

Do Demographic Factors affect Glass Ceiling Perception of Women in Bank and Financial Institutions (BFIs) of Nepal?

Indira Shrestha

Faculty of Management, Nepal Commerce Campus, Tribhuvan University

Email: indirastha@ncc.edu.np

ORCID: <https://orcid.org/0000-0001-8449-7509>

Binod Ghimire

Faculty of Management, Nepal Commerce Campus, Tribhuvan University

Email: bin.ghimire@ncc.edu.np

ORCID: <https://orcid.org/0000-0002-6474-0222> (Corresponding Author)

Rewan Kumar Dahal

Faculty of Management, Nepal Commerce Campus, Tribhuvan University

Email: rewan.dahal@ncc.edu.np

ORCID: <https://orcid.org/0000-0002-1629-3720>

<https://doi.org/10.3126/pravaha.v31i1.89146>

Abstract

In this competitive business world, still women perceive the continuation of the glass ceiling. Some demographic variables of women also seemed to influence their perception of the glass ceiling (GC). Therefore, the study examined how demographic characteristics impact women's perceptions of the GC in Nepalese banks and financial institutions (BFIs). The population of the study consisted of women holding positions from supervisor to senior manager in BFIs. BFIs were divided into three strata such as commercial banks, development banks, and finance companies. Information from 403 women was collected using purposive sampling. A descriptive cum analytical research design was used, using statistical tests like frequency, mean, and One-Way ANOVA, and an independent sample t-test. The outcome demonstrated that, except for education, demographic characteristics (marital status, age, position, income, women with children, and organization types) affect how women perceive the GC. The GC perception of women in financial institutions differed on average; however, there was no difference in between financial institutions, according to post hoc analysis. This study will assist organizations in understanding how women's perceptions of the GC are influenced by demographic considerations. The study's limitation is that it only looks at the perception of the GC in the organizational context.

Keywords: Banking sector, demographic factors, glass ceiling, perception, women.

Cite this paper

Shrestha, I., Ghimire, B., & Dahal, R. K. (2025). Do Demographic Factors affect Glass Ceiling Perception of Women in Bank and Financial Institutions (BFIs) of Nepal? *Pravaha*, 31(1), 13-22.

Introduction

According to Cotter et al. (2001), the GC is primarily to blame for women's progression in the organization at the top rather than at the bottom of the hierarchy in organizations. Still (2006) mentioned that despite the major legal rules and societal progress in the area of equity over the past 30 years, women have not significantly increased in Australia's leadership roles. Weyer (2007) stated that gender discrimination in the place of work is related to the lack of females in leadership roles. Moreover, it refers to the fact that females can hold high-ranking positions in the corporate field, but they will be stopped at a certain level due to barriers not visible to anyone. Similarly,

being women, they are prevented from ascending to higher positions (Morrison et al., 1987). Furthermore, women in organizations must go through many barriers due to discrimination, rejection of female leadership, and issues related to leadership style (Eagly & Carli, 2007). The overall trend showed that women's employment engagement in both public and commercial sectors has greatly expanded over the past few decades. However, the majority of the increase was seen at the entry-level, whereas the proportion of women continued to progress up the career ladder at a comparatively lower rate (Afza & Newaz, 2008; Shrestha et al., 2023). Given that gender balance is achieved at lower levels of the management ladder more quickly than at higher levels. Fain (2011) found that women ascend into upper-level corporate employment at a decreasing rate. Unconscious gender biases are highly prevalent in organizations today. Due to ingrained gender prejudices in the culture, women frequently experience challenges in receiving credit for their efforts, receiving compensation that is below what they deserve, and being promoted to critical leadership and C-suite positions before their male counterparts. In a similar vein, they battle more to be heard (Heath et al., 2019). Forty-five percent of women in India said that they get unfair treatment because they are women (Hewlett & Rashid, 2010).

According to the patriarchal social structure associated with Nepalese society, the study showed that it is challenging for women to achieve equivalent likelihood for headship roles in academic circles due to socially constructed gender role standards (Dhakal, 2022). Corporate and social factors are responsible for creating barriers to women's career advancement in the public sector of Nepal (Mahat, 2022). Socio-demographic variables are also responsible for affecting how women perceive the level of the GC (Çizel & Çizel, 2014). Although there have been numerous studies on the effect of demographic factors on the perception of the GC for women in international organizations, there have been relatively few studies on this specific topic in the Nepalese context. To fill this research gap, the study sought to examine the effects of demographic factors on the perception of the GC for women in Nepalese BFIs. Organizations can better serve their female workforce by having a better considerate of the demographics of women. It will contribute to the organization's increased productivity.

Review of Literature

Historical Background of the Glass Ceiling

Marilyn Loden (1987) was known for being the first individual to coin the term GC and giving a speech on the GC topic. According to Marilyn, the GC is a hurdle that is invisible that act as a barrier for women from progressing to a upper level in organizations (Pelican Bay Post, 2011). Wall Street Journal (1978) derived the term GC from the article of Hymowitz and Schellhardt (1986), and they highlighted the GC in a way that is neither found in the manual of the corporate house nor brought as an agenda to be discussed in a meeting in a business house. They further added that GC is a factor that is not visible to anyone, not spoken publicly, and that keeps leadership positions at the executive level in the hands of men.

Insch et al. (2008) stated that the origin of the term GC was the United States of America (USA), and the concept of the GC originated in the USA formed GC Commission (GCC) and became element of the US civil rights act 1991 to conduct a study aiming to provide suggestions for the US congress for getting a solution for removing artificial barriers that blocked women from reaching to the high-rank position of management level in the corporate house of America, It was realized that women could get promoted to a certain level but not above and were compelled to remain in middle-level management because of the presence of a GC. The GCC identified that organizations used to hire women into feminized positions in the organization, mostly in the human resource department rather than executive positions in market and manufacture line management. Meyerson and Fletcher (2001) described the GC as the underrepresentation of women in top-ranking posts or gender inequity within the organizational arena. They also talk about a systematic disadvantage for women that prevents them from advancing to a higher position, regardless of their ability.

Organizational Climate Causing the Glass Ceiling Perception

According to Ohlott et al. (1994), women in organizations felt that they needed to continuously fight for their recognition on the job. Knuston and Schmidgall (1999) claimed that women get unsupportive and discouraging

work environments. Women must follow a style according to men's comfort. Women are barred from the "old boys' network" and an unsupportive corporate climate. So, these are found to be important barriers to their career development. Much literature showed that women are perceived negatively regarding their level of commitment, capacity, level of participation, and degree of contribution (Jackson, 2001; Mott, 1998). According to Buttigieg and Walsh (2000), women must ensure to more stringent, performance-based criteria for achieving promotion than their male colleagues. The chilly climate found in organizations is a problem related to the GC (Currie & Jhiele, 2001; FGCC, 1995, cited in Jarmon, 2014).

Glass Ceiling Perception and Demographic Factor

Status Characteristic Theory

According to status characteristic theory, an identical group category (like age and other identical classifications as well) is linked to a particular status on a socially constructed level that affects how people are viewed (Beger et al., 1972). So, several demographic factors of women also influence perceptions of the GC (Cohen et al., 2020). Jabbar and Imran (2013) mentioned that demographic factors take part in a vital role in determining women's perceptions of GC. Thus, it is possible to hypothesize the effect of women's demographic status on the insight of the glass ceiling as per the aforementioned idea.

Marital Status and Glass Ceiling Perception

Cohen et al. (2020) studied the GC perception of female accounting professionals, and their results revealed that single women are more expected than married women to claim the continuation of a GC. Clech and Blair-Lay (2010) found that married women think women are not reaching top positions because of their lack of motivation and interest. In contrast, unmarried women perceive that an unsupportive organizational culture is affecting women's advancement. This finding indicated that unmarried women are more likely to perceive a GC in organizations.

H₁: Marital status of women affects glass ceiling perception of women

Education and Glass Ceiling Perception

Sharma and Sehrawat (2014) studied the existence of GC for women in modern India. Their results revealed no significant difference in GC perception in terms of education. Karakilic (2019) found that education affects women's perception of the GC.

H₂: Education of women affects glass ceiling perception of women

Age and Glass Ceiling Perception

Sharma and Sehrawat (2014) studied the existence of GC for women in modern India, and their results revealed no significant difference in GC perception in terms of age.

H₃: Age affects glass ceiling perception of women.

Position and Glass Ceiling Perception

Women who hold upper-ranking positions need to smash the GC, so they are very aware of gender inequality. So, they feel the continuation of a GC in the firm more (Cohen et al., 2020). Sharma and Sehrawat (2014) studied the existence of GC for women in modern India, and their results revealed that no significant difference in GC perception in terms of position. This statement suggests a development hypothesis related to the effect of position on GC perception.

H₄: Position affects glass ceiling perception of women.

Income and Glass Ceiling Perception

The existence of GC for women in modern India was investigated by Sharma and Sehrawat (2014), whose findings showed no discernible variation in GC perception according to demographic characteristics like income. Women's income is a major factor in determining whether they perceive career barriers (Alshammari, 2016).

H₅: Income affects glass ceiling perception of women

Women with Children and Glass Ceiling Perception

Women with children stop a career growth due to their responsibility to care for children, compared to women with no children (Budig & England, 2001; Kirchmeyer, 2002). According to the findings of Cech and Blair-Loy (2010) and Khodijah et al. (2024), mothers are more likely to have feelings of the GC in organizations.

H₆: Women with children affect glass ceiling perception

Organization Types and Glass Ceiling Perception

Sever (2016) studied the GC perception of employees and found that the types of organizations where employees work are important determinants of the GC elements. Khodijah et al. (2024) found that organization types do not affect GC perception. Blum et al. (1994) found that the nature of the organization also determines GC perception based on the women numbers who hold upper positions in that organization.

H₇: Organization type affects glass ceiling perception.

Conceptual Framework

The conceptual framework has been formulated based on hypothesis

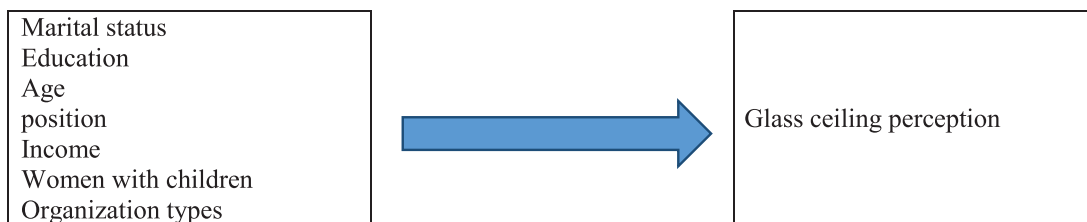


Figure 1: Conceptual framework

Research Methods

Research design

The research used descriptive cum analytical methods. Descriptive statistics, like percentage frequency, were used to describe the sampled data. Independent sample t-test and one-way ANOVA were used to analyze the effect of demographic status on GC perception.

Population, sampling method, and sample size determination

Regarding the population, women holding positions from the position of supervisor to senior manager were the study population. The population of commercial banks, development banks, and finance companies was identified from the human resource department of the concerned firms. The mixed method sampling was used. Firstly, bank and financial institutions were divided into three strata, namely finance, development banks, and commercial banks using stratified sampling. The total population from commercial banks was 5706, development banks were 890, and finance companies were 305. Total population of bank and financial institutions = 6901 women.

Total sample to be taken from banks and financial institutions,

$$(n) = \frac{N}{1 + N(e^2)} = \frac{6901}{1 + 6901(0.05^2)} = \frac{6901}{18.2525} = 378.09$$

Do Demographic Factors affect Glass Ceiling Perception...

For Commercial Banks (CB),

$$nh = \left(\frac{nh}{N}\right) * n = \left(\frac{890}{6901}\right) * 378.09 = 312.62$$

For Development Banks (DB),

$$nh = \left(\frac{nh}{N}\right) * n = \left(\frac{890}{6901}\right) * 378.09 = 48.76$$

For Finance Companies (FC),

$$nh = \left(\frac{nh}{N}\right) * n = \left(\frac{305}{6901}\right) * 378.09 = 16.69$$

Where n = sample size, nh = sample size for the n th stratum, Nh = population for n th stratum, N = entire population, e = margin of error (5 %)

Once the sample size was established, data were collected from each stratum via purposeful sampling. Purposive sampling was used to gather data from women who are at least employed as supervisors or higher, because women who are working at the managerial level may feel the situation of the GC. Despite the calculated sample size, the sample sizes obtained from CB, DB, and FC correspondingly 322, 54, and 27. The total population (women working as a supervisor and above) in the case of the development bank and finance company is very low. Therefore, the calculated sample to be taken from the development bank and finance company is very low.

Data collection and measures

To gather data on GC perception, a structured questionnaire was given to the intended respondents. An 18-item questionnaire was derived from (Hede & Ralston, 1993; Hewlett et al., 2010; Hobbler et al., 2014; Kim, 2014; Knuston & Schmidgall, 1999; Liu, 2013; Racioppi, 2018; Terefe et al., 2019), used to test the GC perception. A 5-point unipolar Likert scale was applied to measure the GC perception, ranging from strongly disagree (1) to strongly agree (5).

Table 1: Reliability test

	Cronbach alpha
GCP (18 items)	0.976

Note: GCP = glass ceiling perception

The reliability of GC perception was Cronbach alpha= 0.976 which is considered reliable.

Table 2: Respondent's demographics

Profile	Categories	Frequency	Percentage (%)
Marital status	Married	367	91.90
	Unmarried	36	8.90
	Total	403	100
Education	Bachelors	37	9.20
	Masters	366	90.80
	Total	403	100
Age	Less than 30	48	11.90
	31-35	238	59.10
	36-40	71	17.60
	41-45	29	7.20
	46-50	17	4.20
	Total	403	100

Profile	Categories	Frequency	Percentage (%)
Position	Supervisor	94	23.30
	Junior officer	87	21.60
	Officer	77	19.10
	Senior Officer	67	16.60
	Assistant Manager	38	9.40
	Manager	27	6.70
	Senior Manager	13	3.20
	Total	403	100
Income	Less than 50000	143	35.50
	50001-100000	186	46.20
	100001-150000	42	10.40
	150001-200000	18	4.50
	300001-350000	1	2.00
	450000-500000	10	2.50
	Above 500000	3	7.00
	Total	403	100
Women with children	Yes	354	87.8
	No	49	12.2
	Total	403	100
Organization type	CB	322	79.9
	DB	54	13.4
	FC	27	6.7
	Total	403	100

Note: CB = commercial bank, DB = development bank, FC = finance company

According to Table 2, the majority of 403 women (91.1%) were married, and the majority of women who entered the banking industry had master's degrees (90.8%). However, 9.2% of women had a bachelor's degree. 4.2 percent of women are in the 46–50 age group, while the largest percentage of women is in the 31–35 age group. It appeared that only 3.2% of women had a senior manager. The lower amount, 23.3%, appeared to be in higher positions, though. Of these, 7% were women who made above than Rs. 500,000. Majority of women (46.2%) made between Rs. 50,000 and Rs. 100,000. Of the women, 12.2% did not have children, while the majority (87.8%) did. 79.9% of the women worked for commercial banks, 13.4% for development banks, and 6.7% for finance companies, according to the types of institutions.

Results and Analysis

Relationship between Demographic Factors and Glass Ceiling Perception

The following Table 3 shows the glass ceiling perception of women based on their demographic status.

Table 3: Demographic factors and glass ceiling perception

Variables	Statistical tests	p-value	Status	Remarks
Marital status and GCP	$t = -3.713^{**}$	0.006	Significant	H_1 accepted
Education and GCP	$t = -3.713$	0.099	Insignificant	H_2 rejected
Age and GCP	$F = 5.909^{**}$	0.000	Significant	H_3 accepted
Position and GCP	$F = 7.293^{**}$	0.000	Significant	H_4 accepted
Income and GCP	$F = 4.346^{**}$	0.000	Significant	H_5 accepted
Women with children and GCP	$t = -3.469^*$	0.024	Significant	H_6 accepted
Organization types	$F = 3.906^*$	0.045	Significant	H_7 accepted

Note: GCP = glass ceiling perception, **, means significant at 0.01 level. *, means significant at 0.05 level.

The mean scores of GC perception of women shown in Table 3 revealed that they have almost agreed on their GC perception. The GC awareness of married and unmarried women working for BFIs differs significantly, according to the independent samples t-test results. However, the values of the mean scores showed that unmarried women felt a moderate degree of GC perception (Mean value = 3.2438). Married women in the workforce (Mean value = 2.5675) showed a bit lower degree of GC than married women. From the above analysis, it can be noted that marital status ($p\text{-value} = 0.006 < 0.05$ level of significance) affects the GC perception of women, supporting the hypothesis H_1 set for the study.

The outcome of the independent samples t-test showed that there is no difference in the GC perception of women employees in BFIs who hold bachelor's degrees and those who hold master's degrees. The result showed that ($p\text{-value} = 0.0099 > 0.05$ level of significance) education does not influence the GC perception of women, rejecting the alternative hypothesis H_2 set for the study.

The ANOVA result ($F = 5.909$) demonstrated a significant difference in the GC perception of women workers in BFIs according to their age. It suggests that the GC perception of women is influenced by the age of women, supporting the hypothesis H_3 set for the study.

The ANOVA value ($F = 7.293$) demonstrated a significant difference in the GC perception of women employees regarding their position in BFIs at a significance level of 0.01 ($p\text{-value} = 0.000 < 0.01$ level of significance), supporting the hypothesis H_4 of the study. It indicated that the position they hold in BFIs influences the GC perception of women employees.

At a significance level of 0.01 ($p\text{-value} = 0.000 < 0.000$), the ANOVA value ($F = 4.346$) demonstrated a significant difference in the mean of the GC perception of the female workforce regarding income in BFIs, supporting hypothesis H_5 set for the study. It suggests that their perception of women employees towards the GC is influenced by their level of income.

The results of the independent samples t-test showed that there is a difference in the GC perception of women employees in BFIs who have children and who do not. The result showed that ($p\text{-value} = 0.0024 < 0.05$ level of significance) women's GC perceptions are influenced by whether they have children or not, which supports the study's alternative hypothesis H_6 .

At a threshold of significance of 0.05 ($p\text{-value} = 0.045 < 0.05$ level of significance), the ANOVA value ($F = 3.906$) revealed that there is a substantial variation in the GC perception of the woman workforce as per the types of organizations they work in. The result showed that ($p\text{-value} = 0.045 < 0.05$ level of significance) the type of organization they work in influences the GC perception of women, supporting the alternative hypothesis H_7 set for the study. F value is significant, it indicates that the mean GC perception of women in one organization differs from the mean GC perception of the other type of organization. So, post-hoc analysis is employed to examine the genuine situation.

Table 3: Firm type and glass ceiling perception (Post-hoc Analysis)

GCP LSD		Multiple Comparison	
I (OS)	J (OS)	Mean Difference (I – J)	P-value
CB	DB	0.26340	0.163
	FC	0.55495	0.036
DB	CB	– 0.26340	0.163
	FC	0.29155	0.361
FC	CB	– 0.55495	0.036
	DB	– 0.29155	0.361
Mean (GCP)			
CB = 2.6867	DB = 2.4702	FC = 2.2428	

Note: CB=commercial bank, DB = development bank, FC = finance company, GCP = glass ceiling perception

Post hoc analysis results showed that there is a significant mean difference between CB and FC, as indicated

by $p\text{-value} = 0.036 < 0.05$. The GC perception of women working in commercial banks (mean = 2.6867) is higher than that of women working in FC (mean = 2.2428). Similarly, post hoc analysis showed that there is no significant mean difference in GC perception of women working in CB and DB, as shown by $p\text{-value} = 0.163 > 0.05$. However, there is no significant mean difference between the GC perception of women of DB and FC, as indicated by a $p\text{-value} = 0.361 > 0.05$ level of significance.

Discussions

The result of the effect of demographic variables on the GC perception of women demonstrated that marital status, age, position, income, and organization status, except for education, influence the GC perception of women. The result of the effect of marital status on GC perception is supported by (Cohen et al., 2020; Sever, 2016). Demographic situations like marital status affected GC perception, which is consistent with Cohen et al. (2020), mentioning that married women are more likely to perceive the existence of a GC. It might be that married women are occupied with dual responsibility. It might result in the establishment of some obstacles to professional advancement. However, Clech and Blair-Lay (2010) have different findings and mentioned that married women themselves are responsible for creating the GC due to a lack of self-motivation. Unmarried women take a view of GC due to the unfavorable organizational culture. While unmarried women may recognize the lack of a supporting culture for job advancement, married women appear to lack drive due to their dual responsibilities. According to their perception, organizations must thus support women. However, more than 90 % of women were married, and the rest of them were unmarried, based on the sample taken in the study. So, to get a precise result, a more or less equal sample size from married and unmarried women might be needed in the future study. The result of the influence of position on GC perception has been supported by Sever (2016) claimed that designation is an important determinant of women perceiving GC. So, women who have higher positions are less likely to perceive GC. So, it is important to have fair promotion in the organization. Fair promotion can minimize the GC perception of women in organizations. This study demonstrated that the respondents' ages have a big impact on how women perceive the GC. This contradicts Sharma and Sehrawat (2014), showing that the age of women does not have any influence on their perception regarding the GC. According to the result of this study, education did not show an influence on the GC perception of women, aligning with the result of Sharma and Sehrawat (2014), who found that the education level of women does not affect their GC perception. In this study, more than 90 % of women were master's degree holders, and the remaining were bachelor's degree holders. So, it might be a matter of further analysis in the future. This study revealed that monthly income determines the degree of GC perceived by women. This result is in line with Sever (2016) and contradicts Sharma and Sehrawat (2014). It showed different results in different contexts. It demonstrated that performance, not gender, should determine the pay scale. The outcome showed that the organizational standing of the women's workplaces also influences the degree of GC existence. This result is supported by Sever (2016), who claimed that women from different types of organizations perceive the GC to a different degree. So, the organizational environment of different organizations may be the reason for women to perceive the GC at different levels. Women who have children make a difference in GC perception and line with (Budig & England, 2001; Cech & Blair-Loy, 2010; Kirchmeyer, 2002). They found that women who have children feel no time for career progression to fulfill childcare responsibilities. So, organizations need to introduce a policy for work-life sense of balance for women with children.

Conclusion and Implications

This study shows the demographics such as marital status, women with children, age, income, organizational types) of women working in BFIs. Education level had no effect on the level of GC perception. The GC perception of women working in commercial banks is higher than that of women working in fiancé companies. It can be concluded that the culture and policies of the organization also affect the perception of the GC. The existing literature is accompanied by the results of the study; demographic factors also affect how women perceive the GC. As results showed in this study, education did not affect, indicating that context makes a difference. To attain equality in all organizational decisions, businesses must comprehend the extent to which women see career

barriers and how demographic factors influence this perspective.

The study's findings strengthened the status characteristic theory, which explains how an individual's status influences how they are perceived. To boost an organization's productivity, the GC notion must be eliminated. To address the issue that arose as a result of the demographic status of women, the organization can know how to strengthen its policies (such as work-life balance, equitable promotion, and women's empowerment).

Limitations and Further Research

To observe the impact of demographic factors on GC perception, only the organizational climate has been considered a GC. Other variables, such as family dynamics and societal effects, might be included by future researchers. A very low population of women, who were working as supervisors and above, in development banks and finance companies, was found. So very low calculated sample size was taken for the study. It might be a limitation in the part of statistical method. So future researchers may be suggested to take more samples despite the calculated sample size being low.

References

- Afza, S. R., & Newaz, M. K. (2008). Factors determining the presence of glass ceiling and influencing women career advancement in Bangladesh. *Brac University Journal*, 5(1), 85–92.
- Alshammari, A. B. (2016). Glass ceiling and glass cliff effects on women career advancement in Saudi Arabia. *International Review of Management and Business Research*, 5(3), 1124–1134.
- Berger, J., Cohen, B. P., & Zelditch, M. (1972). Status characteristics and social interaction. *American Sociological Review*, 37(3), 241–255.
- Blum, T. C., Fields, D. F., & Goodman, J. S. (1994). Organization-level determinants of women in management. *The Academy of Management Journal*, 37(2), 241–268. <https://doi.org/10.2307/256829>
- Budig, M. J., & England, P. (2001). Wage penalty for motherhood. *American Sociological Review*, 66, 201–225.
- Buttigieg, D., & Walsh, J. (2000). How do women fare in internal labor markets? Evidence from the Australian and British banking industries. *The Journal of Industrial Relations*, 42(3), 351–365. <https://doi.org/10.1177/002218560004200302>
- Cech, E. A., & Blair-Loy, M. (2010). Perceiving glass ceiling? Meritocratic versus structural explanations of gender inequality among women in science and technology. *Social Problems*, 57(3), 371–397. DOI:10.1525/sp.2010.57.3.371
- Cizel, R. B., & Cizel, B. (2014). Factors influence women teachers perception of glass ceiling syndrome. *Mediterranean Journal of Humanities*, IV(1), 63–69. DOI:10.13114/MJH.201416424
- Cohen, J. R., Dalton, D. W., & Holder-Webb, L. L. & McMillan, J. J. (2020). An analysis of glass ceiling perception in the accounting profession. *Journal of Business Ethics*, 164, 17–38. DOI: 10.1007/s10551-018-4054-4
- Cotter, D. A., Hermsen, J. M., Ovadia, S., & Vanneman, R. (2001). The glass ceiling effect. *Social Forces*, 80(2), 655–682.
- Dhakal, K. N. (2022). Social-cultural perspective on gender roles in Nepal and status of women's leadership in academia (Masters in Community Development and Social Innovation, VID Specialized University Oslo). Retrieved from Dhakal-MA-VID- 2022.pdf (unit.no)
- Eagly, A. H., & Carli, L. L. (2007). *Leadership for the common good. Through the labyrinth: The truth about how women become leaders*. Boston, MA, US: Harvard Business School Press.
- Fain, J. R. (2011). Breaking the glass ceiling: Slow progress ahead. *Contemporary Economic Policy*, 29(1), 56–66. DOI: 10.1111/j.1465-7287.2010.00196.x
- Heath, K., Flynn, J. & Holt, M. D. (2019). *HBR guide for women at work*. Harvard Business Publishing Corporation.
- Hede, A., & Ralston, D. (1993). Managerial career progression and aspiration. Evidence of a glass ceiling? *International Journal of Employment Studies*, 1(2), 253–282.
- Hewlett, S. A., & Rashid, R. (2010). The battle for female talent in emerging markets. *Harvard Business Review*, 1–5.
- Hewlett, S. A., Peraino, W. K., Sherbin, L., & Sumberg, K. (2010). The sponsorship effect: breaking through the last glass ceiling. *Harvard Business Review*, 1–77.
- Hoobler, J. M., Lemmon, G., & Wayne, S. J. (2014). Women's managerial aspiration: An organizational

- development perspective. *Journal of Management*, 40(3), 703–730.
- Hymowitz, C., & Schellhardt, D. T. (1986). The glass ceiling: why women can't seem to break the invisible barrier that blocks them from the top jobs. *The Wall Street Journal*, 57, D1, D4–D5.
- Insch, S. G., McIntyre, N. & Napier, K. N. (2008). The expatriate glass ceiling: The second layer of glass. *Journal of Business Ethics*, 83(1), 19–28.
- Jabbar, A., & Imran, A. (2013). Perception of glass ceiling in the educational institution: An evidence from Pakistan. *World Applied Science Journal*, 23(5), 628–634. DOI: 10.5829/idosi.wasj.2013.23.05.717
- Jackson, J. C. (2001). Women middle managers' perception of the glass ceiling. *Women in Management Review*, 16 (1), 30–41.
- Jarmon, C. J. (2014). *Cracking the glass ceiling; A phenomenological study of women administrators in higher education* (Ph.D. thesis, Iowa State University, Capstones). Retrieved from <https://lib.dr.iastate.edu/cgi/viewcontent.cgi?article=4796&context=etd>
- Karakilic, N. Y. (2019). Evaluation of glass ceiling syndrome in terms of gender discrimination perception. *Journal of Management and Economic research*, 17(2), 214–233.
- Khodijah, A. S., Pekerti, R. D., Rahmayanti, A. A. W., & Hujjah, A. J. M. (2024). Women's perception of glass ceiling in the accounting profession in Indonesia. *Journal of Accounting Science*, 8(1), 58–71.
- Kim, Y. H. (2014). *Measuring career aspiration in Korean college women*. (Master's thesis, Faculty of Graduate School of the University of Maryland, Maryland).
- Kirchmeyer, C. (2002). Gender differences in managerial careers: yesterday, today, and tomorrow. *Journal of Business Ethics*, 37, 5–24.
- Knuston, B., & Schmidgall, R. (1999). Dimensions of the glass ceiling in the hospitality industry. *Cornell Hotel and Restaurant Administration Quarterly*, 40(6), 64–75.
- Liu, S. (2013). A few good women at the top: The China case. *Business Horizons*, 56(4), 483–490. DOI: 10.1016/j.bushor.2013.04.002
- Mahat, D. (2022). *Glass ceiling factors affecting women's career advancement in public sector of Nepal* (Post-Doc thesis, Srinivas University, India).
- Meyerson, D., & Fletcher, J. (2000). A modest manifesto for shattering the glass ceiling. *Harvard Business Review*, 127–136.
- Morrison, A. M., White, R. P., Velsor, E., & the Center for Creative Leadership (1987). *Breaking the glass ceiling: Can women reach the top of America's largest corporations?* Reading, MA: Addison Wesley.
- Mott, V. W. (1998). Women's career development in mid-life and beyond. *New Direction for Adult and Continuing Education*, (80), 25–33.
- Ohlott, P. J., Ruderman, M. N., & McCauley, C. D. (1994). Gender differences in managers' developmental job experiences. *Academy of Management Journal*, 37(1), 46–67.
- Pelican Bay Post (May 2011). Marilyn Loden on Feminine Leadership. Retrieved from <http://www.ecatalognow.com/article/Marilyn+Loden+On+Feminine+Leadership/766271/73810/article.htm>
- Racioppi, R. (2018). Three obstacles hindering women's career advancement. *Forbes*. Retrieved from <https://www.forbes.com/sites/forbesnycouncil/2018/04/18/three-obstacles-hindering-womens-career-advancement/?sh=2a7ad16d99e9>
- Sever, H. (2016). The comparison of glass ceiling perception of employees working in public and private enterprises. *American Journal of Industrial and Business Management*, 6(5), 577–588. doi: 10.4236/ajibm.2016.65054
- Sharma, S., & Sehrawat, P. (2014). Glass ceiling for women: Does it exist in the modern India? *Journal of Organizational & Human Behavior*, 3 (2&3), 10–15.
- Shrestha, I., Dahal, R. K., Ghimire, B., & Rai, B. (2023). Invisible barriers: Effects of glass ceiling on women's career progression in Nepalese commercial banks. *Problems and Perspectives in Management*, 21(4), 605.
- Still, L. V. (2006). Where are the women in leadership in Australia? *Women in Management Review*, 21(3), 180–194.
- Terefe, Y., Ketema, M. & Girma, B. (2019). Women's underrepresentation in management position: Evidence from Ethiopia. *European Journal of Business & management*, 11(3), 14–26.
- Weyer, B. (2007). Twenty years later: Explaining the persistence of the glass ceiling for women leaders. *Women in Management Review*, 22(6), 482–496.