

**THE INFLUENCE OF GLASS CEILING PERCEPTIONS AND ORGANIZATIONAL CULTURE ON WOMEN'S CAREER DEVELOPMENT: THE MEDIATING ROLE OF SELF-EFFICACY**

**Ririn Budiarti<sup>1\*</sup>, Ety Puji Lestari<sup>2</sup>, Mafizatun Nurhayati<sup>3</sup>**

Universitas Terbuka Jakarta, Indonesia<sup>1,2</sup>, Universitas Mercu Buana Jakarta, Indonesia<sup>3</sup>  
Email: ririnbudiarti1407@gmail.com<sup>1\*</sup>, ettypl@ecampus.ut.ac.id<sup>2</sup>, mafiz.mafizatun@gmail.com<sup>3</sup>

\*Correspondence

**ARTICLE INFO**

**Accepted** : 31-08-2023

**Revised** : 12-09-2023

**Approved** : 25-09-2023

**Keywords:** glass ceiling; organizational culture; self-efficacy; women's career development.

**ABSTRACT**

This study aims to analyze the mediating role of self-efficacy in the influence of glass ceiling perception and organizational culture on women's career development. The study population was female state civil servants occupying Echelon II, Echelon III, and Echelon IV positions in the Rejang Lebong Regency Government totaling 141 respondents. This study used a survey method with a research instrument in the form of a questionnaire/questionnaire. The validity and reliability of the instrument will be tested through SPSS and data analysis will be carried out with the Partial Least Square-Structural Equation Model (SEM PLS). The results showed that the perception of the glass ceiling did not affect women's career development. Organizational culture positively influences women's career development. Self-efficacy has a positive effect on women's career development. The study found that self-efficacy cannot mediate glass ceiling perceptions of women's career development. However, self-efficacy mediates organizational culture towards women's career development.



**Introduction**

The participation of female state civil servants in the Indonesian bureaucratic workforce has experienced significant growth in the last 5 (five) years. The percentage increase increased to reach 53%, which is more than the percentage of male state civil servants in the Indonesian Bureaucracy which is only around 47%. However, the lack of representation of women in high leadership positions raises the problem of gender inequality in the bureaucratic workforce.

The phenomenon of women's representation in high leadership positions occurs in the Rejang Lebong Regency Government. Of the 451 State Civil Apparatus who occupy structural positions, the Women's State Civil Apparatus occupy Echelon II positions with as many as 3 people, Echelon III with as many as 58 people, and Echelon IV with as many as 127 people. This phenomenon can be assumed that the career development of female state civil servants in high structural positions is relatively slower than that of male state civil servants.

Career development is explained as a series of activities toward career assessment and strengthening for individuals, both men and women, in achieving future career goals (Shasrini & Sukri, 2021). Career development is carried out to increase work effectiveness by employees to further contribute to realizing organizational goals.

The low representation of women in occupying strategic positions is one of the glass ceiling issues that occurs in most countries (Jauhar & Lau, 2018). Previous research by (Marina, Singh, & Ahmad, 2020) revealed that although more women in Armenia have assumed strategic roles, gender balance is still elusive, (Wijayanti, Sugiyanto, & Sukmadewi, 2022) research also found that there is a significant impact of the glass ceiling on the career development of female executive-level employees. However, another study by Mariah & Zulhaida (2018) shows that there is no gender gap in terms of the glass ceiling for women's career development in banking. Similarly, (Soumya & Sathiyaseelan, 2021) research shows that the opportunity has been given to female officers of the permanent commission in the Supreme Court of India to protect the interests of women in the Army.

Another important obstacle to the promotion of women in management highlighted is organizational culture. The discriminatory perspective on gender in organizations was found by (Beniwal & James, 2019) in their research which suggests that organizational culture factors are one of the causes of discrimination against women's careers. Similarly, research by Krøtel et al. (2019) found that organizational growth is associated with a low representation of women at the manager level compared to the proportion of male managers in Denmark. This is in contrast to (Marina et al., 2020) research which found that organizational culture does not have a significant impact on women's career advancement in Armenia which shows that Armenians have feminist traits.

The idea of self-efficacy is associated with the perception of the glass ceiling and is considered one of the driving forces behind an individual's attitude towards the organizational culture that occurs in his work environment. (Hartman & Barber, 2020) research findings show that self-efficacy positively affects women's career aspirations in the workplace. Other findings by (Jemini-Gashi, Duraku, & Kelmendi, 2021) show that self-efficacy mediates organizational and family support relationships toward career decision-making on desired career certainty. The findings of (Batool, Mansor, Bashir, & Zainab, 2021) research show that self-efficacy is proven to mediate between glass ceiling perceptions and interpersonal conflicts in women's career advancement in Pakistan.

It was found that there was a gap in the representation of women who occupied strategic positions at the high echelon level in the Rejang Lebong Regency Government Bureaucracy which was still low. This research is expected to be a reference and input in career development for women, especially in the Rejang Lebong Regency Government so that the management of human resource management and career management for women can be managed with professional attention and credibility.

Albert Bandura created self-efficacy as part of social cognitive theory for the development of social learning theory. Social learning theory is the source of social cognition. According to social learning theory, people will pick up new behaviors if they are motivated to do them by seeing and imitating others doing them (Lianto, 2019).

Social learning theory was developed by Bandura in 1976 and relies on two main aspects of understanding (Brunner, 2018). Those two aspects are the instrumental learning experience and the associative learning experience. Bandura proposed social

cognitive theory in response to his dissatisfaction with the psychological principles of behaviorism (learning perspective) and psychoanalytic (human psychological behavior). The principle places too much emphasis on environmental determination as the only factor influencing individual behavior.

## **Literature Review**

### **Social Cognitive Theory**

The goals of social cognitive theory center on the level of success achieved in both employment and educational attainment and the ability to persevere when faced with obstacles. This ability possessed by individual women will ultimately minimize the glass ceiling obstacles that occur in achieving a higher career in the future.

Social cognitive theory is also relevant to organizational culture as an important concept of social learning theory. To support the development of women's competencies effectively, organizations need to learn about work culture about patterns that will be applied in achieving the organization's vision and mission set. Work environment and culture are important factors for individuals because they greatly influence behavior in creating high self-confidence in the desired career choice.

### **Women's Career Development**

Women's career development is a connected set of actions that take into account work experience, employee behavior, values, and goals (Glueck, 1997). A female employee is considered to have a fair and equal opportunity to be promoted to a higher level or to move to another functional area within an organization to gain experience or development goals, referred to as career advancement for female employees (Callanan & Greenhaus, 1999) in (Jauhar & Lau, 2018). It can be concluded that women's career development is a process of improving higher working life in an organization for female employees and having equal opportunities in positions occupied by men.

### **Glass Ceiling Perception**

Hymowitz and Schellhardt originally used the phrase "glass ceiling" in a 1986 Wall Street Journal article. The term "glass ceiling" was first used to describe the visible and contrived barriers that women must overcome to advance to senior positions in a company. In his book "Breaking Through the Glass Ceiling," Wirth claims that the term "glass ceiling" was first used in the United States in the 1970s to refer to an invisible artificial barrier that prevented women from holding senior executive positions.

Dalton and Kesner (1993) in (Yaratim, 2019) suggest that glass ceilings are intentionally constructed and are a major obstacle in progress in the workplace to promote women to higher managerial positions in organizations. The clichéd stereotype that women are seen as less competent, emotional in making decisions, and not dominant to occupy top positions in organizations becomes an invisible obstacle for women in their career development. The dominance of men occupying leadership positions is partly due to the classification of jobs based on sex, giving rise to prejudice against discrimination against women in the workplace. This shows that although women have been able to rise to higher levels, they are still limited by invisible obstacles described as glass ceilings

(Hussin et al., 2021). H1: The perception of the glass ceiling negatively affects women's career development.

### **Organizational Culture**

Pettigrew (1979) was the first to formally introduce the term organizational culture, which combines different anthropological bases. Pettigrew (1979) argues organizational culture is a generally and collectively accepted system of meaning that applies to a particular group on a given occasion. According to Schein (1987), (Reeder, 2020) sees culture as a pattern of shared basic assumptions that have worked well enough to be considered valid and therefore taught to new members as the correct way to understand, think, and feel about the problem.

A healthy organizational culture helps boost employee morale where employees feel valued for their contributions. A healthy organizational culture also improves individual well-being, directly leading to employees' overall career development (Khan, Mishra, & Ansari, 2021). Unhealthy organizational culture in the management of work pressure, undirected tasks, and role functions, the presence of work-life imbalances affect employee behavior and performance.

### **Self-efficacy**

According to Bandura (1997), a person's trust in his talents will affect how he responds to certain circumstances and settings. Individuals who doubt their abilities become obstacles as they strive toward their career goals. Individuals with high self-efficacy can act to create desired outcomes, such as working towards a new position or career promotion. (Hartman & Barber, 2020) research shows that self-efficacy positively affects women's career aspirations in the workplace.

Self-efficacy plays an important role in positive thinking that correlates with personal goals, perseverance, and reliability to deal with failure. With a high level of self-efficacy, individuals can manage negative emotions and express positive emotions that can be developed to face challenges that occur in organizations such as the perception of a glass ceiling which may be an obstacle to career development for women. Even (Batool et al., 2021) found that self-efficacy mediates the glass ceiling relationship to personal conflict in employee career advancement.

## **Method**

### **Research design**

The type of research contained in this study is in the form of quantitative research. This quantitative research design is one type of research whose specifications are systematic, planned, and structured from the beginning to the making of the research design (Widiasworo, 2019: 31).

This study used a survey method with a research instrument in the form of a questionnaire/questionnaire. The type of questionnaire used is a closed questionnaire, where respondents respond according to the answer choices given by the researcher. Questionnaires or questionnaires as primary data will be disseminated to respondents through Google Forms. The validity and reliability of the instrument will be tested

through SPSS and data analysis will be carried out with the Partial Least Square-Structural Equation Model (SEM PLS).

### **Population and Sample**

The population that is all subjects or objects of research targets is female state civil servants occupying Echelon II, Echelon III, and Echelon IV positions in the Rejang Lebong Regency Government which amounts to 141 populations. The sample that is part-owned by the population will be determined by a saturated sampling technique that represents the total population. That is, all members of the people are used as research samples.

### **Measurement**

The research concepts used in the measurement of each variable are detailed in dimensions and indicators. Each indicator was measured using a Likert scale of 5 with categories 1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree. Glass Ceiling is measured using Krissetyanti (2018) measurements. Which consists of 4 dimensions, namely personal, family, organizational, and social. Organizational Culture is measured by the value of Ber-AKHLAK based on Law No. 5 of 2014 which consists of 7 dimensions, namely Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, Collaborative. Self-efficacy is measured by the measurement of Bandura (1997) with 3 dimensions namely level, strength, and generalization.

The questionnaire distribution was carried out from June 26 to July 7, 2023, at the Regional Apparatus Organization in Rejang Lebong Regency and addressed to all respondents. The respondents were female state civil servants totaling 188 people, consisting of 3 echelon II respondents, 58 echelon III respondents, and 127 echelon IV respondents.

Filling out the questionnaire from June 26 to July 9, 2023, 46 responses were obtained from respondents. Furthermore, in the period from July 10 to July 15, 2023, 95 responses were obtained from respondents. From the questionnaire distributed to 188 respondents, a total of 141 responses were obtained from respondents, and 47 respondents did not respond. Due to limited research time, it was decided not to increase the research time.

### **Results and Discussion**

The object of research is a female state civil apparatus in the Rejang Lebong Regency Government. The demographic characteristics of 141 respondents showed that 100% were female respondents, with 32.6% aged 30 – 40 years, 44.7% aged 41 – 50 years, and 22.7% aged over 50 years. The most marital status is 97.2% married. The highest educational qualification of 79.4% is S-1. The length of work of most respondents 71.6% is 10-20 years with most respondents' positions in echelon IV positions as much as 62.4%. The most respondents, 61.7%, came from official organizational units.

The model used is a Structural Equation Model (SEM) approach based on Partial Least Square (PLS) with SMART PLS software Version 3.2.9. This model aims to

confirm the theory and explain the presence or absence of relationships between latent variables. The test models used are measurement model tests (Outer Model) and structural model tests (Inner Model).

The calculation results of the measurement model test (Outer Model) in Table 1 for convergent validity tests show that there are several indicators whose values are still below 0.70 but are not removed because the values of Average Variance Extracted (AVE) and Fornier – Larcker Criterion values have been met.

**Table 1**  
**Convergent Validity of Outer Loadings**

Organizational Culture	Self-efficacy	Glass Ceiling	Women's Career Development
B1	0.671	E10 0.887	G10 0.780
B12	0.711	E11 0.897	G11 0.726
B13	0.801	E12 0.810	G12 0.824
B14	0.801	E13 0.857	G13 0.912
B15	0.825	E2 0.604	G14 0.901
B16	0.773	E3 0.670	G15 0.899
B17	0.629	E4 0.878	G16 0.866
B18	0.648	E5 0.863	G17 0.884
B19	0.780	E6 0.764	G18 0.896
B20	0.829	E7 0.863	G19 0.725
B21	0.622	E8 0.854	G20 0.845
B23	0.699	E9 0.824	G21 0.676
B25	0.674	G6 0.721	
B26	0.612		
B3	0.690		
B4	0.620		

Source: Smart PLS Data Processing Results

Another measure of convergent validity is the Average Variance Extracted (AVE) value which describes the manifest variable that a latent construct can have. The results of calculating the AVE value after the loading factor value has been ideal can be seen in Table 2.

**Table 2**  
**Validity Konvergen Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
Organizational Culture	0.512
Self-efficacy	0.671
Glass Ceiling	0.678
Women's Career Development	0.703

Source: SmartPLS Data Processing Results

Another measure of discriminant validity is through the Fornell-Larcker Criterion where the AVE root value must be higher than the correlation between constructs and other constructs, then discriminant validity is stated to be good as in Table 3.

**Table 3**  
**Validity of the Fornell-Larcker Criterion Discriminant**

	Organizational Culture	Efficacy Self	Glass Ceiling	Women's Career Development
Organizational Culture	0.715			
Self-efficacy	0.870	0.819		
Glass Ceiling	0.607	0.487	0.824	
Women's Career Development	0.889	0.882	0.553	0.838

Source: SmartPLS Data Processing Results

Reliability tests are evaluated using Cronbach's Alpha to measure the lower limit of a construct's reliability value and using Composite Reliability (CR) to measure the actual value of the construct's reliability. The Composite Reliability (CR) interpretation is the same as Cronbach's Alpha where a limit value of  $> 0.70$  is acceptable and a  $>$  value of  $0.80$  is very satisfactory, as can be seen in Table 4.

**Table 4**  
**Cronbach's Alpha Reliability and Composite Reliability**

	Cronbach's Alpha	Composite Reliability
Organizational Culture	0.935	0.943
Self-efficacy	0.954	0.960
Glass Ceiling	0.960	0.964
Women's Career Development	0.952	0.959

Source: SmartPLS Data Processing Results

After evaluating the construct/variable measurement model, the next step is to measure the structural model (inner model). The first step is to evaluate the structural model to see the significance of the relationships between variables by bootstrapping. The results of the evaluation of the R Square value for the self-efficacy mediation variable were  $0.759$  and the dependent variable of women's career development had an R Square value of  $0.841$ . The R square value obtained by the two variables is close to the value of  $0.67$  which means substantial or it can be said that the model is good. This can be seen in Table 5.

**Table 5. R Square**

	R Square	R Square Adjusted
Efikasi Diri	0.759	0.755
Pengembangan Karir Perempuan	0.841	0.837

Sumber : Hasil Olah Data SmartPLS

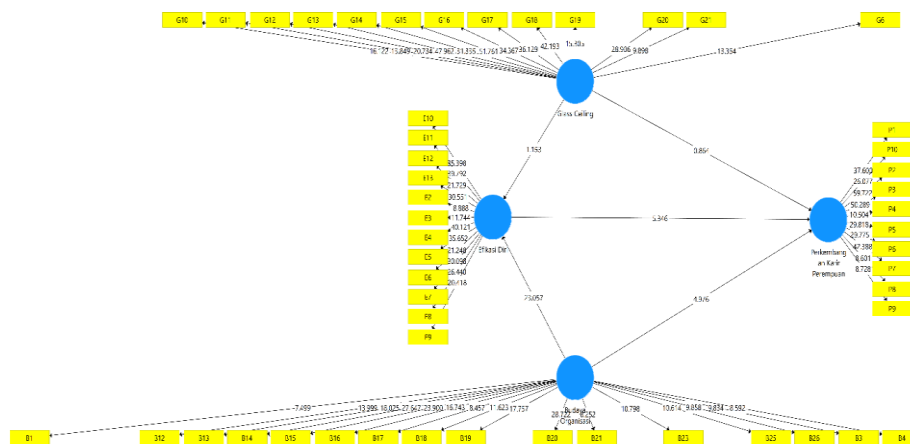
The next step is to determine the Q Predictive Relevance to determine the effectual model latent variables. Calculated using the formula:  $Q^2 = 1 - (1 - R^2n) = 1 - (1 - 0,759)(1 - 0,841)$

$$= 0,9617$$

The results show that the Q Square value of  $0.9617 > 0$ , meaning that the evidence that the observed value has been well reconstructed so that the model has predictive relevance.

The next test is to validate the entire structural model using Goodness of Fit (GoF). GoF values range from 0 to 1 with value categories 0.1 (GoF Small), 0.5 (GoF medium) and 0.3 (GoF large).  $\sqrt{0,641 - 0,800} = \sqrt{0,641 - 0,800} = \sqrt{-0,159} = 0,3987$

The results show that the Goodness of Fit (GoF) value is 0.3987, meaning that it belongs to the large category because the value is around 0.38. The next test is used to determine whether the hypothesis is accepted or rejected by paying attention to the significance value between t-statistical constructs and p-values. In the bootstrapping resampling method in this study, the significance value was 0.05 and the one-tailed test type was obtained in Figure 2 below.



Gambar 5 Hasil Bootstrapping Hipotesis

Table 6 Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
--	---------------------	-----------------	----------------------------	--------------------------	----------



<b>Organizational Culture -&gt; Self- efficacy</b>	0.909	0.916	0.036	25.512	<b>0.000</b>
<b>Organizational Culture -&gt; Women's Career Development</b>	0.876	0.883	0.042	20.728	<b>0.000</b>
<b>Self- efficacy -&gt; Women's Career Development</b>	0.455	0.451	0.086	5.312	<b>0.000</b>
<b>Glass Ceiling -&gt; Self- efficacy</b>	-0.066	-0.069	0.052	1.260	<b>0.104</b>
<b>Glass Ceiling -&gt; Women's Career Development</b>	0.021	0.017	0.061	0.345	<b>0.365</b>

Source: SmartPLS Data Processing Results

Hypothesis testing is also carried out for mediating variables so that results can be seen in the following table 7.

**Table 7. Specific Indirect Effect**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Organizational Culture -&gt; Self- Efficacy -&gt; Women's Career Development</b>	0.413	0.413	0.078	5.277	<b>0.000</b>
<b>Glass Ceiling -&gt; Self-Efficacy -&gt; Career Development</b>	-0.030	-0.030	0.023	1.277	<b>0.101</b>

Source: SmartPLS Data Processing Results

Based on the H1 hypothesis test, it proves that the perception of the glass ceiling has a positive effect on the career development of female state civil servants in the Rejang Lebong Regency government so H1 is rejected. This finding supports Mardiah & Zulhaida's (2018) research which shows that there is no gender gap in terms of the glass ceiling toward women's career development in banking. (Soumya & Sathiyaseelan, 2021) research shows that the opportunity has been given to female officers of the permanent commission in the Supreme Court of India to protect the interests of women in the Army.

The Rejang Lebong Regency Government has even conducted a competency test for echelon officials from echelon IV to echelon II every year as a benchmark for the performance of the state civil apparatus. This certainly provides an opportunity for all state civil servants to participate in the human resource improvement program, especially for female state civil servants. Moreover, the Rejang Lebong Regency Government has regulated this gender position in the Regional Regulation of Rejang Lebong Regency Number 1 of 2021 concerning Gender Mainstreaming in Regional Development. Article 12 reads "The Regent shall provide access to at least 30% of women's representation in the selection of appointments of structural and functional officials as long as they meet the requirements".

The H2 test was accepted because it proved that organizational culture had a positive effect on the career development of female state civil servants in the Rejang

Lebong Regency government. These findings support the findings of (Khan et al., 2021) research that a strong organizational culture is directly responsible for positive employee career development. A healthy organizational culture also improves individual well-being, directly leading to employees' overall career development. It is known that the organizational culture with the core value of "Ber-AKHLAK" by President Joko Widodo in 2021 is applied to all government organizations to provide a work culture that encourages the formation of a professional character of the state civil apparatus wherever the state civil apparatus is assigned.

The H3 test was accepted because it proved that self-efficacy had a positive effect on the career development of female state civil servants in the Rejang Lebong Regency government. These findings support (Hartman & Barber, 2020) research which shows that self-efficacy positively affects women's career aspirations in the workplace. Other research findings by De Clercq et al. (2019) show that self-efficacy has a very strong role in the employee's employment rate for career achievement.

Based on the H4 test, it was declared rejected. This shows that glass ceiling perception has a positive effect on self-efficacy. In H1, it was found that the glass ceiling had a positive effect on the career development of female state civil servants in the Rejang Lebong Regency Government so this also significantly positively affected self-efficacy. The low glass ceiling level faced by women in their careers fosters individual expectations about expected outcomes and thus increases self-efficacy.

It is known that H1 and H4 show results that the perception of the glass ceiling has a positive effect on self-efficacy and career development of female state civil servants in the Rejang Lebong Regency Government so self-efficacy cannot play a role as a mediating variable because the perception of glass ceiling which is not an obstacle to women's career development in Rejang Lebong Regency which means H5 is rejected. Although H4 and H5 are rejected because they positively affect self-efficacy and thus do not act as mediating variables, the goals of social cognitive theory center on the level of success achieved indicated in both employment and educational attainment and the ability to persevere when faced with obstacles. This finding does not support the results of (Batool et al., 2021) study which found that self-efficacy mediates the glass ceiling relationship to personal conflict in employee career advancement. Similarly, the results of Shin et al.'s (2019) research found that there is a mediating effect of self-efficacy in the relationship between gender stereotypes and women's career decisions in South Korean universities.

The H6 test is declared accepted, this shows that an organizational culture that cares about the growth of its employees and provides recognition for their performance will increase high self-efficacy for employees to foster a sense of enthusiasm, ideas, and commitment to be carried out together in their organization as well as for the expected career determination (Khan et al., 2021). The positive organizational culture in the Rejang Lebong Regency Government is currently leading to good development as in the last 5 (five) years there have been very few employee mutations. Even at the executive level,

there is very little employee turnover between organizations, including at higher levels because they have to take a competency test with applicable conditions.

H7 testing is accepted where self-efficacy plays a role in mediating organizational culture towards women's career development. Self-efficacy can support women's career development and influence individual behavior to believe in their potential and competence in achieving a better career even though female employees are in a work environment dominated by men with a masculine work culture with high self-efficacy, they will have a good impact on women's involvement in organizational activities. These findings support the research of (Jemini-Gashi et al., 2021) showing that self-efficacy mediates in organizational relationships to career decision-making on desired career certainty.

### **Conclusion**

Research shows that in the Rejang Lebong Regency Government, the perception of the glass ceiling as an obstacle to women's self-efficacy and career development is not proven. Respondents felt there was no discrimination against career advancement between women and men, especially in the personal dimension, where their confidence was high enough to achieve a better career. An organizational culture that conducts periodic performance evaluations is recognized as having a positive influence on women's self-efficacy and career development. Self-efficacy was also found to be an important factor in career development, with increased curiosity and diligent performance as the first step.

Low glass ceiling perceptions positively affect self-efficacy, but self-efficacy does not mediate the relationship between glass ceiling perceptions and women's career development. An organizational culture that supports employee growth with recognition of performance is thought to contribute to high self-efficacy, which in turn supports career development. A limitation of this study involves focusing on Echelon II, III, and IV positions in the district. Future studies may extend coverage to the provincial level and consider other variables such as organizational or leadership support. In addition, further research can explore glass ceiling perceptions in contexts of discrimination other than gender, such as social status or race.

### Bibliography

- Batool, Syeda Adeeba, Mansor, Nur Naha Abu, Bashir, Sajid, & Zainab, Syeda Sana. (2021). The Perception of Glass Ceiling and its Impact on Interpersonal Conflicts in a Masculine Culture: Mediating Role of Self-Efficacy. *Studies of Applied Economics*, 39(10).
- Beniwal, V. S., & James, Bulbul Dhar. (2019). Women in Indian public administration: Prospects and challenges. *Journal of Public Administration and Governance*, 9(3), 210–224.
- Brunner, Tiffany Caywood. (2018). *A study of advancement: female superintendents breaking the glass ceiling*. Lindenwood University.
- Hartman, Rosanne L., & Barber, Emily G. (2020). Women in the workforce: The effect of gender on occupational self-efficacy, work engagement and career aspirations. *Gender in Management: An International Journal*, 35(1), 92–118.
- Hussin, Harniyati, Tuah, Siti Normah Awang, Naseri, Roszi Naszariah Nasni, Shariff, Sharina, Mohammad, Norazlinda, & Zamri, Norena Abdul Karim. (2021). Decisive factors of “glass ceiling” on women career development in Malaysia. *Journal of Academic Research in Business and Social Sciences*, 11(1), 269–285. <https://doi.org/10.6007/IJARBS/v11-i3/8931>
- Jauhar, Junaimah, & Lau, Vincci. (2018). The ‘Glass Ceiling’ and Women’s Career Advancement to Top Management: The Moderating Effect of Social Support. *Global Business & Management Research*, 10(1).
- Jemini-Gashi, Liridona, Duraku, Zamira Hyseni, & Kelmendi, Kaltrina. (2021). Associations between social support, career self-efficacy, and career indecision among youth. *Current Psychology*, 40, 4691–4697.
- Khan, Sadaf, Mishra, Shikha, & Ansari, S. A. (2021). Role of organizational culture in promoting employee development: a review of literature. *Linguistics and Culture Review*, 5(S3), 585–595. <https://doi.org/10.21744/lingcure.v5nS3.1630>
- Lianto, Lianto. (2019). Self-efficacy: A brief literature review. *Jurnal Manajemen Motivasi*, 15(2), 55–61.
- Marina, Babaeva, Singh, Jugindar Singh Kartar, & Ahmad, Noraini Binti. (2020). Barriers faced by women in their career advancement in Yerevan, Armenia. *Global Business and Management Research*, 12(3), 118–133.
- Reeder, Neil. (2020). Organizational culture and career development in the British civil service. *Public Money & Management*, 40(8), 559–568. <https://doi.org/10.1080/09540962.2020.1754576>
- Shasrini, Tessa, & Sukri, Al. (2021). Pengaruh Glass Ceiling Terhadap Pengembangan Karir Wanita Di Dunia Pendidikan. *Jurnal Ranah Komunikasi (JRK)*, 5(1), 70–76.

<https://doi.org/10.25077/rk.5.1.70-76.2021>

Soumya, R. R., & Sathiyaseelan, Anuradha. (2021). Mindfulness: An emotional aid to the glass ceiling experiences. *Cogent Psychology*, 8(1), 1907911. <https://doi.org/10.1080/23311908.2021.1907911>

Wijayanti, Ratna, Sugiyanto, Eviatiwi Kusumaningtyas, & Sukmadewi, Yudhitiya Dyah. (2022). Glass Ceiling Perception on Career Advancement: Women Lecturers, In Indonesia. *International Journal of Management Excellence (ISSN: 2292-1648)*, 16(3), 2359–2366.

Yaratim, Irmak. (2019). *Glass ceiling perceptions of public employees*.