

3<sup>rd</sup> Penang International Conference on Hospitality 2023 [Special Issue]. e-Academia Journal of UiTM  
Cawangan Terengganu 12, 62-73, December 2023

## From Awareness to Action: Addressing The Underlying Factors Of The Glass Ceiling Effect For Women In Multiple Sectors

Carolina Novi Mustikarini<sup>1</sup>, \*Cindy Yoel Tanesia<sup>1</sup>, Tony Antonio<sup>1</sup>, Yuyun Karystin Meilisa Suade<sup>1</sup>,  
Asriah Syam<sup>1</sup> & Salmah Sharon<sup>1</sup>

<sup>1</sup>Management Study Program,  
Sekolah Tinggi Ilmu Ekonomi Ciputra Makassar, Indonesia

\*Corresponding author's email: [cindy.yoel@ciputra.ac.id](mailto:cindy.yoel@ciputra.ac.id)

Submission date: 27 October 2023

Accepted date: 11 December 2023

Published date: 21 December 2023

*To cite this article:* Mustikarini, C. N., Tanesia, C. Y., Antonio, T., Suade, Y. K. M., Syam, A. & Sharon, S. (2023). From Awareness to Action: Addressing The Underlying Factors Of The Glass Ceiling Effect For Women In Multiple Sectors. 3<sup>rd</sup> Penang International Conference on Hospitality 2023 [Special Issue]. e-Academia Journal of UiTM Cawangan Terengganu 12, 62-73, December 2023

### ABSTRACT

The Glass Ceiling Effect is a phenomenon that portrays intangible obstacles often interfering the career advancement of talented people, especially women, to top-level management positions. This article aims to explore the underlying factors of the Glass Ceiling Effect in Indonesia, with a focus on the career challenges faced by women and the barriers in achieving gender equality in the workplace. The study included 100 female respondents working in various sectors. The research findings show that there are several factors reflecting the Glass Ceiling Effect such as Internal Business Structure, Social Challenges, Situational Challenges, and Individual Challenges. On the other hand, the Government Challenge factor does not reflect the Glass Ceiling Effect.

**Keywords:** *Glass Ceiling Effect, Women, Internal Business Structure, Social Challenges, Situational Challenges, Individual Challenges.*

### 1.0 INTRODUCTION

In the last few decades, women have made notable improvement in achieving gender equality in the workplace. Despite the social shifts and changes in society's view of the role of women, there are still serious challenges faced by women in the workplace. One of the main challenges that still preventing women's progress is the phenomenon known as the "glass ceiling effect" (Taparia & Lenka, 2022). The glass ceiling effect defines as the presence of invisible boundaries that seem to hinder women from achieving high-level leadership positions in various industries, regardless of individual abilities, qualifications and experience. There are numerous companies that have adopted inclusive policies and are committed to promoting gender equality. However, there are still a lot of studies that show how women in the workplace are still blinded by a certain of complicated obstacles. For example, previous study has found

that even when women and men are equally competent, women are more likely to be promoted to vulnerable leadership roles in businesses that are going through difficult times and underperforming (Haslan & Ryan, 2008). Moreover, compared to their male counterparts, women leaders are more likely to be promoted to high-risk roles and encounter difficulties accomplishing strategic objectives, which results in shorter tenures (Glass & Cook, 2016). It is important to put attention in this phenomenon because women managers are excellent leaders due to their interactive leadership, change the focus of their subordinates from their own interests to the interests of the entire company, and inspire others with their charm and interpersonal abilities (Rosener, 1990).

This phenomenon shows the structured injustice that occurs in lots of organizations around the world. Although women are often qualified for managerial or executive positions, they often get stuck at some of the lower organizational levels and are unable to reach top positions on par with their male counterparts. There are several factors that contribute to the glass ceiling effect. Firstly, persistent gender stereotypes play an important role in hindering women's advancement (Tabassum & Nayak, 2021). Stereotypes involving women's roles are only limited to being complementary and views of a lack of leadership qualities attached to them still affect the perceptions and expectations placed on women in the workplace (Eagly, et al, 2000). Apart from that, the lack of support and assistance for women in the work environment can also cause difficulties for women in promotion. Strong professional networks and relationships are often key factors in career advancement, and women may face difficulties building and expanding these networks due to limited access or differences in treatment (Babic & Hanswez, 2021). Women also often face with work-related segregation which can be seen from unbalanced workplace structures (Purcell et al., 2010). Women must also wait longer to earn promotions; the proportion of women in the workforce improves the likelihood that males will be promoted to management positions but reduces the likelihood that women will be promoted to such positions (Maume, 1999). Roth (2004) reveals that women working on Wall Street are less likely than males to deal with outside clients and are frequently assigned to accounts and clientele that bring less money.

In a multi-industry context, the glass ceiling effect can be clearly seen in various sectors, such as technology, finance, manufacturing and others. Despite some positive changes in recent decades, the percentage of women who reach leadership positions in these sectors is still low (Groeneveld, et al, 2020). In the Indian IT industry, women are put more in the lower management level and face a glass ceiling which is an obstacle to rise to the top management level (Azeez & Priyadarshini, 2018). Women technology entrepreneurs also received less funding compared to their male counterparts in the United States (Inouye et al., 2020). Although women have made respectable progress in the workforce throughout time in Sri Lanka, they are still not as well-known as they should be at the higher echelons of the financial sector (Perera et al., 2021).

By conducting this study, we hope to have a more in-depth understanding of the glass ceiling effect and the factors that contribute to the challenges of this phenomenon and provide suggestions for companies to engage more in inclusivity and equality in the workplace. It is crucial for organizations and individuals to be able to acknowledge the challenges faced by women in the workplace. Moreover, companies need to be committed in addressing this glass ceiling effect challenge through more inclusive policies, strong mentorship, and a work environment that supports gender equality.

Most of the glass ceiling effect occurs in patriarchy countries and one of them is Indonesia. Indonesia is a patriarchy country with women's roles in society, the nation, and rural life are obscure because males have historically held the majority in Indonesian society (Hikmah, 2011). In Indonesia, patriarchy is enforced by religion and society, with consumerism serving as the catalyst and it restricts women's rights and freedoms regarding mobility, sexuality, education, domestic work, and early marriage (Febiola et al., 2023). Thus, there is a need to examine whether the glass ceiling effect also occurs in Indonesia. Therefore, this article aims to explore the underlying factors of the Glass Ceiling Effect in Indonesia, with a focus on the career challenges faced by women and the barriers in achieving gender equality in the workplace.

## 2.0 LITERATURE REVIEW

### 2.1 Glass Ceiling Effect

The term "Glass Ceiling" was mentioned for the first time by Gay Bryant in 1984 in an interview with US-based *Adweek* magazine (Carli and Eagle, 2016). This term picked up attention after being used by Hymowitz and Schellhardt (1986) in an article in *The Wall Street Journal* which defined it as an unseen barrier that prevents capable women in escalating to higher positions in the corporate hierarchy (OUCIF, 2017). The glass ceiling effect is a phenomenon that refers to the presence of an invisible obstacle that hinders women from achieving top-level management positions in various industries. The term "glass ceiling" implies a seemingly impenetrable barrier, such as a ceiling made of invisible glass. This effect shows the structured unfairness that occurs in numbers of companies around the world.

The definition of the glass ceiling effect can be interpreted as a career barrier that is almost hopeless for women to conquer when they are trying to climb the top positions in the workplace. The glass ceiling effect, which keeps women from rising to higher positions and causes disparities in salary and career ladder advancement, is prevalent in many cultures (Radhakrisnan, 2019). This phenomenon occurs in various and mostly patriarchy countries. In Korea's multi-layered labour market, the glass ceiling effect is more pronounced for female irregular workers with lower education levels in small and medium-sized businesses; as salary quantiles rise, so does the prevalence of invisible gender discrimination (Cho et al., 2014). The glass ceiling effect also exist in a university in Columbia with few female professors occupying managerial positions (Paz et al., 2020), in Dubai which influenced by factors such as gender, race, and ethnicity (Ramesh & Srivastava, 2016), and in Pakistan where women's job advancement is impeded by cultural, social, familial, and organizational impediments, even with the right credentials and experiences (Ilyas, 2014). Turkish labor market exhibits a considerable glass ceiling effect with the gender wage difference being more noticeable at the high tail of the wage distributions than at the middle or lower tails (Kaya, 2010). In Morocco, there is a greater gender pay gap at the top of the salary distribution than at the bottom and this disparity widens in the upper tail of the distribution and is sustained over time as high-earning male employees gain more from rising salaries growth (Nordman & Wolff, 2009).

Organizations should take competitive women into account when making decisions on hiring or promotion and creating equal employment rules would also lower the percentage of dependent women, which will boost the economic growth of a country (Saleem et al., 2017). For senior managerial roles, blind review-based promotion and selection criteria are advised in order to reduce the glass ceiling effect (Abbas et al., 2021). By acknowledging gender disparities in women, businesses, and government, as well as by offering equitable chances for professional growth for both male and female, then the glass ceiling effect may be broken (Ying, 2019). Although many companies have adopted inclusive policies and are committed to promoting gender equality, this phenomenon still exists and hinders the progress of women in various industries. According to Bazazo et al, (2017), there are factors that challenge women in contributing to obtaining positions as leaders which include internal business structure challenges, social challenges, government challenges, situational challenges and personal challenges.

### 2.2 Internal Business Structure

The internal business structure in the glass ceiling phenomenon includes a number of things that affect the advancement of women to high-level leadership positions within the organization. One of the challenges with the policies and practices of organizations that are not inclusive (Clevenger & Singh, 2013). Organizational practices that do not support gender equality and inclusion can hinder women's progress in the workplace. Examples of company support for women include career development programs specifically targeting and supporting women, adequate work-life balance programs, and others.

Another thing that can provide support for women is support from corporate leaders. When a leader lacks awareness and commitment to support gender equality, it will certainly hinder the involvement of women in organizations. Therefore, it is important for a leader to create an open organizational culture and provide opportunities for women to get promoted to become leaders in the organization (Offermann & Foley, 2020). The internal business structure is also linked to the existence of an anti-discrimination program within the organization. This can be implemented through an objective performance appraisal process in accordance with predetermined indicators. Therefore, women will have the opportunity to be promoted to positions based on transparent and objective performance appraisal results.

### **2.3 Social Challenge**

The social challenges in the glass ceiling phenomenon involve various aspects that affect women's advancement to high-level leadership positions in society. The most frequently encountered social challenge is that gender stereotypes that are still embedded in society can influence perceptions and expectations of women in the workplace (Jones, 2022). The view that women are more suited to take on domestic roles and less suited to leadership roles can limit women's opportunities for advancement. In addition, discriminatory business practices and the stereotype of the “think manager, think male” are examples of how social norms generate organizational barriers (Taparia & Lenka, 2022). Sometimes there are some industries and organizations that still have a culture that is dominated by more masculine values and leadership styles, which can create barriers for women who may have a different leadership approach. Women often have to bear various responsibilities due to multiple roles they have. For instance, married women are expected to carry out duties and responsibilities as a wife and/or mother in her household, while at the same time she also carries out professional careers at work. This intense workload can make it challenging for women to entirely concentrate on advancing their careers, sometimes restricting their opportunities to obtain higher leadership positions.

Social challenges can also be associated with the lack of significant social support and networks for women in the workplace. If women do not have access to mentorship, peer support, or strong professional networks, they may face challenges in getting information, opportunities, and resources that can aid them in developing their careers (Kossek, et al, 2017).

Some societies still respect traditions and norms that prioritize more traditional roles and positions for women. This can lead to rejection of women seeking to achieve high-level leadership positions, as they are seen as violating existing social norms. The need for education, awareness campaigns and support programs that target gender stereotypes and traditional roles can help change societal perceptions and reduce social challenges that hinder women's advancement into higher leadership positions.

### **2.4 Government Challenges**

The challenge for government agencies in the glass ceiling phenomenon relates to their role in creating policies and environments that support gender equality in the workplace. In government, the lack of women's representation in leadership is an interesting challenge (Ricucci, 2021). If government agencies do not reflect diversity and gender equality within their power structures, it is difficult for them to become strong role models and promote gender equality within the public sector as a whole.

Government agencies can face challenges in developing policies and practices that support gender equality and overcome the glass ceiling effect. If there are no policies that support work-life balance, and work flexibility, women may face difficulties in attaining high-level leadership positions. The government certainly has the necessary training, mentorship, and other support programs to help women reach high-level leadership positions. Another challenge is the existence of unconscious bias in decision making in government institutions. The government must be able to allocate resources based on an objective and fair assessment, so that women are not overlooked or undervalued compared to their male counterparts, despite having the same qualifications and performance (Eagly & Carli, 2003). To achieve harmonized development in the family, government and social organizations should aggressively promote gender equality consciousness, foster advanced gender culture, implement policies conducive to women's growth, and strengthen women's social standing (Zhu & Fu, 2008). Governments may help the planning of human resources by funding groups that represent workers and businesses, and by concentrating on issues such as salary parity, possibilities for advancement, and occupational sex segregation (Baum, 2013).

### **2.5 Situational Challenge**

Situational circumstances can influence women's decisions in both their personal and professional lives, thereby impeding their ability to grow in their careers; examples of these elements include conventional housewives, moms, career women, and women juggling work and motherhood obligations (Darley, 1976). The primary obstacles impeding the career progress of women professionals are their dedication to family duties and the absence of gender-sensitive policies where they strongly desire flexible work schedules, childcare options, and assistance for non-work commitments (Buddhapriya, 2009).

According to Man et al., (2009) found that women view involvement in high-visibility projects as an important factor for career success, but they should actively seek out such opportunities more than their

male counterparts. The results of the study found that assigning women to high-visibility positions could be interpreted as organizations that embrace diversity as a key strategic driver, actively recruiting women for key roles. A supportive company culture that allows women to adapt their work schedules and make meaningful contributions to their organizations and families allows them to reconcile their various roles effectively. Conversely, the absence of organizational support to balance professional and household responsibilities can have a negative impact on women's career advancement (Jain & Mukherji, 2010).

## 2.6 Individual Challenge

Studies based on human-centered theory show that women lack the traits and skills necessary to succeed in leadership positions, such as ambition and self-confidence, in contrast to men who are often more assertive and display influential behaviors, which are considered important qualities for leadership. (Terjesen & Singh, 2008). It seems clear that individuals' self-confidence is not influenced by organizational support, potentially suggesting that their self-confidence stems from other factors such as education, experience, and maturity, or that they are intrinsically motivated. Despite obstacles like low self-esteem, career planning, work/life balance, and workplace prejudices, women in leadership positions may succeed with the correct tactics (Chen et al., 2021).

In general, women who work professionally are able to show that they have values and dare to compete at work. Even though women do not have adequate facilities or means, women will optimize their multitasking abilities to be able to provide solutions at work. Women tend to have the courage to break down barriers to show that they deserve the opportunity to reach the highest positions in the organization. Compared to males, women have less demanding work experiences, most likely as a result of managers assigning different tasks to various genders (De Pater et al., 2009). Significant professional constraints confronted by women in the advanced technology sector are typically overcome on a personal level, and additional possibilities for mentorship for female entrepreneurs are needed (Orser et al., 2012).

Personal challenges will be overcome easily by accessing the confidence and courage to create change in the organization. However, a previous study found that instead of concentrating on personal problems like confidence and opting out, women's job progress depends on addressing structural norms and structures in businesses (O'Neil & Hopkins, 2015). Sometimes on the other hand, a lack of respect from male colleagues, limited access to high visibility positions, and inadequate support for managing multiple roles hinders their mobility to rise in positions above. Some individuals are able to demonstrate readiness and a desire to advance within their organization. However, the reality is that there are still too few women in senior management positions in companies.

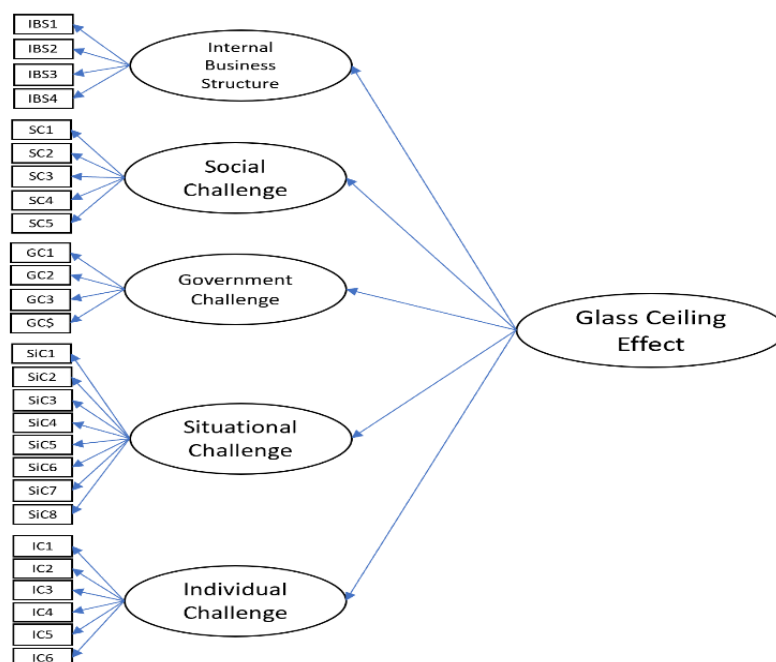


Figure 1. Research Model

### 3.0 METHODOLOGY

This study employs a positivism paradigm and thus applies a quantitative approach in its research. In this study, a non-probability purposive sampling method was used which does not use randomization; instead, respondents self-reflection procedures or arbitrary or purposeful sample selection are used (Vehovar et al., 2016).

The population in this study is women who work in various types of companies in various types of industries, the exact number of which is not yet known. Bungin (2015) explains that if the population size is not known with certainty then determining the number of samples can follow the views of Sekaran & Bougie (2016) as explained in Soekanto and Mustikarini (2017) who explain that there are general rules that recommend the number of samples in research if the population is not known to be in the range of more than 30 and less than 500 respondents. Therefore, in this study, to determine the sample size, the total number of questionnaires that were returned and completely filled out by respondents was considered. In this study, 135 questionnaires were distributed, and 100 questionnaire data were returned and filled in completely, so based on this number, the sample used in this study was 100 respondents.

The data collection tool that will be used in this study is a self-administered questionnaire. The variables will be measured using different question items. All measurement tools used in this study have been adapted from a multi-item scale that has previously been used in several other studies and have gone through the interpretation phase based on validated sources. The unit of analysis used in this study is the individual. Factor analysis in this research will be carried out using simple SEM-PLS analysis, by looking at the factor loading results which reflect the description of these factors. According to Jogianto and Abdillah (2015), simple factor determination can be done by looking at the loading factor values. In addition, SEM-PLS is an analytical tool that can be applied to small sample sizes.

In the first order construct, a model test is carried out from the dimension latent construct to the indicator. The following are the steps that must be taken for the first order construct according to Abdillah and Jogiyanto (2015), namely conducting convergent and discriminant validity tests. In convergent validity, according to Hair, et al (2021) there are two things that must be considered, namely the loading factor value with a suggested value above 0.70, and the average variance extracted value with a recommended value above 0.50. In discriminant validity, the cross-loading value is suggested above 0.70 and indicators on related variables must have the highest value. When conducting reliability testing, the following things must be considered, namely the Cronbach alpha and Cronbach alpha values.

Composite reliability for confirmatory factor analysis is suggested above 0.70. The measurement model test from latent to main latent variable constructs was carried out in the second order construct (Abdillah and Jogianto, 2015). In the second order construct stage, a loading factor test is carried out which is seen from the path coefficient value and the recommended value is above 0.70 for each variable. The next test is the coefficient of determination (r square) which is expected to have a high value and test the hypothesis by looking at the t-statistics value with a suggested value above 1.96.

## 4.0 RESULT AND DISCUSSION

### 4.1 Respondent Characteristics

The distribution of questionnaires in this study was carried out online which I distributed to women who work in various types of companies in various types of industries. Respondents in this study amounted to 100 people based on the number of questionnaires received back and completely filled out by the respondents. The honest opinion of the respondents in filling out the questionnaire is very important, so they fill out the questionnaire without including their identity.

**Table 1: Respondent Characteristics**

No	Description	Total	%	
1	Age	18-23	8	8%
		24-29	17	17%
		30-35	15	15%
		36-41	8	8%
		41 and above	52	52%
	Total	100	100%	

2	Education Level	High School	1	1%
		Diploma	9	9%
		Bachelor	50	50%
		Master	35	35%
		Doctorate	5	5%
		Total	100	100%
3	Career Level	Senior Manager	23	23%
		Middle Manager	5	5%
		First Line Manager	14	14%
		Supervisor	18	18%
		Employee	40	40%
		Total	100	100%
4	Work Experience	Less than 5 years	20	20%
		5 years – less than 10	24	24%
		More than 10 years	56	56%
		Total	100	100%

(Reference: raw data, processed)

Based on the frequency distribution in Table 1, it is known that the majority of respondents are over 41 years old, namely 52%. Meanwhile, if observed from the distribution of educational levels, it appears that the majority of respondents are undergraduates as much as 50%. Most of the respondents acted as leaders, namely 23% senior managers, 5% middle managers, 14% first line managers. This shows that the selection of respondents is very appropriate, because most of the respondents are female leaders who are very relevant to the glass ceiling phenomenon. This condition is in line with the challenge of the glass ceiling which addresses the issues raised.

#### 4.2 Validity Test and Reliability

The construct validity test was measured by the loading score parameter (Rule of Thumbs  $> 0.7$ ) using the AVE, Communality, R, and Redundancy parameters. The AVE score must be  $> 0.5$ , Communality  $> 0.5$ , and Redundancy close to 1. An indicator can be removed from the construct if the loading score is  $< 0.5$  because this indicator is not loaded. As long as the AVE score and the Communality indicator are 0.5, loading scores between 0.5 – 0.7 should not be deleted. After testing and eliminating indicators, the following is the result of the first order construct.

**Table 2: Validity and Reliability**

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Glass Ceiling Effect	0.922	0.928	0.934	0.506
Internal Business Structure	0.703	0.709	0.816	0.529
Individual Challenge	0.881	0.897	0.911	0.632
Government Challenges	0.910	0.947	0.936	0.785
Situational Challenge	0.904	0.914	0.925	0.614
Social Challenge	0.823	0.847	0.861	0.554

(Reference: processed data, 2023)

Based on the results of the validity test of the Average Variance Extracted (AVE) in Table 2, it is explained that this value is accepted. The resulting values are all more than 0.5 which complies with the requirement that the AVE value  $> 0.5$ . The reliability test can be said to be a reliable construct if the Cronbach's alpha value must be  $> 0.6$  and the Composite reliability value must be  $> 0.7$ . These results show the results of the Cronbach's Alpha test, namely the lowest value produced is 0.703 and the highest is 0.922. So, it can be concluded that the measuring instrument used is already good or reliable with the condition that the

Cronbach's Alpha value must be > 0.6. Composite Reliability test results > 0.7 which indicates that this variable can be used as a measuring tool for a construct consistently.

**Table 3: R Square**

	<b>R-Square</b>	<b>R-Square adjusted</b>
Internal Business Structure	0.239	0.231
Individual Challenge	0.737	0.735
Government Challenges	0.024	0.014
Situational Challenge	0.877	0.876
Social Challenge	0.095	0.086

(Reference: processed data, 2023)

R Square value shows how much the indicator value can form a variable. The internal business Structural challenge factor has 4 indicators with a value of 0.239 which states that the internal business Structural challenge factor can reflect the Glass Ceiling effect of 23.9%. The social challenge factor has 5 indicators with a value of 0.095 which states that the social challenge factor can reflect a Glass Ceiling effect of 9.5%. The government's challenge factor has 4 indicators with a value of 0.024 which states that the government's challenge factor can reflect a glass ceiling effect of 2.4%. The situational challenge factor has 8 indicators with a value of 0.877 which states that the situational challenge factor can reflect a glass ceiling effect of 87.7%. Individual challenge factors have 6 indicators with a value of 0.737 which states that individual challenge factors can reflect a glass ceiling effect of 73.7%.

**Table 4: Path Coefficient**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standart Deviasi (STDEV)</b>	<b>T Statistics (O/S TDEV)</b>	<b>P Value</b>
Glass Ceiling Effect □ Internal Business Structure	0,489	0,502	0,076	6,397	0,000
Glass Ceiling Effect □ Individual Challenge	0,859	0,863	0,036	23,834	0,000
Glass Ceiling Effect □ Government Challenges	0,155	0,176	0,111	1,389	0,165
Glass Ceiling Effect □ Situational Challenge	0,937	0,939	0,013	72,208	0,000
Glass Ceiling Effect □ Social Challenge	0,309	0,346	0,084	3,670	0,000

(references: processed data, 2023)

Table 4 and Figure 2 Path Coefficients shows that t-statistic values above 1.96 state that internal business structural challenges, social challenges, situational challenges, and individual challenges significantly reflect the Glass Ceiling Effect, only government challenges cannot reflect the Glass Ceiling Effect.



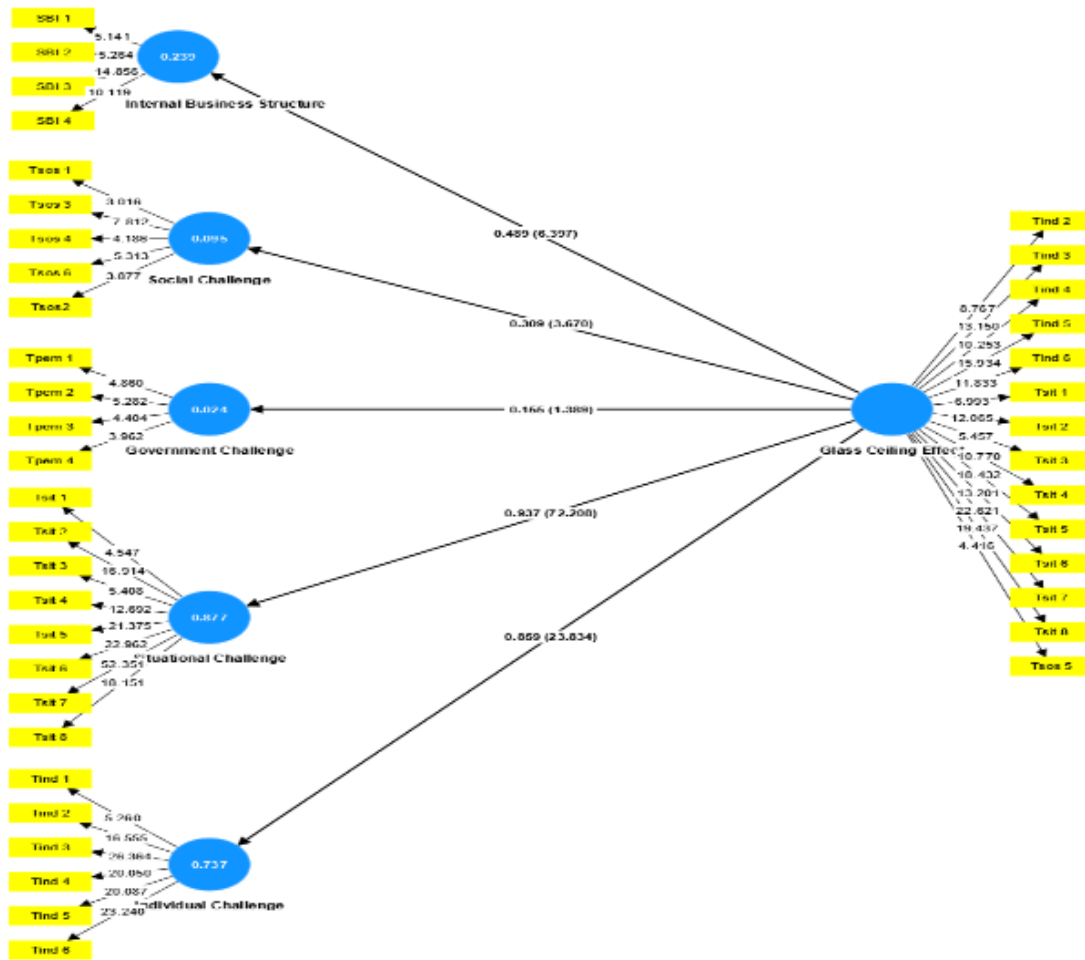


Figure 2. Path Coefficient (references: processed data, 2023)

The government challenge not being supported reflects the glass ceiling factor in this research, which can be explained because in general the issue of gender equality is still an agenda that does not yet have a concrete solution. The government does not yet have a firm policy regarding this issue.

## 5.0 CONCLUSION

In conclusion, despite progress in achieving gender equality in the workplace, the glass ceiling effect remains a significant challenge for women. Factors such as gender stereotypes, lack of support and assistance, work-related segregation, and delayed promotions contribute to this phenomenon. It is crucial for organizations to address these challenges through inclusive policies, mentorship, and a supportive work environment. Additionally, the glass ceiling effect is also prevalent in patriarchal countries like Indonesia, where societal and religious norms restrict women's rights and freedoms. Further research is needed to understand and address the glass ceiling effect in Indonesia specifically and becomes the aim of this study.

The glass ceiling effect refers to the discriminatory practices and biases that hinder the progress of women in climbing the corporate ladder and attaining top leadership positions. This phenomenon is not limited to a specific culture or region but is prevalent in many societies worldwide. To combat the glass ceiling effect, organizations must take proactive measures to create a more inclusive and equitable work environment. This can be achieved by adopting inclusive policies that promote diversity and gender equality. Companies should implement equal employment rules that ensure fair opportunities for career advancement, such as transparent promotion processes and pay equity. Additionally, organizations should provide training and development programs that focus on empowering women and equipping them with the necessary skills and

knowledge to succeed in leadership roles. Mentoring and sponsorship programs can also be established to provide guidance and support to women as they navigate their careers.

On an individual level, women must address the structural norms and biases that exist within businesses. This involves challenging societal expectations and stereotypes that limit women's potential. Women should actively seek out opportunities for growth and advancement, and not be afraid to assert themselves and showcase their capabilities. Furthermore, women can form networks and support groups to share experiences, exchange advice, and advocate for gender equality in the workplace. By collectively addressing the glass ceiling effect, women can amplify their voices and push for change. Overcoming personal challenges also requires women to develop resilience and confidence. It is important for women to believe in their abilities and not let setbacks discourage them. By continuously improving their skills, seeking out mentors, and seizing opportunities, women can break through the glass ceiling and reach their full potential.

To conclude, the glass ceiling effect is a significant barrier that prevents capable women from reaching higher positions in the corporate hierarchy. To reduce this effect, organizations must adopt inclusive policies and equal employment rules, while individuals must challenge structural norms and biases. By working together, we can create a more equitable and diverse corporate landscape where women have equal opportunities to succeed.

Based on the results of our research on 100 female respondents who work and come from multiple industries related to the Glass Ceiling Effect factor, it shows that the factors that reflect the Glass Ceiling effect are Internal Business Structure, Social Challenges, Situational Challenges, and Individual Challenges. Based on the research results, the factor that has the highest value reflecting the Glass Ceiling Effect factor is the Situational Challenge factor and only the Government Challenge factor which cannot reflect the Glass Ceiling Effect factor.

## 6.0 LIMITATION

The limitation of this research lies in the relatively limited number of samples and thus the result can not be generalized. This is because in the process of searching for respondents with the criteria of female leaders it is not easy to obtain them. Future suggestions include adding a qualitative description to add to the discussion regarding the glass ceiling phenomenon.

## ACKNOWLEDGEMENTS

The successful completion of this research project was made possible through the invaluable contributions and support of numerous individuals, whose identities may not be exhaustively listed. We sincerely appreciate and welcome the contributions made by the individuals. Nevertheless, the collective would like to convey their profound gratitude and obligation, specifically towards the subsequent individuals: I would like to express my gratitude to STIE CIPUTRA MAKASSAR for their generous financial support in facilitating the execution of this research project, as well as for providing an optimal study atmosphere through their exceptional facilities. We extend our sincere gratitude to all the participants who actively engaged in our experiment and generously devoted their time and undivided attention.

## REFERENCES

- Abbas, F., Abbas, N., & Ashiq, U. (2021). Glass Ceiling Effect and Women Career: Determining factors in Higher Education Institutions. *sjesr*, 4(1), 1-8.
- Azeez, P. N., & Priyadarshini, R. G. (2018, July). Glass ceiling factors affecting women career advancement in IT industry in India. In *IOP Conference Series: Materials Science and Engineering* (Vol. 390, No. 1, p. 012021). IOP Publishing.
- Bazazo, I., Nasseef, MA, Mukattesh, B., Kastero, D., & Al-Hallaq, M. (2017). Menilai efek langit-langit kaca untuk wanita di bidang pariwisata dan perhotelan. *Jurnal Manajemen dan Strategi*, 8 (3), 51.
- Babic, A., & Hansez, I. (2021). The glass ceiling for women managers: Antecedents and consequences for work-family interface and well-being at work. *Frontiers in psychology*, 12, 677.
- Baum, T. (2013). International perspectives on women and work in hotels, catering and tourism.

- Buddhapriya, S. (2009). Work-family challenges and their impact on career decisions: A study of Indian women professionals. *Vikalpa*, 34(1), 31-46.
- Chen, H. S., Severt, K., Shin, Y. H., & DiPietro, R. B. (2021). Invisible yet powerful: the unseen obstacles women leaders face in their hospitality careers. *Journal of Human Resources in Hospitality & Tourism*, 20(2), 249-269.
- Cho, J., Lee, T., & Jung, H. (2014). Glass ceiling in a stratified labor market: Evidence from Korea. *Journal of the Japanese and International Economies*, 32, 56-70.
- Darley, S. A. (1976). Big-time careers for the little woman: A dual-role dilemma. *Journal of Social Issues*, 32(3), 85-98.
- De Pater, I. E., Van Vianen, A. E., & Bechtoldt, M. N. (2010). Gender differences in job challenge: A matter of task allocation. *Gender, Work & Organization*, 17(4), 433-453.
- Eagly, A. H., & Carli, L. L. (2003). The female leadership advantage: An evaluation of the evidence. *The leadership quarterly*, 14(6), 807-834.
- Eagly, A. H., Wood, W., & Diekmann, A. B. (2000). Social role theory of sex differences and similarities: A current appraisal. *The developmental social psychology of gender*, 12(174), 9781410605245-12.
- Febiola, N., Aritorang, A. I., & Budiana, D. (2022). REPRESENTASI PATRIARKI DALAM FILM "YUNI". *Scriptura*, 12(2), 100-112.
- Glass, C., & Cook, A. (2016). Leading at the top: Understanding women's challenges above the glass ceiling. *The Leadership Quarterly*, 27(1), 51-63.
- Groeneveld, S., Bakker, V., & Schmidt, E. (2020). Breaking the glass ceiling, but facing a glass cliff? The role of organizational decline in women's representation in leadership positions in Dutch civil service organizations. *Public Administration*, 98(2), 441-464.
- Hair Jr, J., Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage publications.
- Haslam, S. A., & Ryan, M. K. (2008). The road to the glass cliff: Differences in the perceived suitability of men and women for leadership positions in succeeding and failing organizations. *The Leadership Quarterly*, 19(5), 530-546.
- Hikmah, M. (2011). Women's Rights Protection in Cultural and Environmental Sector. *Indonesian J. Int'l L.*, 9, 281.
- Ilyas, A. (2014). Existence of Glass Ceiling in Public Universities of Lahore (Pakistan). *Asian Journal of Business Management*, 6(3), 128-137.
- Inouye, T. M., Robinson, J. A., & Joshi, A. M. (2020). Does a Federal Glass Ceiling Have Differential Effects on Female and Male Technology Entrepreneurs?. In *Macro and micro-level issues surrounding women in the workforce: Emerging research and opportunities* (pp. 109-131). IGI Global.
- Jain, N., & Mukherji, S. (2010). The Perception of 'Glass Ceiling' in Indian Organizations: An Exploratory Study. *South Asian Journal of Management*, 17(1).
- Jogiyanto, P., & Abdilah, W. (2015). DR. Partial Least Square (PLS) dalam Penelitian Bisnis.
- Jones, S. C. M. (2022). Perspectives on Gender Stereotypes and Glass Ceiling Beliefs of Male and Female Corporate Professionals (Doctoral dissertation, Walden University).
- Kaya, E. (2010). Quantile regression and the gender wage gap: Is there a glass ceiling in the Turkish labor market?. Available at SSRN 2320411.
- Kossek, E. E., Su, R., & Wu, L. (2017). "Opting out" or "pushed out"? Integrating perspectives on women's career equality for gender inclusion and interventions. *Journal of Management*, 43(1), 228-254.
- Man, M. M. K., Skerlavaj, M., & Dimovski, V. (2009). Is there a 'glass ceiling' for mid-level female managers?. *International Journal of Management & Innovation*, 1(1).
- Maume Jr, D. J. (1999). Glass ceilings and glass escalators: Occupational segregation and race and sex differences in managerial promotions. *Work and occupations*, 26(4), 483-509.
- Neuman, WL 2011. *Metode Penelitian Sosial: Kualitatif dan pendekatan kuantitatif* (edisi ke-7). Boston, MA: Pearson Pendidikan, Inc.
- Nordman, C. J., & Wolff, F. C. (2009). Is there a glass ceiling in Morocco? Evidence from matched worker-firm data. *Journal of African Economies*, 18(4), 592-633.

- Offermann, L. R., & Foley, K. (2020). Is there a female leadership advantage?. In Oxford research encyclopedia of business and management.
- O'Neil, D. A., & Hopkins, M. M. (2015). The impact of gendered organizational systems on women's career advancement. *Frontiers in psychology*, 6, 905.
- Orser, B., Riding, A., & Stanley, J. (2012). Perceived career challenges and response strategies of women in the advanced technology sector. *Entrepreneurship & Regional Development*, 24(1-2), 73-93.
- OUCIF, R. (2017). Hillary Clinton's Candidacy and Barack Obama's Presidency.
- Paz, I. M., Lozada, I. C. R., & Sánchez, A. M. G. (2020). Visibilizando el techo de cristal en la Universidad del Cauca: un análisis de discriminación laboral de género. *La manzana de la discordia*, 15(2), 216-241.
- Perera, I. S., Ganeshan, J., & Belitski, M. (2021). Underrepresentation of women managers in the boardroom: evidence from the Sri Lankan financial sector.
- Purcell, D., MacArthur, K. R., & Samblanet, S. (2010). Gender and the glass ceiling at work. *Sociology Compass*, 4(9), 705-717.
- Radhakrishnan, R. (2019). Cultural variations in the glass ceiling effect: a review. *Artha Journal of Social Sciences*, 18(1), 23-30.
- Ramesh, V., & Srivastava, A. (2016). Critical Evaluation of Gender Discrimination and Glass Ceiling Effect in the Indian and International Universities in UAE. Available at SSRN 3379209.
- Riccucci, N. M. (2021). Managing diversity in public sector workforces. Routledge.
- Rosener, J. B. (2011). Ways women lead. In *Leadership, gender, and organization* (pp. 19-29). Dordrecht: Springer Netherlands.
- Roth, L. M. (2004). Bringing clients back in: Homophily preferences and inequality on Wall Street. *Sociological Quarterly*, 45(4), 613-635.
- Saleem, S., Rafiq, A., & Yusaf, S. (2017). Investigating the glass ceiling phenomenon: An empirical study of glass ceiling's effects on selection-promotion and female effectiveness. *South Asian Journal of Business Studies*, 6(3), 297-313.
- Sekaran, U., & Bougie, R. (2016). Metode penelitian untuk bisnis: Pendekatan membangun keterampilan . John Wiley & son.
- Soekanto, A., & Mustikarini, CN (2017). Faktor kesuksesan bisnis start-up di Surabaya. Performa jurnal manajemen dan bisnis pemula . Vol , 1 .
- Tabassum, N., & Nayak, B. S. (2021). Gender stereotypes and their impact on women's career progressions from a managerial perspective. *IIM Kozhikode Society & Management Review*, 10(2), 192-208.
- Taparia , M., & Lenka , U. (2022). Kerangka konseptual terintegrasi dari efek langit-langit kaca. *Jurnal Efektivitas Organisasi: Orang dan Kinerja* , 9 (3), 372-400.
- Terjesen, S., & Singh, V. (2008). Female presence on corporate boards: A multi-country study of environmental context. *Journal of business ethics*, 83, 55-63.
- Vehovar, V., Toepoel, V., & Steinmetz, S. (2016). *Non-probability sampling* (Vol. 1, pp. 329-345). The Sage handbook of survey methods.
- Ying, Z. (2009). The Influence of Gender Inequalities in Female Employment and Countermeasure. *Journal of Yanshan University*.
- Zhu, Y., & Fu, H. (2008). Family Gender Equality Problem and Social Countermeasures. *SOUTH CHINA POPULATION*, 23(1), 7.