

Perceived Organizational Barriers to Women's Career Advancement in Nepal

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Abstract

The study examines the perceived organizational barriers to women's career advancement in Nepal. Women's career advancement is the dependent variable. The selected independent variables are glass ceiling, mentoring, networking, organizational structure, family barriers, and marital status. Primary data is used to assess the opinions of respondents regarding these organizational barriers on women's career advancement in Nepal. The study is based on primary data collected from 150 respondents. To achieve the purpose of the study, a structured questionnaire is prepared. The correlation and multiple regression models are estimated to test the significance and importance of these barriers on women's career advancement in Nepal.

The study revealed that the glass ceiling negatively impacts women's career advancement in Nepal, indicating that breaking down invisible barriers and providing equal opportunities lead to higher career progression for women. Mentoring positively affects career advancement, suggesting that support and guidance from experienced mentors increase women's career progression. Networking also plays a crucial role, with greater access to professional networks leading to higher career advancement for women. The organizational structure positively impacts career growth, indicating that supportive and inclusive organizational policies enhance women's career progression. Additionally, family barriers and marital status significantly affect women's career advancement, revealing that supportive family environments and flexible marital arrangements correlate with increased career opportunities for women in Nepal.

Keywords: glass ceiling, mentoring, networking, organizational structure, family barriers marital status, women career advancement

1. Introduction

Career advancement is usually conceived as promotions in management ranks and attainment of higher management levels and pays (Miner *et al.*, 1991). Similarly, Tower and Alkadry (2008) referred career development as the total constellation of psychological, sociological, educational, physical, economic, and chance factors that combine to influence the career for any given individual over life span. According to Herr (2001), career development as the interventions and practices that are used to enhance person's career development or enable that person to make more effective career decision. Likewise, Bal *et al.* (2013) career advancement means achieving a top position for a particular company through a series of stages, in other words, it could mean attaining experience in several fields to be able to develop their career. Career advancement is defined as a journey that takes place over the course of a person's work life. Networking and relationship are perceived as useful tools at all stages for achieving career success especially moving towards top management positions (Socratous, 2018). Glass ceiling (GC) is a phenomenon that portrays the relative disadvantage regarding career opportunities for women, revealing dilemmas that women experience when reaching advance stage of their career (Jasielska, 2014).

According to Enid and Singh (2013), participation of women is growing in professions, accompanying with males. There was a critical concern about underrepresentation of women

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in decision - making positions in almost all the countries in the world (Helfat *et al.*, 2006). Similarly, Meyerson and Fletcher (2000) stated that women in high business positions are still rare. According to Islam and Jantan (2017), women have come from the front door of the managerial position of the organization and after they face some invisible barriers which the reasoning for their career advancement. Likewise, Morrison and Von Glinow (1980) stated that glass ceiling is to unseen barriers or obstructions that create steeplechases for women and other minorities from growing to the top-level leadership positions. Family structure creates a large impact on women's success in career life and responsibilities of their children and home increase their stress level. (Polachek, 1981). Similarly, Edirisinghe and Thalgaspitiya (2016) stated that there is a seriously high positive correlation between the individual barrier and the glass ceiling effect. Moreover, Jayathilaka (2016) stated that cultural, situational and personal factors have affected the problem of female career advancement and there is still a need to the motivation for equal representation of women in executive management positions in both public and private sector.

Women are frequently considered to be appropriate for household tasks such as child caring, nurturing and household management (Miller *et al.*, 1992). Likewise, Bielby and Baron (1986) stated that work distribution, career opportunities, workforce participation, recruitment process and occupational luxuries are the major areas in which the female employees are discriminated in the private sector organizations. Gender stereotyping can affect women, and they tend to retain their stereotypical views (Crites *et al.*, 2015). Similarly, Schuh *et al.* (2014) defined that stereotypes and biasness can affect women's self-confidence and how they see themselves. Some organizations are biased against appointing women as managers and leaders (Eagly and Karau, 2002). One of the reasons for the low self-confidence is that women rarely see other women holding high positions in organizations (Beaman *et al.*, 2012). Preference for family and work-life balance is another factor that sometimes inhibits career growth. Some women resign from high positions to devote themselves to their families and children (Bertrand *et al.*, 2010). Moreover, Crompton and Lyonette (2011) revealed that gender discrimination is an ongoing issue, but the main barrier to career growth was that women still prefer domestic responsibilities and caring for children. Furthermore, Jogulu (2011) stated that unequal career advancement of women was due to the thoughts of the more senior male colleagues who most normally make decisions in an organization, such as: recruitment, selection, strategic planning and promotion outcomes, rather than any differences in the ability between male and female managers.

According to Woolley *et al.* (2010), gender-diverse teams performed better than homogenous ones across a large number of different tasks. Similarly, Brown *et al.* (2002) said that although women are discriminated in every job attainment and career progression, pregnant women especially become the victims of this discrimination. Men make rules, like other dominant groups, that will preserve their privileges (Reskin, 1999). Likewise, Hossain and Kusakabe (2005) found that recruitment process is a major barrier identified by technical women in entry of construction industry. Another rationale is that existing top management positions are held by men who tend to promote other men who are similar to themselves (Van-Vianen and Fischer, 2002). According to Tharenou *et al.* (1994), even though training and development increased managerial advancement, it is most favorable to men as compared to women. Furthermore, Jamali *et al.* (2006) found that more middle women managers agree that they have fewer opportunities for professional development than men in their organizations.

Gender equality focused to enable women and men to compete as equal in the workplace and the labor market and to create equal opportunities by eliminating structural barriers to women's success (Calas and Smircich, 2006). Glass ceiling and sticky floor is a great barrier for women. There are individual, institutional and societal obstacles to women seeking top educational management and leadership position (Amondi, 2011). Similarly, Strout (2001) stated that many countries will simply not deal with a woman executive because of their beliefs and perceptions that women are incapable of doing business effectively. Likewise, Zajas (1995) stated that to enhance career advancement opportunities, one needs to join a support group to be able to listen to others and develop empathy and other key interpersonal relationships. Moreover, Elamin and Omair (2010) defined that the cultures of local companies promote gender stereotypes and conservative interpretations of Islam, contributing to the creation of gender-segregated work environments and establishing patriarchal organizational cultures based on gender stereotypes and organizational structures that limit women's professional development. Furthermore, Al-Ahmadi (2011) found that structural challenges, especially those associated with the centralization of decision-making processes and women's lack of authority and empowerment, are the main challenges facing women in the KSA.

Berger *et al.* (2005) found that the women have to countenance diverse predicaments in organizations as compared to male employees and hundreds of millions of people suffer from discrimination in the world of work. The study found that women tend to be overlooked in many talent management initiatives due to their being considered as not having the capacity or that they may not be worth investing in because they may leave their job for family or even thought of as being not interested in those activities (Schein, 2007). Likewise, Schein (1996) found that when a woman employee prefers to collaborate with a male boss rather than a female boss, it supports the continuity of think managers, think male syndrome. Similarly, Granleese (2004) found that there are miscellaneous types of occupational pressures for the organizational employees because private sector banks are also making discrimination among the male and female workers. Moreover, Ng and Pine (2003) found that career success for both men and women was attributed to having an individual working attitude, effective communication skills and problem-solving skills. Furthermore, the study revealed that personal characteristics of patience, sincerity, honesty, consensus, persistence, flexibility and a willingness to learn were mentioned as necessary attributes linked to career success (van der Boon, 2003).

Tharenou *et al.* (1994) found that women advanced more slowly in organizations than men. The study found that women are often less keen and have less time to take part in informal networking while men spent more time networking than women after working hours (Linehan, 2001). Likewise, the study revealed that women are taking the advantage of flexible work arrangements in order to meet their career goals and manage the complexity of other duties (Shapiro *et al.*, 2007). Moreover, Kargwell (2008) found that women received little support from their organizations to help them to carry out their responsibilities. Furthermore, Broadbridge (2008) found that most of the organizations are not willing to provide any facilities to assist women carry out the dual role including taking care of children and work at the office. Corby (1995) found that men tend to be promoted faster than women, even in organizations in which women dominate numerically and in which men are relative newcomers. Moreover, Cross and Linehan (2006) found that promotional policies have a significant negative impact on the advancement of women to the senior management

positions.

In the context of Nepal, the study showed that individual, organizational and societal structure have significant influence on career progress of women workers (Adhikary, 2016). However, Acharya and Padmavathy (2018) found that organizational initiatives are necessary to help employees achieve a better work life balance. According to Rana (2007), women have been found in low level positions and service-related activities. Maharjan (2020) found that there is a negative impact of socio-cultural and organizational factors on women's career development. Lama (2019) showed that among glass ceiling's factors most influencing factor is societal barrier. Maharjan (2021) found that there is only a significant association of age group and perception of female teachers in the issue of women's career success but there is no significant association in the issues of individual factor, organizational factor and socio-cultural factor.

Adhikary (2016) stated that marriage during their career and lack of job exposures are factors that hindrance their career development. The glass ceiling makes it difficult for women to advance in their careers and hinders them from working in male-dominated or regulated environments (Tiwari *et al.*, 2019). Similarly, Shahi *et al.* (2022) found that Nepalese society-built gender role norms stop them from receiving equal opportunities for leadership in academia, as the patriarchal social system associates.

The above discussion shows that empirical evidences vary greatly across the studies on the perceived organizational barriers to women's career advancement. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the perceived organizational barriers to women's career advancement in Nepal. Specifically, it examines the relationship of glass ceiling, mentoring, networking, organizational structure, family barriers and marital status on women career advancement for women in Nepal.

The remainder of this study is organized as follows. Section two describes the sample, data and methodology. Section three presents the empirical results and the final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data. The data were gathered from 141 respondents through questionnaire. The respondents' views were collected on glass ceiling, mentoring, networking, organizational structure, family barriers, marital status and women's career advancement. This study is based on descriptive as well as causal comparative research designs.

The model

The model estimated in this study assumes that women career advancement depends upon organizational barriers. The dependent variable selected for the study is women's career advancement. Similarly, the independent variables are glass ceiling, mentoring, networking, organizational structure, family barriers and marital status. Therefore, the model to be estimated in this study is stated as follows:

$$WCA = \beta_0 + \beta_1 GC + \beta_2 M + \beta_3 N + \beta_4 OS + \beta_5 FB + \beta_6 MS$$

Where,

GC=Glass ceiling

M=Mentoring

N=Networking

OS=Organizational structure

FB=Family barriers

MS=Marital status

WCA=Women career advancement

Women's career advancement was measured using a 5-point Likert scale where respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "My organization actively supports the career advancement of women", "There are clear pathways for career progression for women in my workplace" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.838$).

Glass ceiling was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "In my organization, women face significant barriers to reaching senior management positions", "Promotional opportunities in my organization are equally accessible to both men and women" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.705$).

Mentoring was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "My organization provides effective mentoring programs that support women's career advancement", "Women in my organization have access to mentors who can help them navigate their career paths", and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.820$).

Networking was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Networking opportunities are easily accessible for women in my organization, aiding their career advancement", "Women in my organization have access to the same network opportunities as men" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.801$).

Organizational structure was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "The organizational structure in my workplace supports equal career advancement opportunities for both men and women", "The hierarchy in my organization does not impede the career progression of women" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.811$).

Family barriers was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree.

There are 5 items and sample items include “Balancing family responsibilities and work commitments is challenging for women in my organization”, “Family obligations often hinder women’s career advancement in my workplace” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.816$).

Marital status was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Marital status does not affect career advancement opportunities for women in my organization”, “Married women in my workplace face more barriers to career progression than their single counterparts” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.754$).

The following section describes the independent variables used in this study along with hypothesis formulation.

Glass ceiling

According to Galloway (2012), glass ceiling is preventing competent women to build up their career. Bombuwela and De Alwis (2013) found a negative relationship between women career development and glass ceiling. Similarly, Insch *et al.* (2008) found that despite the glass ceiling being invisible; it was able to be a barrier to prevent women from ascending to the highest positions in any organizational hierarchy. Likewise, Lockwood (2004) found that glass ceiling is a conception that most often refers to obstructions faced by females who effort, or desire, to achieve high level positions (as well as high earnings levels) in firms, administration, teaching and nonprofit institutions. According to Galloway (2012), glass ceiling is preventing competent women to build up their career. Moreover, Appelbaum *et al.* (2011) concluded that glass ceiling persists in the present-day organizations and chiefly affect the older women professionals after a ten-year cutoff period in job when promotional aspiration vanishes. Azeez and Priyadarshini (2018) found that there is significant negative impact of glass ceiling factors on women career advancement. Rai and Srivastava (2010) argued that glass ceiling is one of the main obstacles for women career development making them difficult to reach in the higher position. Based on it, this study develops following hypothesis:

H₁: There is a negative relationship between glass ceiling and women career advancement.

Mentoring

According to Ragins and Sundstrom (1989), mentoring relationships have been identified as a significant factor in the career advancement of women, and barriers women face in obtaining such relationships in organizations has been identified. Similarly, Mordi *et al.* (2011) found that career mentoring and coaching is a key impediment to women advancement. Moreover, Ibarra *et al.* (2010) found that while women and men had similar rates of mentorship, having a mentor in 2008 predicted getting promoted by 2010 – but only for men. Furthermore, Maxwell (2009) found that mentoring programs can enhance female Mentees’ career development subsequently contributing to improving the gender balance in management. Lyness and Thompson (2000) found that women receive less mentoring or less effective mentoring than male due to the fact that women have restricted access to potential mentors, mentors being unwilling to enter relationships with them, and concerned that others would disapprove of relationships or misinterpret a mentorship approach as a sexual advance.

Based on it, this study develops following hypothesis:

H₂: There is a positive relationship between mentoring and women career advancement.

Networking

According to Ackah and Heaton (2003), a network of friends, colleagues, and clients can be valuable means to career advancement because it can prove beneficial in getting things done. Similarly, Linehan (2001) found that women are often less keen and have less time to take part in informal networking while men spent more time networking than women after working hours. The study found that women tend to have less influential and less well-developed social networks which are associated with fewer opportunities within their firm and in the external labor market (Forret, 2006). Likewise, Seibert *et al.* (2001) found that quantity and quality of social relationships predict career successes through increase in salary, promotions, and career satisfaction. Based on it, this study develops following hypothesis:

H₃: There is a positive relationship between networking and women career advancement.

Organizational structure

Shapiro *et al.* (2007) found that women are taking the advantage of flexible work arrangements in order to meet their career goals and manage the complexity of other duties. Bajdo and Dickson (2001) found that organizations that maintain cultures that promote gender equity are more likely to have an increasing number of women in management positions. Organization culture is among the factors that are central to promote a supportive work environment (Lobel, 1999). Similarly, Bajdo and Dickson (2001) found that the greatest predictor of the number of women in management position resulted from organizations that focus on the aspect organizational culture relating to gender equity practices. Cross and Linehan (2006) revealed that promotional policies have a significant negative impact on the advancement of women to the senior management positions. Based on it, this study develops following hypothesis:

H₄: There is a positive impact of organizational structure on women career advancement.

Family barriers

Eddy and Cox (2008) found that most women leaders would not consider a job that would require them to move away from their family. Similarly, Subramanian *et al.* (2013) found that family responsibility related barriers hindered women's career development. Likewise, Mayrhofer *et al.* (2008) found family responsibilities to be one important factor influencing the amount of time and energy that a person is able and willing to put to work. The study found that there is a negative relationship between work-family conflict and career leadership development (Javeri and Dariapour, 2008). Moreover, Premamalini and Rani (2017) found that the women from joint families faced more glass ceiling barriers compared to those from the nuclear families because in the joint families, women had more family responsibilities and received less cooperation from other family members that forced them to hamper their career progression either at the entry level or the middle level. Based on it, this study develops following hypothesis:

H₅: There is a negative relationship between family barriers and women career advancement.

Marital status

According to Mavin (2000), marital status has been acknowledged as a significant factor that impacts on a woman's career progression. Rasdi *et al.* (2012) found a negative association between the marital status and the objective career success. Likewise, Buddhapriya (2009) found that as compared to single women, married and single women (either widow or separated) faced more obstacles in their career advancement due to the commitment towards their family responsibilities that greatly affected their work-life challenges as well as their career decisions. Similarly, Kiaye and Singh (2013) concluded that married women faced the problem of mobility and were unwilling to relocate that hindered their career advancement. Moreover, Maimunah (2003) revealed that the marital status affected women's job performance more as compared to men since marriage affects women's career by making it difficult to relocate coupled by the pregnancy matters. Furthermore, Barkhuizen and Pretorius (2005) found that South African professional women were emotionally abused by their partners as a result of their career success. Based on it, the study develops following hypothesis:

H₆: There is a negative relationship between marital status and women career advancement.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with mean and standard deviation has been computed and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

(This table presents Kendall's Tau correlation coefficients between dependent variable and independent variables. The correlation coefficients are based on 141 observations. The dependent variable is WCA (Women career advancement). The independent variables are GC (Glass ceiling), M(Mentoring), N(Networking), OS(Organizational structure), FB(Family barrier) and MS(Marital status).

Variables	Mean	S.D.	WCA	GC	M	N	OS	FB	MS
WCA	3.933	0.683	1						
GC	3.840	0.656	0.432**	1					
M	3.966	0.662	0.597**	0.495**	1				
N	3.987	0.646	0.632**	0.528**	0.680**	1			
OS	3.948	0.662	0.659**	0.569**	0.602**	0.721**	1		
FB	3.894	0.694	0.489**	0.613**	0.494**	0.614**	0.652**	1	
MS	3.837	0.703	0.590**	0.612**	0.505**	0.594**	0.629**	0.627**	1

Note: the asterisk signs (**) and (*) indicate that the result is significant at one percent and five percent level respectively.

Table 1 shows Kendall's Tau correlation coefficients between the variables. The study shows that glass ceiling is negatively correlated to women career advancement. It means that high in glass ceiling leads to low in women career advancement. Likewise, mentoring is positively correlated to women career advancement. It implies that increase

in mentoring leads to increase in women career advancement. Similarly, networking has a positive relationship with women career advancement indicating that increase in networking lead to increase in women career advancement. Furthermore, organizational structure has a positive relationship with women career advancement. It indicates that organizational structure has positive impact on women career advancement. Likewise, family barrier is negatively correlated to the women career advancement indicating that increase in family barriers leads to decrease in women career advancement. Further, marital status is negatively correlated to women career advancement. This reveals that higher the marital status, lower would-be women career advancement.

Regression analysis

Having indicated the Kendall’s Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, it presents the regression results of glass ceiling, mentoring, networking, organizational structure, family barriers, and marital status with women’s career advancement in Nepalese organization.

Table 2

Estimated regression results of glass ceiling, mentoring, networking, organizational structure, family barriers marital status on women career advancement in Nepalese organization

The results are based on 141 observations using linear regression model. The model is $WCA = \beta_0 + \beta_1 GC + \beta_2 M + \beta_3 N + \beta_4 OS + \beta_5 FB + \beta_6 MS$, where the dependent variable is WCA (Women career advancement). The independent variables are GC (Glass ceiling), M(Mentoring), N(Networking), OS (Organizational structure), FB (Family barriers) and MS (Marital status).

Model	Intercept	Regression coefficients of						Adj. R_bar ²	SEE	F-value
		GC	M	N	OS	FB	MS			
1	1.950 (6.533)**	0.517 (6.744)**						0.241	0.595	45.476
2	1.075 (4.264)**		0.721 (11.490)**					0.483	0.491	132.014
3	0.910 (3.608)**			0.758 (12.146)**				0.511	0.478	147.533
4	0.856 (3.735)**				0.779 (13.603)**			0.568	0.449	185.054
5	1.879 (6.740)**					0.528 (7.483)**		0.282	0.579	55.991
6	1.263 (5.627)**						0.696 (12.100)**	0.509	0.478	146.403
7	0.784 (2.817)**	0.172 (2.313)*	0.628 (8.520)**					0.499	0.484	70.749
8	0.468 (1.769)	0.049 (0.666)	0.374 (4.391)**	0.450 (4.968)**				0.562	0.447	63.488
9	0.410 (1.646)	-0.035 (-0.490)	0.307 (3.772)**	0.158 (1.466)	0.458 (4.412)**			0.623	0.419	58.900
10	0.429 (1.716)	0.001 (0.009)	0.307 (3.772)**	0.180 (1.629)	0.492 (4.464)**	-0.082 (-0.922)		0.623	0.420	47.239
11	0.423 (1.851)	-0.129 (-1.651)	0.265 (3.488)**	0.131 (1.291)	0.387 (3.757)**	-0.168 (-2.019)*	0.407 (5.229)**	0.684	0.384	51.603

Notes:

- i. Figures in parenthesis are t-values.
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Women career advancement is the dependent variable.

Table 2 shows that the beta coefficients for glass ceiling are negative with women’s

career advancement. It indicates that glass ceiling has a negative impact on women's career advancement. This finding is similar to the findings of Bombuwela and De Alwis (2013). Likewise, the beta coefficients for mentoring are positive with women's career advancement. It indicates that mentoring has a positive impact on women's career advancement. This finding is consistent with the findings of Mordi *et al.* (2011). Moreover, the beta coefficient for networking is positive with women's career advancement. It indicates that networking has a positive impact on women's career advancement. This finding is similar to the findings of Seibert *et al.* (2001). Further, the beta coefficient for organizational structure is positive with women's career advancement. It indicates that organizational structure has a positive impact on women's career advancement. This finding is consistent with the findings of Shapiro *et al.* (2007). Likewise, the beta coefficient for family barrier is negative with women's career advancement. It indicates that family barriers have a negative impact on women's career advancement. This finding is similar to the findings of Subramanian *et al.* (2013). Moreover, the beta coefficient for marital status is positive with women's career advancement. It indicates that marital status has a negative impact on women's career advancement. This finding is similar to the findings of Mavin (2000).

4. Summary and conclusion

Women's career advancement in Nepal faces significant organizational barriers, including the glass ceiling, mentoring, networking, organizational structure, family barriers, and marital status. The glass ceiling represents invisible barriers that hinder women's progress, while effective mentoring provides crucial support and guidance. Networking enhances professional connections and opportunities, and a supportive organizational structure with inclusive policies fosters career growth. Family barriers and marital status also play significant roles, with supportive family environments and flexible marital arrangements contributing to better career prospects. Despite the potential for advancement, societal norms and inadequate organizational support persist, hindering women's professional growth. Research highlights the need for targeted interventions to address these barriers and promote a more equitable work environment, as demographic variables like age and education level do not significantly impact overall career advancement. Addressing these organizational barriers is essential to enhance women's career progression in Nepal.

The study attempts to examine the perceived organizational barriers to women's career advancement in Nepal.

The major conclusion of the study is that higher levels of glass ceiling, mentoring, networking, organizational structure, family barriers, and marital status would impact women's career advancement in Nepal. The study also concludes that the glass ceiling is the most influencing factor, followed by mentoring and organizational structure, in explaining the changes in women's career advancement. Addressing these key barriers is essential to foster a more equitable and supportive environment for women's professional growth in Nepal.

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