes), individual factors (lack of confidence, personal

characteristics, and inability to promote their self), organizational factors (organizational policies and the styles of management).), family factors (childcare and homework).

The majority of glass ceiling studies are conducted in profit organizations including Bjerk (2008)[9], Li and Leung (2001)[10], Napasari and Yukongdi (2015)[4], Sumarto and Permanasari (2013)[5], Yang (2011)[11], Bombuwela and Alwis. (2013)[8], and Cho, et al (2014)[12] and only a few studies were conducted in non-profit organizations, one of which was the study conducted by Nozawa, (2010)[1]. It shows a gap related to the objects of the glass ceiling study. Bjerk (2008)[9] examined groups of workers in America, Li and Leung used a sample of employees from 25 hotels in Singapore. Thirty female executives in Thailand were used as samples in the study by Napasari and Yukongdi (2015)[4]. Two hundred civil servants consisting of 100 women and 100 men were used as samples by Sumarto and Permanasari (2013)[5]. In China, Yang (2011)[11] used 633 managers from 114 hotels in China as a sample, and Cho et al (2014) [12] using 300 employees.

Glass ceiling is very likely to occur in non-profit organizations, whereas previous research only focused on profit organizations and this fact indicates a gap in the object of the study. Based on this gap, the researcher tried to develop previous study related to the glass ceiling with a focus on the gaps of the research object, by using the university as a non-profit organization. So far, there are

very few references related to the topic of glass ceiling which is discussed in non-profit organizations, especially in the teaching profession.

The X University is one of the private universities in Central Java with the highest number of students in Semarang. The university has 384 lecturers with a total of 15 study programs. The phenomenon that occurs at X University is that the number of male lecturers is as large as the number of female lecturers. The number of female lecturers who have the highest functional positions at this university is greater than the men. Five professors at X University, four of them are women. However, the highest leadership in these organizations remains taken by a man. This phenomenon is interesting to explore related to the existence of a glass ceiling in this non-profit organization, considering that there are more female lecturers who achieved higher functional positions than men.

The glass ceiling is often associated with career advancement of women. The existence of a glass ceiling is felt when qualified people, in this case are female, stop moving to a higher position in the organizational hierarchy because of discrimination, prejudice, racism and sexism[13]. With the glass ceiling in place, women feel like they have reached a point where they cannot advance further for their careers despite a proper promotion. For this reason, in this study, apart from analyzing the perception of the glass ceiling and the factors that affect it, the researcher tries to connect the glass ceiling perception with the career progress that is experienced by female lecturers Semarang University. Based on the description, the problem in this study is the career advancement of female lecturers at Semarang University with the perceived glass ceiling perception.

2. LITERATURE REVIEW AND HYPHOTESIS

2.1. Glass Ceiling

Glass ceiling has been discussed in various fields of science such as psychology, sociology, economics, and management (Shabbir, 2017)[14]. The glass ceiling is defined as something that prevents women from getting the highest positions in their careers (Burke & Vinnicombe, 2005)[15]. Khalid & Sekiguchi (2019)[16] adds that the glass ceiling refers to how women's career paths are compared to men who are blocked in the working environment with various obstacles. The effect of this fact is a phenomenon where women experience discrimination in achieving the highest position as a consequence of obstacles that arise in organizations (Powell, 2012)[17]. The glass ceiling according to Cotter et al (2001)[18] is defined in four terms 1) job inequality, 2) racial inequality, 3) gender inequality in career opportunities, 4) career inequality. Many factors influence the existence of the glass ceiling, such as structural barriers which include policies and practices in organizations and organizational culture (Khalid, 2019).

Based on several previous studies, there are several factors that led to the emergence of a glass ceiling, including humans, interaction, social capital, preferences, social and organizational roles (Appelbaum, 2011; Davis, 2015; Napasri, 2015; Sumarto & Permanasari, 2013; Pillai, 2011)[2][3][4][5][6]. The glass ceiling is a barrier that does not seem so strong that it prevents women from entering the management hierarchy or advancing their careers (Victor & Shamila, 2018)[7]. The model of Gendered Organizational Structure (GOS) describes four basic career barriers consist of individual, family, organizational and cultural factors (Victor & Shamila, 2018)[7]. PM Bombuwela and De Alwis (2013) [8]also explained that the factors affecting the glass ceiling consist of cultural factors (beliefs and stereotypes), individual factors (lack of confidence, personal characteristics, and inability to promote their self), organizational factors (organizational policies and the styles of management), family factors (childcare and homework).

PM Bombuwela and De Alwis (2013)[8] define that there are four factors that affect the glass ceiling including; 1) individual factors that describe the extent to which individual barriers come from female workers that affect their careers, 2) family factors, explaining the extent to which family relationships affect the career of female workers 3) organizational factors, illustrating barriers to organizational structures and practices that affect careers women, 4) cultural factors refer to the extent to which beliefs and traditions affect the careers of female workers.

2.2. Woman Career Advancement

Career theories that have developed over the last three decades explain the changing career experiences of women. The changing context requires understanding that career success has more layers than the traditional view of increasing positions in the organizational hierarchy (Datta & Agarwal, 2017)[19]. Career success is defined as the achievement of desired results related to work at any point in the working experience of the person from time to time (Arthur et al, 2005)[20]. Career Advancement is defined as an increase job positions and accompanied by an increase in income (Thurasamy et al., 2011)[21]. Career advancement is defined differently from one individual to another. The majority interpret career advancement as movement into higher position in their job. In general, career progress is measured in nominal terms, such as increase in income, but there are other individual elements that determine the level of progress (Korman, 1981)[22]. For this reason, what a person perceives as progress can differ from one individual to another (Thurasamy et al., 2011)[21].

An employee is considered to have a fair and equal opportunity to be promoted to a higher level or move to another functional area within an organization in order gain experience or development goals. Most of the women stated that their career development was not evenly distributed due to the perceptions and orientation

of men that were found in organizational culture, organizational practices, family constraints and social networks that contributed to the inequality between the two genders (Lathabhavan & Balasubramanian, 2017)[23].

There are several factors that hinder the career advancement of women which are described in three approaches, including 1) human capital models, 2) socio-psychological models, 3) systemic models (Choi & Park, 2014)[24]. The human capital model notes that the individual differences which related to education, work experience, seniority and other work-related capacities that are largely dependent on individuals can be a barrier for women to advance their careers. The socio-psychological model explains that psychosocial factors such as gender and stereotypes can be strong obstacles to the career advancement of women. Whereas the systemic model focuses on systematic barriers embedded in organizational policies and practices that limit the access to advancement into the top positions in organizations.

3. HYPOTHESES DEVELOPMENT

3.1. Family Factor on Glass Ceiling Perception

Working while having family responsibilities become a significant barrier to the career of woman (Omar & Davidson, 2001)[25]. Women have big responsibilities at home; it becomes a problem when they have to balance work and family life (Victor & Shamila, 2018)[7]. The higher the barrier factors in the family, the higher the perception of the glass ceiling. The conflict of responsibilities among women who work while they have family, makes them unable to work optimally, because they divide the focus between taking care of the household and working in organizations.

H1: Family Factor Affects Glass Ceiling Perception

3.2. Individual Factor on Glass Ceiling Perception

Individual barriers can directly affect a person's ability to function fully as a human being and in a sense as a leader or manager (Victor & Shamila, 2018)[7]. Individual factors that can affect the career of a person are education, self-perception, and motivation. In addition, individual barriers such as competence, skills, hard work, dedication, self-confidence can affect a person's career success. The human or individual factor that causes the glass ceiling is the inability of women to actualize themselves (Bomuwela, & De Alwis, 2013)[8]. In addition, the basic nature of women such as being unstable, easily stressed and indecisive makes the organizations think to put the trust in giving big job responsibilities to women (Napasri, 2015)[4]. The woman was given the insignificant task compared to men because they were described as a dependent, feminine and physically unable to men, mentally and emotionally in the workplace (Jauhar & Lau 2018)[13].

H2: Individual Factor Affect Perception Glass Ceiling

3.3. Organizational Factor on Glass Ceiling Perception

Organizational structure can be a factor that prevents women from developing careers; these factors can occur in recruitment, job assignments, mentoring, retention, training, promotion and reward systems (Cooper Jackson, 2001)[26]. The Structural-centered theory explained that the systematic practice of organizations such as preferential treatment for men in the practices of the organization which responsible for the existence of the glass ceiling (H. Cohen, 2016; J.R Cohen et al., 2020)[27][28]. In several countries in Asia it is reported that women occupy the second role in organizations, while men have the main role in business. Such practices tend to create male-dominated organizational structures and it is difficult for men to accept female colleagues in the same position of power (Napasri, 2015)[4]. Female workers who do not have the same opportunity to develop a professional profile will have a greater sense of the presence of a glass ceiling in their organization. The higher the resistance factors in the organization, the higher the perception of the glass ceiling.

H3: Organizational Factors Affect the Glass Ceiling Perception

3.4. Cultural Factor on Glass Ceiling Perception

Girls in some societies are perceived as incapable of doing some things. Since they were born, they are considered to have lower knowledge than boys (Victor & Shamila, 2018)[7]. The culture-centered theory explains that organizations led by men tend to have no social relationship, do not socialize with female workers and lack of social support for women (J.R. Cohen et al., 2020)[28]. Furthermore, J.R. Cohen et al. (2020)[28] explained that in community culture, women feel they don't get social support, they think that their work is less valued, their efforts are less rewarding than men. Female workers who feel constrained by cultural factors will feel the presence of a glass ceiling in their organization. In society, stereotypes emerge that it is better for women to be at home than to work in a company, it is enough for women to be at home as wives and mothers who manage the household.

H4: Cultural Factors Affect the Glass Ceiling Perception

3.5. Glass Ceiling Perception on Woman Career Advancement

The existence of a glass ceiling is occurred when qualified people stop moving to a higher level in the organizational hierarchy because of discrimination, prejudice, racism and sexism (Jauhar & Lau, 2018)[13]. With the existence of glass ceiling, women feel like they have reached a point where they cannot advance further for their careers despite a clear promotion path. Furthermore, Jauhar (2018)[13] explains that the glass ceiling has an influence on the career advancement of women. Lathabhavan & Balasubramanian, (2017)[23] states that women have less opportunity to advance their

careers than men because they are faced with several obstacles called the glass ceiling. Glass ceiling refers to the invisible barriers that hinder women's career advancement (Bowling et al, 2006)[29].

H5: Glass Ceiling Perception Affects Woman Career Advancement

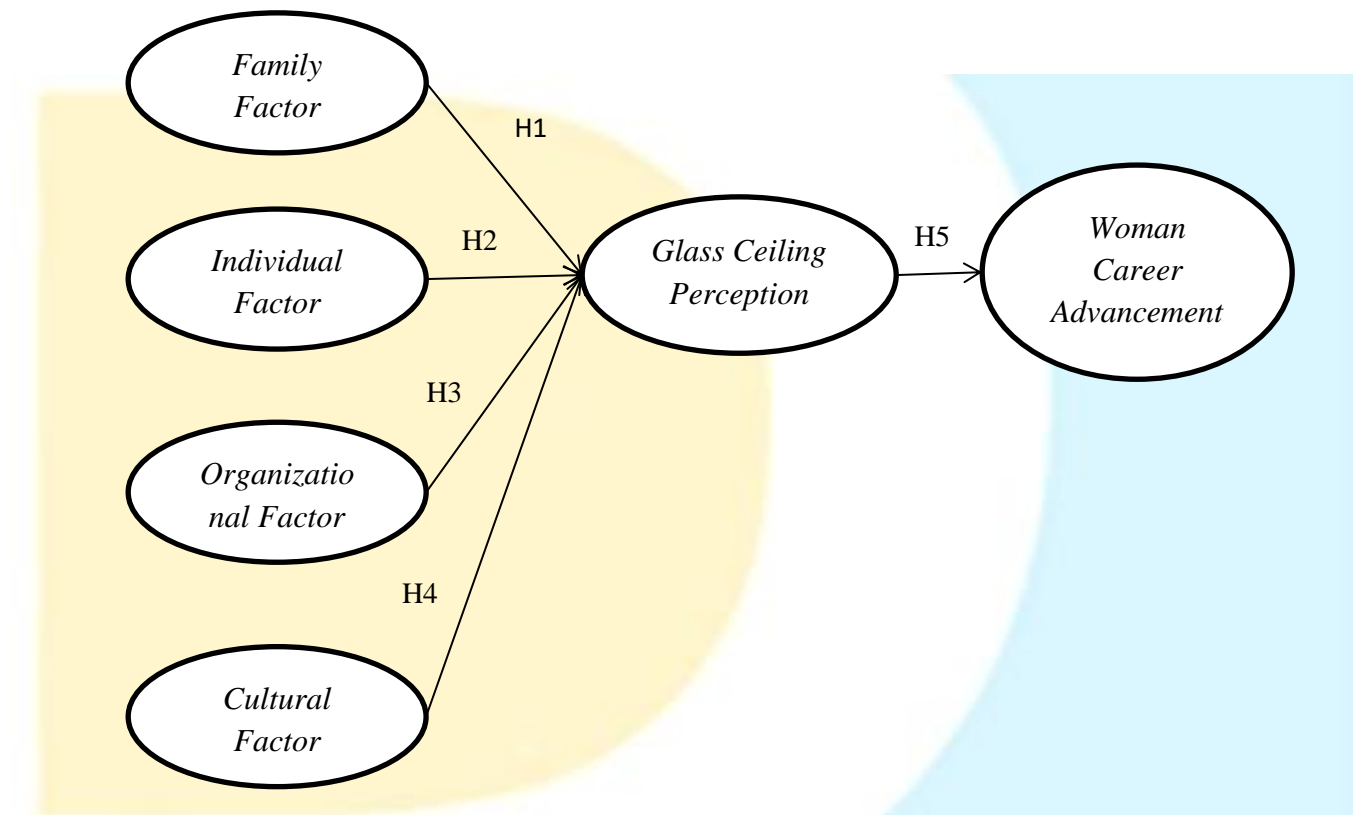


Fig 1: Framework

4. RESEARCH METHODS

4.1 Woman Career Advancement

The Woman Career Advancement indicator consists of 8 indicators developed by Jawahar and Hemmasi (2006)[30] consist of 1) sufficient opportunities in the organization, 2) equal opportunities in career development for men and women, 3) a woman can become a leader in the future, 4) Women and men are equally respected, 5) the number of women breaking through the hierarchy and reaching senior positions continues to increase, 6) women are encouraged to apply for managerial (leadership) roles, 7) Male networks do not limit the opportunities of women in getting promotion for the higher position, 8) Women have to work like their male counterparts to be promoted into the same position

4.2 Glass Ceiling Factors

The Glass Ceiling Factors consist of Family Factor, Individual Factor, Organizational Factor, Cultural Factor (Bombuwela & De Alwis, 2013; Lathabhavan & Balasubramanian, 2017; Victor & Shamila, 2018)[7][8][23].

4.3 Glass Ceiling Perception

Glass Ceiling Perception consists of 3 indicators developed by Elacqua (2009)[31], they are: 1) Limited mobility, 2) Eliminate Barriers, 3) Women Excluded. The population in this study was 192 Women lecturers. The sampling technique used in this study was purposive sampling, provided that the women lecturer had worked for at least 3 years and was married. There are 132 samples. The method used is Structural Equation Modeling (SEM) using the Smart PLS program. A model test will be carried out by using PLS model which includes the Outer Model, Inner Model and Hypotheses Testing.

5 RESULT

5.1 Outer Model Test

The data were processed using Smart PLS, in the first run, several indicators had been removed from model indicators due to loading values below 0.7, they are: the forming indicators X1 (family factor): X1.1 (I feel guilty for not spending enough time with my family) and X1.2 (I have difficulty in changing my role in family and work roles), X2 formation indicators (Individual Factor): X2.1 (I had weaker physical condition to compete in a career

with men), X2.2 (My skills are not sufficient to hold a leadership position), X2.4 (I have less experience in becoming a leader), X2.5 (My education is not enough to be a leader), X2.7 (My personal nature prevents me from reaching a higher position), X4 forming indicators (Cultural Factor): X4.5 (Society point of view that man employees are more superior to women employees), Z the forming indicator (Glass Ceiling Perception): Z1.3 (Women have more barriers in their career than men) and Y the forming indicator (Woman Career Advancement): Y1.7 (Network owned by men in this organization do not limit women's opportunities to achieved highest positions) and Y1.8 (Women must be able to have the same work ethic as men).

The results of second running data show that all indicators meet the convergent validity criteria with an outer loading value above 0.7. The Average Variance Extracted (AVE) value is greater than 0.5 (see table 1). Furthermore, the indicators also meet the discriminant validity criteria showed by cross loading value greater than 0.7 between the indicators. Reliability test is indicated by the value of Cronbach's alpha. Reliability test results show that the Cronbach's alpha value is greater than 0.6 (see table 1) to meet the reliability criteria. In addition, the reliability test is also shown by the composite reliability value. A composite reliability value above 0.7 also shows that the indicator meets the reliability criteria (see table 1).

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0,880	0,943	0,922	0,798
X2	0,812	0,853	0,891	0,733
X3	0,928	0,938	0,944	0,736
X4	0,875	0,882	0,910	0,669
Y	0,914	0,930	0,930	0,656
Z	0,895	0,898	0,934	0,826

5.2 Inner Model Test

The parameter used in testing the inner model is R square adjusted. The test results show that the R square adjusted value on the effect of Z (Glass Ceiling Perception) to Y (Woman Career Advancement) is 0.303, which means that the variation of woman career advancement can be explained by glass ceiling perception of 30.3%, while the remaining 69.7% is explained by other variables outside of the study. Furthermore, the R square adjusted on the influence of X1 (family factor), X2 (individual factor), X3 (organizational factor), and X4 (cultural factor) on Z is 0.491 which means that variations in glass ceiling perception can be explained by X1, X2, X3, and X4 is 49.1%, while the remaining 50.9% is explained by other variables outside the study.

5.3 Hypotheses Test

Table 2 show the result of Hypotheses testing. If the P-value is less than 0.05, the exogenous variable has a significant effect on the endogenous variable. The first

hypothesis testing show that a P value of 0.709 is greater than 0.05, it means that family factor has no effect on glass ceiling perception. The P value of for second hypothesis is 0.019 ($P < 0.05$) which means that the individual factor has a significant effect on glass ceiling perception. Individual factors have a significant positive effect on glass ceiling perception. It is indicated by the original sample which is positive. The results of the third hypothesis test with a P-value of 0.533 ($P > 0.05$) indicated that organizational factors had no effect on glass ceiling perception. The results of the fourth hypothesis test concluded that cultural factors have a significant positive effect on glass ceiling perception which is indicated by the P value of 0.00 less than 0.05 and the original sample value which is positive. Furthermore, glass ceiling perception has a significant negative effect on woman career advancement, which is indicated by the P value of 0.00 less than 0.05 and the original sample value which is negative.

Table 2. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
x1 -> z	0,038	0,030	0,103	0,374	0,709
x2 -> z	0,202	0,211	0,086	2,350	0,019
x3 -> z	0,124	0,136	0,199	0,625	0,533
x4 -> z	0,487	0,487	0,085	5,707	0,000
z -> y	-0,562	-0,571	0,034	16,306	0,000

6 DISCUSSIONS

6.1 Family Factor Does Not Affect The Glass Ceiling Perception

Family factor does not affect the glass ceiling perception. How strong and weak of the family factor does not affect the perceived glass ceiling perceptions. The results of this study support the research conducted by Jauhar & Lau,

(2018)[13] which states that family factors do not affect women' career progress. Family is something that cannot be avoided because it is a necessity that exists in the life of every person. For this reason, family factors are common so that they do not affect the perception of the glass ceiling that is experienced by women employee. This study contradicts the previous study by Omar (2001)[25] and Victor & Shamila (2018)[7]. According to

Omar (2001)[25], working while having family responsibilities is a significant barrier for women's careers. Women have big responsibilities due to their role in the family and it becomes a problem when they have to balance work and family life (Victor & Shamila, 2018)[7]. However, in this study the majority of samples have worked for more than 10 years, It indicates that the employees have no problems balancing work with family life.

6.2 Individual Factors Have A Significant Positive Effect On Glass Ceiling Perception

Individual barriers can directly affect the ability of a person to fully function as a human being and in terms to be a leader or manager (Victor & Shamila, 2018)[7]. Individual factors that can affect a person's career are education, self-perception, and motivation. In addition, individual barriers such as competence, skills, hard work, dedication, self-confidence can affect a person's career success. Human or individual factors that cause the glass ceiling are the inability of women to actualize themselves (Bomuwela, & De Alwis, 2013)[8]. In addition, the basic nature of women such as being unstable, getting stress easily and not assertive makes the organization become doubtful in giving big responsibilities to women (Napasri, 2015)[4]. Women are assigned insignificant tasks compared to their male counterparts because women are described as dependent, feminine and physically, mentally and emotionally less capable at work (Lathabhavan & Balasubramanian, 2017)[23]. So that stronger individual factors (individual barriers), cause higher the perception of the perceived glass ceiling. This shows that individual factors have a significant positive effect on the glass ceiling.

6.3 Organizational Factors Have No Effect On Glass Ceiling Perception.

Organizational factors have no effect on glass ceiling perception. How strong the factor from the organization does not affect the perceived glass ceiling perceptions. The results of this study support the research conducted by Shamila and Victor (2018)[7], which states that organizational factors have no effect on women's career progression. This study contradicts the results of study by Cooper Jackson, (2001)[26] and J.R. Cohen et al., (2020)[28]. Organizational structure can be a factor that prevents women from developing careers, these factors can occur in recruitment, job assignments, mentoring, retention, training, promotion and reward systems (Cooper Jackson, 2001)[26]. The Structural-centered theories explained that the systematic practice of organizations such as preferential treatment for men in the practices of the organization responsible for the activities of the glass ceiling (J.R. Cohen et al., 2018)[28]. Practices that occur in the research object, men and women have the same opportunity in the organization, there is no preferential treatment for men. In addition, the number of women who work in this organization is more than men so that there is no male domination. Therefore, the

organizational factor has no influence on the perception of the glass ceiling

6.4 Cultural Factors Have A Significant Positive Effect On Glass Ceiling Perception.

Girls in some societies are perceived as having disabilities. Since birth, they are considered to have lower knowledge than boys (Victor & Shamila, 2018)[7]. The culture-centered theory explains that organizations led by men tend to have no social ties, do not socialize with female workers and lack social support for women (J.R. Cohen et al., 2020)[28]. Furthermore, J.R. Cohen et al. (2020)[28] explained that in community culture, women feel they don't get social support, they think that their work is less valued, their efforts are less rewarding than men. Female workers who feel constrained by cultural factors will feel the presence of a glass ceiling in their organization. In society, stereotypes emerge to think that it is better for women to be at home than to work in a company, it is enough for women to be tasked at home as wives and mothers who manage the household. The stronger the cultural factor barrier the stronger glass ceiling will be. It shows that cultural factors have a significant positive effect on glass ceiling perception.

6.5 Glass Ceiling Perception Has A Significant Negative Effect On Woman Career Advancement

The existence of a glass ceiling is felt when qualified people stop to move into a higher position in the organizational hierarchy because of discrimination, prejudice, racism, and sexism (Jauhar & Lau, 2018)[13]. With the glass ceiling in place, women feel like they have reached a point where they cannot advance further for their careers despite a clear promotion path. Furthermore, Jauhar & Lau (2018)[13] explains that the glass ceiling has an influence on women's career advancement. (Lathabhavan & Balasubramanian, 2017)[23] states that women have less opportunity to advance their careers than men because they are faced with several obstacles called the glass ceiling. Glass ceiling refers to the invisible barriers that hinder women's career advancement (Bowling, 2006)[29]. The stronger the glass ceiling is felt, the more difficult it will be for women to advance their careers. This shows that glass ceiling perception has a significant negative effect on woman career advancement.

7 CONCLUSIONS

The results of this study can be concluded as follows: 1) Family factor has no effect on glass ceiling perception. How strong and weak of the family factor does not affect the perceived glass ceiling perceptions. 2) Individual factor has a significant positive effect on glass ceiling perception. Stronger individual factors mean stronger individual barriers lead to stronger glass ceiling perception. 3) Organizational factors have no effect on glass ceiling perception. The strength of the resistance factor from the organization does not affect the perceived

glass ceiling perceptions. 4) Cultural factors have a significant positive effect on glass ceiling perception. The stronger the cultural factor barrier, the stronger the glass ceiling perception is. 5) Glass ceiling perception has a significant negative effect on woman career advancement. The stronger the perception of the glass ceiling is felt, the more difficult it will be for women to advance their careers. While suggestions are taken based on the results of the study as an effort to advance women's careers, and suggestions are also aimed at further research, including: a) in non-profit organizations such as academics, the strongest obstacle factor affecting the perception of the glass ceiling is the cultural factor. Javanese culture is very thick with the term woman as "friend in the back". With more and more women achieving and occupying higher positions, the stigma will slowly disappear. b) For future research, it can expand the area of the study or change the research site, not only focusing on the teaching profession alone. c) Future study can add social capital variables both internally and externally to see their effect on the perceptions of the glass ceiling and career advancement of women. d) Further study can use qualitative methods to deepen the issues through key informants.

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