GLASS CEILING PHENOMENON AND WOMEN CAREER ADVANCEMENT: THE NIGERIAN PERSPECTIVE

Anietie Peter Akpan[1*], Joseph Fidelis Jonah[2],

Ekpema Aniekan Abasiattai[3], and Idongesit Essien Udo[4]

[1,2,4]Department of Business Management, University of Uyo, Nigeria.

[3]Department of Pharmacy, University of Uyo Teaching Hospital, Nigeria.

[*]Corresponding Author's Email: anietiepakpan@yahoo.com

ABSTRACT: *In recent years, the number of trained and qualified women in the labour market globally has steadily increased. However, despite this increase, the proportion of women in decision-making and leadership positions in organisations is still small. This observation echoes the glass ceiling phenomenon, a metaphor for invisible but prevalent barriers that impede women career advancement in organisations. While the glass ceiling phenomenon has generated research interest, several scholars argue that theoretical models have not adequately portrayed its implications on women career advancement. As such, this study is designed to examine the effect of the glass ceiling phenomenon on women career advancement in organisations. Six hundred female employees from mid-level management and above were surveyed for this study. It was found that the glass ceiling phenomenon has a significant negative effect on women career advancement in organisations.*

KEYWORDS: Glass Ceiling, Personal Barriers, Societal Barriers, Organisational Barriers, Career Advancement.

INTRODUCTION

In organisations, the most important element that makes the difference between organizations and creates competitive superiority is the human resource. The human resource at the disposal of the organization aids in the attainment of organizational goals and objectives irrespective of gender. However, across the world, there are major gender disparities in the workplace. Women are most often under-represented at higher levels of the corporate ladder (Khwela *et al.*, 2020; Finseraas *et al.*, 2016) even when women's participation in global workforce composition has increased manifold (Kiaye & Singh, 2013). Indeed, despite the current enthusiasm for diversity in companies and legislation for equal opportunities for both women and men, the numbers have not changed much in the last decade. Women encounter difficulties in the workplace as per advancement and they remain largely in the minority in decision-making positions. This inequality illustrates the metaphor of the glass ceiling.

The term glass ceiling was coined prior to the 1984 article by two women at Hewlett Packard in 1979, Katherine Lawrence and Marianne Schreiber, to describe how while on the surface, there seemed to be a clear path of promotion, but in actuality women seemed to hit a point beyond which they seemed unable to progress. It refers to imperceptible or unnoticeable restrictions that prevent women from moving up the corporate ladder to senior positions (Pepple *et al.*, 2024). Glass ceiling is a metaphor that describes invisible but prevalent barriers limiting the progress of minority groups and women within workplaces (Babic & Hansez, 2021). It points to the existence of unacknowledged limiting barriers preventing the upward advancement of women along organisations' hierarchy to management/decision making positions. (Songini & Gllan, 2019). These barriers are personal, societal and organizational in nature. Personal barriers are inherent in the individual, societal barriers are caused by the society through social devolution, while organizational barriers are implicit practices in the organization entrenched majorly through organizational culture. These three barriers constitute the glass ceiling phenomenon that impinges on women career advancement.

In recent years, the number of women in the labour market globally has steadily increased. This influx of women marks a change in mentality, giving rise to legal provisions and policies intended to guarantee them equal opportunities with men and facilitate the balance between family life and work life. However, despite these initiatives and the increasing number of qualified and trained women, it is clear that the glass ceiling phenomenon has persisted in organisations as women are still largely underrepresented in the decision-making process in all sectors. While many scholars have taken interest in the glass ceiling phenomenon, theoretical models have made little attempt to develop an understanding of the glass ceiling and its implications on women career advancement in organisations. This study is designed to fill this gap by examining the effect of the glass ceiling phenomenon on women career advancement in tertiary educational institutions in Nigeria. Drawing from foregoing, the following hypotheses were formulated for this study:

H1: Glass ceiling phenomenon has a significant effect on women career advancement

H1a: Personal barriers have a significant effect on women career advancement

H1b: Societal barriers have a significant effect on women career advancement

H1c: Organisational barriers have a significant effect on women career advancement.

REVIEW OF RELATED LITERATURE

The Glass Ceiling

The history of the term 'glass ceiling' can be traced to Merilyn Loden's work experience (Pepple *et al.*, 2024). As a human resources (HR) professional in the telecoms industry, Loden was told that a promotion she had been hoping to achieve would be given to a male colleague because he was the breadwinner of his family and needed more money than she did (BBC, 2017). Loden then used the phrase 'glass ceiling' in 1978 in a panel discussion where the female panellists criticised women for the poor self-image they carry and their limited socialisation efforts (BBC, 2017), specifically in relation to the challenges women face that limit their career-development opportunities. According to Kraft (2022), as cited in (Pepple *et al.*, 2024), Hymowitz and Schellhardt later used the phrase in the mid-1980s in an article in the Wall Street Journal. Since then, Khalid and Aftab (2023) noted that the glass ceiling has continued to attract the attention of scholars and practitioners alike.

The term glass ceiling refers to barriers faced by women who wish to be promoted to higher positions in management and work for this purpose in official workplaces, private sectors, educational institutions or other organizations. It can also be described as invisible and unbreakable barriers that work against women career advancement to higher positions (Sezen, 2008). These barriers are classified into personal barriers, societal barriers and organizational barriers. Their existence is difficult to prove, but they exist nonetheless. These barriers reflect discrimination and unequal differential treatments specifically directed towards women employees which hinder their advancement to decision making positions in their chosen vocation.

Career Advancement

Career advancement is a multifaceted concept that resonates with virtually every professional, regardless of their industry or role. It is more than just climbing the corporate ladder. Career advancement is the process through which an individual makes significant progress in their career (Raymond & Azeez, 2023). It is a holistic concept that encompasses not just vertical advancement in an organizational chart but also horizontal advancement and the expansion of one's skills, knowledge, and influence. According to Dumfries and Simpson (2024), while vertical advancement, which is the most recognized form of career advancement, is where an individual moves up to higher levels of authority, responsibility, and compensation within their organization or field, horizontal advancement is "growing sideways" which might involve switching to a different department, role, or industry to broaden one's experience, develop new skills, or reignite passion for work. Dumfries and Simpson (2024) explained that advancing one's career is not confined to job titles or roles. It also includes the acquisition of new skills, knowledge, and competencies that enhance one's value to current and future employers.

Personal Barriers and Women Career Advancement

Personal barriers are the internal factors that prevent an individual from growth. Within the context of this study, personal barriers include lack of self-esteem, challenge aversion, and disparate treatment that serve as a hindrance to the career development of women in corporate organizations (Sharma & Kaur, 2019). These barriers tend to create obstacles that prevent women from developing strong self-esteem and confidence that are needed to help the progress of their careers. In some situations, women face the challenge of aversion, which discourages

them from making the necessary efforts to advance in their career (Watanabe & Kwarteng, 2024).

According to Liu et al. (2020), a person's personality consists of his actions towards others, along with his attitude, attributes, and thinking. Costa and McCrae's Five Factor Model, introduced in 1992, illustrates how a person's personality and numerous other behaviours are related. Comparatively, some women are found to lack basic traits and skills like ambition and confidence, which has made it difficult for them to go up the career ladder unlike men who displayed more assertive and influential behaviour in leadership roles (Dowling, 2017). According to earlier research, ambition is a reliable predictor of management promotion for both men and women (Triana et al., 2021). Self-confidence is acquired via social and professional experiences, and it plays a significant role in determining a person's desire for career advancement (Buser, 2016; Datta & Agarwal, 2017).

Societal Barriers and Women Career Advancement

Societal barriers can influence the upward movement of women to management positions in organisations. These barriers refer to factors in a person's environment that can impede the advancement of women's career (Sharma & Kaur, 2019). Societal barriers describe issues that relate to family priorities and responsibilities, work-family conflict, gender stereotypes, among others (Watanabe & Kwarteng, 2024).

Societal expectations dictate that women prioritize family responsibilities over career advancement, reinforcing the notion that they are less committed or capable of assuming leadership positions. As a result, women often face scrutiny regarding their ability to balance work and family obligations, further impeding their professional growth (Chanda, 2024). Furthermore, gendered biases influence hiring and promotion decisions within organizations. Studies have shown that unconscious biases favouring men over women persist in recruitment processes, with hiring managers often gravitating towards candidates who fit traditional gender norms. Similarly, women may be overlooked for promotions due to perceived lack of leadership potential or cultural fit, perpetuating the underrepresentation of women in senior management roles.

Previous studies have demonstrated that family obligations significantly affect women's job development in top management (Datta & Agarwal, 2017; Khalid & Aftab, 2023; Watanabe & Kwarteng, 2024). The majority of people believe that males should be the breadwinners while women should be the homemakers or mothers. People believe that women are more suited to play loving and caring roles like parenthood than management roles like decision-makers (Kongsomrarn et al., 2022). As women are still primarily responsible for caring for children and doing housework, their capacity to pursue a career route is limited, and family commitment has become one of the obstacles to women's career advancement (Da Silva et al., 2022). Socially, the men are seen as the primary breadwinner for the family and the better candidate for top management position. This is because the men have less responsibilities to the family compared to women, and they can concentrate on acquiring the necessary professional skills and meeting the requirements of senior management positions (Mkhatshwa & Genc, 2022). Many studies have been carried out on this subject matter with mixed findings. While on one hand, some studies indicate that women may also have a harder time juggling their work aspirations with their family obligations as a result of long hours and frequent relocations which are typical requirements for success in top management positions (Mkhatshwa & Genc, 2022),

on the other hand, some other studies discovered that family was not a hindrance to married women managers' careers but rather a source of incentive (Eghlidi & Karimi, 2020; Hossain, 2020; Wolfgram et al., 2020).

Organizational Barriers and Women Career Advancement

Organizational barriers are implicit biases found within the organisational structures and cultures and encompass issues such as a negative work environment, gender discrimination, and biased corporate policies (Sharma & Kaur, 2019). According to Ramos et al. (2022), every organisational barrier against women is rooted in organisational culture and it plays a pivotal role in shaping the professional landscape for women, particularly in their advancement to leadership positions in their careers.

One significant impact of organizational culture on women's advancement in top management is the presence of gender biases and stereotypes (Thakrar, 2018). In cultures where traditional gender roles are reinforced, women may face subtle or overt discrimination, such as being overlooked for promotions or being assigned less-challenging tasks. These biases can hinder their career advancement and perpetuate the glass ceiling phenomenon. Moreover, organizational cultures that prioritize long hours and a "workaholic" mentality can disproportionately affect women, especially those with caregiving responsibilities. This can create a barrier to their advancement as they may struggle to balance work and family commitments, leading to feelings of guilt or being undervalued. Additionally, organizational cultures shaped by male-dominated leadership perpetuate gender inequalities. Male-centric environments may inadvertently marginalize women, excluding them from informal networks and decision-making processes essential for career advancement. As a result, women may face isolation and limited opportunities for mentorship or sponsorship, hindering their ability to progress within the organization.

Conversely, an organisational culture that values work-life balance and flexibility can benefit women by enabling them to manage their professional and personal responsibilities more effectively. Policies such as flexible working hours, telecommuting options, and parental leave can support women in advancing their careers without sacrificing their personal lives. Leadership styles within an organization also influence women's advancement. Cultures that value collaborative and inclusive leadership tend to be more supportive of women leaders, as these styles align with qualities often associated with female leadership. On the other hand, cultures that emphasize hierarchical and authoritarian leadership may create barriers for women who prefer a more participatory approach. Additionally, Schachter (2017) said that the presence of female role models and mentors within an organization can significantly impact women's advancement in leadership. Cultures that actively promote mentorship and sponsorship programs for women provide valuable support networks and opportunities for skill development, helping to break down barriers and empower aspiring female leaders.

Theoretical Review

The study is anchored on social role theory. The social role theory originated as an effort to understand the causes of sex differences and similarities used by societies and in the organizational settings to determine who should perform what kind of role and vice-versa (Eagly & Karau, 2002). According to the theory, men and women are assumed to possess certain qualities that ideally predispose them to the different roles they perform and the different positions they occupy. The main argument of the theory is that societal stereotypes about gender over time become the norm and behaviours that are institutionalized in organizations and that are then used to determine roles among male and females (Eagly & Carly, 2007). Also, Eagly and Karau (2002) argued that these norms of behavioural predispositions over time tend to be considered desirable and accepted for each gender, which eventually form stereotypes that become the basis for typical social and organisational roles assigned to men and women. Furthermore, Eagly and Carly (2007) argued that these stereotypes form the basis of most organizational policies which are enacted by the men dominated top management, which by its very nature is skewed in favour of the male gender at the expense of the female gender.

Drawing from the social role theory, Bentley and Fred (2023) opined that since organisational roles are developed from consensual beliefs within society about the attributes of women and men that are based solely on gender but not competence, this affects women's self-esteem and confidence, thereby causing self-doubt and engendering other internal factors that form personal barriers. The implication is that men are seen as fit for leadership roles in organisations while women are seen to be unfit for such roles, leading to prejudice and discrimination against women who seek to advance their careers and acquire high positions in the organization (Fyall & Gazley, 2015; Schneider & Bos, 2019).

METHODOLOGY

The study was conducted in three federal public universities located in the Niger Delta region of Nigeria. The study population comprised all female employees from mid-level management and above, at the three universities. From the population, a sample size of 600 (i.e., 200 per university) respondents was randomly selected for this study.

The glass ceiling phenomenon was measured using the three main dimensions, namely personal barriers, societal barriers and organisational barriers. Items that make up the scales were: personal barriers – educational background, self-perception, self-confidence, and work-life balance; societal barriers – cultural norms, gender stereotypes, societal attitudes toward working women and work-family conflict; and organisational barriers – unfair/discriminatory corporate policies, biased recruitment/promotion practices, and unequal opportunities. The scale to measure glass ceiling was adapted from Latifi and Karimi (2015) and Chanda (2024). Women career advancement was measured using vertical advancement, horizontal advancement and skills/knowledge expansion. The scale to measure career advancement was adapted from Verma (2020). The adapted instrument, which was scored using the 5-point Likert scale, was subjected to face and content validity, then trial-tested through a pilot study. The pilot study helped in fine-tuning the items in the questionnaire and enhanced the validation process. Cronbach Alpha reliability statistics was adopted to test the reliability of the instrument. The instrument was adjudged reliable with a reliability coefficient of 0.71. The

validated instrument was administered to the selected 600 respondents out of which 478 completed and returned the copies of the questionnaire. Data collected were analysed using mean, Pearson's product moment correlation and hierarchical multiple regression analysis**. Participation in this study was voluntary.

Data Presentation and Interpretation

As stated earlier, the respondents for this study were 478 female employees of three public universities. Demographic data collected from the respondents indicates that the average age of the respondents was approximately 46 years, and the average duration spent with the organisation was approximately 11 years. To facilitate data analysis, women career advancement was decomposed into vertical advancement, horizontal advancement and skills and knowledge expansion.

Table 1: Pearson product correlation matrix. N = 478

S/N	Variables	1	2	3	4	5	6
1	PersBar	1					
2	SocBar	0.192	1				
3	OrgBar	0.285	0.225	1			
4	VertAdv	-0.423	-0.303	-0.389	1		
5	HorAdv	-0.272	-0.237	-0.302	0.116	1	
6	SkillExp	-0.310	0.112	-0.367	0.141	0.165	1

PersBar = Personal barriers; SocBar = Societal barriers; OrgBar = Organisational barriers; VertAdv = Vertical advancement; HorAdv = Horizontal advancement; and SkillExp = Skills/knowledge expansion.

Source: *Data analysis, 2024*

Table 1 displays the correlation matrix for the variables of glass ceiling and women career advancement. The results show that all glass ceiling variables have a significant but negative relationship with all the variables of women career advancement except the relationship between societal barriers and skill/knowledge expansion. Except for the societal barriers-skill/knowledge expansion relationship, these results provide statistical evidence of an inverse relationship between the studied glass ceiling phenomenon and women career advancement. This implies that the less the barriers as a result of the glass ceiling, the more women will be able to advance to top managerial positions in organisations.

Table 2: Hierarchical multiple regression analysis predicting women career advancement

Indep. Variables	Dependent Variables				Remark
	Women Career Advancement	**Vertical Advancement**	**Horizontal Advancement**	**Skills Expansion**	
PersBar	-0.287**	-0.311**	-0.162**	-0.254**	H1a Supported
SocBar	-0.249**	-0.231**	-0.113**	0.007	H1b Supported

OrgBar	-0.373**	-0.297**	-0.171**	-0.271**	H1c Supported
α	1.713	0.821	1.471	.901	
F-value	7.931**	5.118**	5.856**	6.111**	
R^2	0.264	0.316	0.196	0.162	
Adj. R^2	0.258	0.240	0.179	0.195	
N	478	478	478	478	

*Note: ** value is significant at $p < 0.05$. Standardised regression coefficients are reported*

Source: Data analysis, 2024

Table 2 shows the hierarchical multiple regression analysis predicting women career advancement. In general, the results provide some support for the hypotheses of the study. The overall fit of the regression model is good with an F-value of 7.931 which is significant at 0.05 level of significance. This implies that this model accurately depicts the relationships between the dependent and predictor variables and that the glass ceiling variables under study have a significant effect on women career advancement in organisations. Therefore, hypothesis H1 is upheld.

Also, the results from Table 2 indicate that the glass ceiling model has an adjusted coefficient of determination (adjusted R^2) value of 0.264. This value denotes a significant relationship between the predictor variables (glass ceiling) and women career advancement, and implies that the fitted model and its predictor variables explain approximately 26.4 percent of the variance in women career advancement. Collectively, the three dimensions of glass ceiling explained a significant amount of variance (25.8%) in women career advancement. Specifically, the amount of additional variance explained was 24% in the equation predicting the extent of effect of glass ceiling on vertical career advancement of women in organisations, 17.9% in the equation predicting women horizontal career advancement, and 19.5% in the equation predicting women career skills/knowledge expansion. Therefore, hypotheses H1a, H1b and H1c are accepted.

DISCUSSION OF FINDINGS

The objective of this study was to examine the effect of the glass ceiling phenomenon on women career advancement in tertiary educational institutions in Nigeria. The variable "glass ceiling" was studied using the dimensions of personal barriers, societal barriers and organisational barriers. Drawing from the objective, it was hypothesised that: glass ceiling phenomenon (personal barriers, societal barriers and organisational barriers) has a significant effect on women career advancement in organisations. The pattern of results obtained here supports the general idea that the glass ceiling phenomenon affects women's career advancement negatively. Specifically, the three dimensions of the glass ceiling have significant but negative effects on all three dimensions of women career advancement, except for the societal barriers dimension on women skills/knowledge expansion. Thus, consistent with the social role theory and the premises of Dollija *et al*. (2018), Frederick and Peters (2022) and Watanabe and Kwarteng (2024), this finding suggests an inverse relationship between the variables of glass ceiling and women career advancement and implies that the more the dimensions of glass ceiling under study persist in organisations, the less the opportunities for

women career advancement in such organisations. Frederick and Peters (2022) particularly opined that organisational barriers like unfair/discriminatory corporate policies and biased recruitment/promotion practices hinder the advancement of women along the corporate ladder. They explained that these organisational barriers are entrenched in organisational cultures that encourage a persistent stereotypical view of women as more communal with more feminine ways of managing compared to men, who are described as more competitive and business oriented. Corroborating the views of Frederick and Peters (2022), Kevin and Kevin (2023) explained that personal barriers dimension of the glass ceiling is as a result of self-doubt caused by prevailing social and cultural norms such as stereotyping which prescribe roles to men and women based on gender but not competence. They opined that these social and cultural norms affect women self-esteem and level of confidence setting in motion other internal factors that bring about the manifestation of the studied personal barriers.

Also, a closer look at Table 1 indicates that the cluster of glass ceiling dimensions have more significant but negative r-values for vertical advancement compared to horizontal advancement and skills/knowledge expansion. This suggests that of the three forms of women career advancement, it is vertical advancement that is affected the most by the glass ceiling phenomenon. This finding corroborates the finding of Kevin and Kevin (2023) who similarly found that the glass ceiling affects women vertical advancement in organisations the most. According to Kevin and Kevin (2023),this finding emphasises the negative effect of glass ceiling on women vertical career advancement. This finding is in agreement with the findings of Hosain (2020) and Dumfries and Fred (2024) who found that the personal barriers, societal barriers and organisational barriers dimensions of the glass ceiling more adversely affect upward mobility and promotion of women in the organisations.

CONCLUSION AND MANAGERIAL IMPLICATIONS

This study examined the effect of the glass ceiling phenomenon on women career advancement in organisations with particular reference to the Nigerian tertiary educational institutions. From the findings of the study, the three dimensions of the glass ceiling under study (i.e., personal barriers, societal barriers and organisational barriers) have a significant negative effect on women career advancement. As such, we conclude that the glass ceiling phenomenon has a significant negative effect on women career advancement in organisations.

Drawing from the findings, this study supports the idea that personal barriers, societal barriers and organisational barriers have a significant negative effect on women career advancement in organisations. This implies that the more management of organisations eliminates these barriers, the more women will advance in their career. As such, managers should intentionally look to eliminate these barriers by making corporate policies that will encourage equality and inclusiveness. Men and women should be exposed to equal opportunities in terms of training, acquisition and/or upgrading of skills. A job environment that is built on equality among employees irrespective of gender will breed healthy competition and eliminate such personal barriers as low self-esteem and challenge aversion by equipping women employees with appropriate knowledge, skills and/or tools to take up challenges at work that will enhance their self esteem. Also, a cultural re-orientation should be considered, both at the national and organisational levels. This should be geared towards positively changing the societal perception of the role of women, the elimination of gender stereotypes and the encouragement

of gender equality both in the society and the workplace. Furthermore, organisations should work at building an organisational culture that is devoid of biases against women. They should encourage human resource policies that afford women visibility by supporting women career advancement in the same way that they support men. This can be done through hiring more women for high-level management roles, assigning them to key developmental roles, and providing them with the opportunity to advance their skills and competencies so they may more easily ascend the hierarchy.

REFERENCES

Babic, A., and Hansez, I. (2021). The glass ceiling for women managers: antecedents and consequences for work-family interface and well-being at work. *Frontiers in psychology*,*12*, 618250.

BBC News. (2017, December 13). 100 women: Why I invented the glass ceiling phrase. *BBC News*. https://www.bbc.co.uk/news/world-42026266. Accessed on the 15th of July, 2023

Bentley, T. O. and Fred, F. (2023). Cultural diversity in top management teams: Review and agenda for future research. *Journal of Business and Finance*, 21(2), 317 - 331.

Buser, T. (2016). The impact of losing in a competition on the willingness to seek further challenges. *Management Science*, *62*(12), 3439–3449. https://doi.org/10.1287/mnsc.2015.2321

Chanda C. T. (2024). Cultural factors contributing to gender-based violence in Zambian Societies. *World Journal of Advanced Research and Reviews*, 22(2):123-138. Available:https://wjarr.com/, https//:doi.org:10.30574/wjarr.2024.22.2.1368.

Da Silva, J. C., Ferreira, M. C., & Martins, L. F. (2022). AScale of Barriers and Facilitators of Female Leadership: Construction and Evidence of Validity. *Trends in Psychology*, *2*(3), 1–22.

Datta, S., & Agarwal, U. A. (2017). Factors effecting career advancement of Indian women managers. *South Asian Journal of Business Studies*, *6*(3), 314–336. https://doi.org/10.1108/SAJBS-07-2016-0062

Dollija, E., Theodhori, O., & Çollaku, M. (2018). An empirical analysis of the barriers faced by women managers in Albanian banking sector. *International Journal of Economics, Commerce and Management*, *6*(2), 18–27.

Dowling, S. K. (2017). The Glass Ceiling Phenomenon and Organizational Justice. *Journal of Management and Economics*, *4*(3), 37–54.

Dumfries, E, A. and Simpson, G. R. (2024). Women vertical progression and organizational justice. International *Journal of Psychology*, *4*(3), 21–43.

Eagly, A. H., & Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. *Psychological Review, 109*(3), 573. https://doi.org/10.1037/0033- 295X.109.3.573

Eagly, H. & Carly, L. L. (2007). Through the Labyrinth: The truth how women become leaders. Cambridge, MA: Harvard Business School Press.

Eghlidi, F. F., & Karimi, F. (2020). The Relationship between dimensions of glass ceiling and organizational commitment of women employees. *International Journal of Human Capital in Urban Management*, *5*(1), 27–34.

Finseraas, H., Johnsen, Å.A., Kotsadam, A. & Torsvik, G. (2016). Exposure to female colleagues breaks the glass ceiling—Evidence from a combined vignette and field experiment. *European Economic Review* 90, pp. 363-374.

Frederick, R. T, and Peters, D. I. (2022). Women's Promotion to Management and Unfairness Perceptions—A Challenge to the Social Sustainability of the Organizations and Beyond. Journal of Organisational *Sustainability*, *11*(4), 329–341.

Fyall, R., & Gazley, B. (2015). Applying social role theory to gender and volunteering in professional associations. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, *26*(1), 288–314. https://doi.org/10.1007/s11266-013-9430-1

Hossain, T. (2020). Effects of glass ceiling on female executives 'career advancement: an empirical study on employees of Bangladeshi private organization. *Journal of Green Business School*, *3*(01), 14–31.

Kevin, E. and Kevin, N. (2023). Gender stereotype and glass ceiling in organisation., *Journal of Psychological Review*. 13(1) 1 - 16.

Khalid, K., & Aftab, S. (2023). Women's glass-ceiling beliefs and their perceived career progression: A tale of two countries. *Economic Research-Ekonomska Istraživanja, 36*(3), 2188914. https://doi.org/10.1080 /1331677X.2023.2188914

Khwela, B.C., Derera, E. and Kubheka, Z. (2020). Women in leadership and the glass ceiling effect: a comparative study of the private and public sectors in KwaZulu-Natal, South Africa. *International journal of social sciences and humanity studies, 12(2), ISSN: 1309-8063 (Online)*

Kiaye, R.E. & Singh, A.M. (2013). The glass ceiling: a perspective of women working in Durban. *Gender in Management: An International Journal*, 28(1), pp. 28-42.

Kongsomrarn, M., Dennis, S., and Sanders, F. (2020). Gender discrimination, injustice, and deviant behavior among hotel employees: role of organizational attachment. *Journal of Quality Assurance in Hospitality and Tourism*, *21*(1), 78–104.

Latifi, S. and Karimi, F., (2015). The relationship between glass ceiling with empowerment of women employees of Islamic Azad University Isfahan (Khorasgan) Branch, Master's Degree in Educational Management Faculty Educational Sciences and Psychology of Islamic Azad University Isfahan (Khorasgan) Branch. (In Persian).

Liu, T., Shen, H., & Gao, J. (2020). Women's career advancement in hotels: the mediating role of organizational commitment. *International Journal of Contemporary Hospitality Management*, *32*(8), 2543–2561. https://doi.org/10.1108/IJCHM-12-2019-1030

Mkhatshwa, T., & Genc, B. (2022). Women's representation in senior and executive management positions in a South African coal mine: Acase study. *Resources Policy*, *79*, 102957. https://doi.org/10.1016/j.resourpol.2022.102957

Pepple, Dennis G.; Oseghale, Raphael Oriaghe; Nmecha, Elly; Nwagu, Joyce (2024) : Glass ceiling in the Nigerian banking sector: Evidence from senior male and female employees, Contemporary Economics, ISSN 2300-8814, University of Finance and Management in Warsaw, Faculty of Management and Finance, Warsaw, Vol. 18, Iss. 1, pp. 101-117, https://doi.org/10.5709/ce.1897-9254.528

Ramos, A., Latorre, F., Tomás, I., & Ramos, J. (2022). Women's Promotion to Management and Unfairness Perceptions—AChallenge to the Social Sustainability of the Organizations and Beyond. *Sustainability*, *14*(2), 788–801. https://doi.org/10.3390/su14020788

Raymond, D. A. and Azeez, M. (2023). Gender discrimination and perceived fairness: A comparative Analysis. *Journal of Contemporary Management Review*, *27*(4), 112–125.

Schachter H. (2017). Women in public administration: Giving gender a place in education for leadership. *Administration and Society*.;49(1):143–158

Schneider, M. C., & Bos, A. L. (2019). The application of social role theory to the study of gender in politics. *Political Psychology*, *40*(S1), 173–213. https://doi.org/10.1111/pops.12573

Sezen, J. (2008). Women career advancement and organisational biases. *Journal of Psychological Review*, *9*(4), 12 - 25.

Sharma, S., & Kaur, R. (2019). Glass ceiling for women and its impact on women's career progression in the Indian service sector: the moderating role of family structure. International Journal of Indian Culture and Business Management, 18(2), 235–250. https://doi.org/10.1504/IJIC BM.2019.098025

Songini, C. G. and Gllan, T. (2019). Gender stereotype and women's career advancement. *Journal of Business and Economics,* 3(3), 58 – 76.

Thakrar M. (2018). Developing women leaders in the public sector;. Available:https:// Trainingindustry.com/blog/leadership/developing-women-leaders-in-the-public-sector/>.

Triana, M. D. C., Gu, P., Chapa, O., Richard, O., & Colella, A. (2021). Sixty years of discrimination and diversity research in human resource management: Are view with suggestions for future research directions. *Human Resource Management*, *60*(1), 145–204. https://doi.org/10.1002/hrm.22052

Verma, S. (2020). Examining the New Dimensions of Career Advancement of Women Employees. Global Business Review, 21(3), 869-881. https://doi.org/10.1177/0972150918780757

Watanabe, K. S. and Kwarteng, A. H. (2024). Unveiling the glass ceiling phenomenon and mitigating strategies through organizational justice: a conceptual paper. *Cogent Business & Management*, 11:1, 2331981, DOI: 10.1080/23311975.2024.2331981

Wolfgram, M., Akram, T., & Vivona, B. (2020). On the Intersectional Amplification of Barriers to College Internships: A Comparative Case Study Analysis. *Wisconsin Center for Education Research*, *5*(3), 20–35.