

The glass ceiling phenomenon: A review of literature and a theoretical perspective

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Abstract

It is challenging for a woman to obtain a worthy platform for herself in a patriarchal culture with values that are primarily male dominated. As a result, gender issues have gained significant attention in the field of management studies. The glass ceiling phenomenon that prevails in businesses is one of these salient gender issues. This research reviews many papers on the glass-ceiling effect and groups them into one of the following four categories: (i) Proof of the "glass ceiling" occurrence. (ii) The origins of the glass ceiling; (iii) the effects of having a glass ceiling; and (iv) what happens when a glass ceiling breaks (iv) Strategies for breaking the glass ceiling at work. This research makes a significant contribution to the quantity of knowledge already available on the glass-ceiling issue, and it will also assist future researchers in streamlining their research directions.

Introduction

The concept of glass ceiling is concerned with the preconceptions and corporate traditions that restrict women from obtaining senior management positions (Prasad, 2018; Karakilic, 2019; Alazzawi et al., 2019; Rincon et al., 2020). According to Singh and Malhotra (2017) the ceiling is a barrier to upward mobility, the term "glass" refers to unbreakable walls or hurdles. (Prasad, 2018). Glass ceiling refers to barriers that hinder employees in an organization from making progress and reaching his full potential (Thomas et al., 2013). According to a definition by the U.S. Bureau of Labor, glass ceiling is "those artificial barriers based on attitudinal or organizational bias that prevents women from advancing upward in the organization into management-level positions." Although it was first used in the US, the term can be currently generalized to all the circumstances that women practically face in reaching top managerial jobs (Ghorbani et al., 2014; Slaughter, 2015).

According to Kiaye and Singh (2013), the "glass ceiling" is a noticeable barrier as well as a strong ceiling that prevents women from moving up to senior management roles. Glass ceiling is a concept that illustrates a disadvantage for women in terms of job chances, particularly when women need to grow in their careers, according to Jasielska (2014) and Kolade and Kehinde (2013). Because of the seeming impediments, this phenomenon is referred to as a "glass," and a "ceiling," because there are hurdles to their upward advancement (Hiau, 2008).

Barriers to the promotion of women to management positions can be divided into three general categories: individual, organizational and cultural-social obstacles. Women come across multiple and diverse barriers to their future progress even when promoted to managerial jobs, including that women have less motivation for leadership and management, and those women are in a position of weakness when it comes to time and energy in daily activities (Edirisinghe and Thalgaspitiya, 2016).

Glass ceiling obstacles can be divided into two categories, according to Morgan (2015): artificial barriers and natural barriers. When compared to the natural obstacles found in the amount of schooling or career

breaks that have a substantial impact on women's professional progress, artificial barriers like those that are personal, organizational, and societal can be comprehended.

Review of Literature

Researchers differed on defining the concept of glass ceiling due to the different point of views here are some definitions of glass ceiling: According to Powell and Butterfield (2003), glass ceiling is a form of barrier in the workplace that is so subtle and apparent, yet so tough that its proscribed women and minorities from occupying top position in management hierarchy.

In contrast, to recognized barriers to career progression such as inadequate education and lack of requisite work experience, the glass ceiling barriers are less tangible and may be rooted in culture, society, organizational, individual and psychological factors that work collectively to obstruct the progression of women to managerial positions (Jain and Mukherji, 2010). Research conducted by Chang et al, (2014) describes the glass ceiling phenomenon as invisible obstacles that prevent women from rising to leadership status. Glass ceiling effects imply that gender disadvantages are more pronounced at the top of the hierarchy that at lower levels (Tandrayen-Ragoobur and Pydayya, 2015).

According to Ying et al. (2011), three key restrictions fuel glass-ceiling occurrence: customary gender roles, expressions of sexism in the workplace, and lack of sponsorships. Maume affirmed that the glass ceiling is a unique form of gender and racial bias against women and that this bias is more severe at later stages of career development than at labor entry (Maume, 2004). Insights from the study by Cansu (2013) highlight that few women move beyond the glass ceiling into executive management. However, their number is not proportional to their representation in middle management compared to their male counterparts. House et al (2005, p.67) view the glass ceiling as an "invisible and unannounced ceiling, the safety of women prevents them from reaching senior leadership positions". As for Miffilin (2009, p.32), asserted that the "glass ceiling is a barrier placed in front of the women inside the organization to prevent her from promoting to positions of higher authority and thus preferring men over women within the organizations".

Hindle (2009, p. 91) indicated that the "glass ceiling means that women are not allowed to climb the career ladder". Cook and Glass, (2014) explained that the glass ceiling is an informal policy imposed on women and minorities to prevent them from promoting to higher levels, whether in the work environment or in the political environment.

The glass ceiling, from a biological standpoint, is not just an expression of male dominance, but it also has biological implications. Doctors, scientists, and managers have reported that after having a child, smart and ambitious young women who are qualified and capable for top jobs lose interest in them and choose for a parenting role instead (Schulpen, 2017).

International Labor Organization defined glass ceiling as "a description of the artificial barriers that are generated by personal and institutional preconceptions that exclude women from senior executive positions." (Denina and Ricky 2005). According to Rai and Srivastava (2008), glass ceiling is a relative term; hence, it does not exist, because women receive lower salaries due to career disruption, worked for lesser time and engaged in low-risk jobs. Eagly and Carli (2007), further contended the exactness of the "glass ceiling," and argued that it suggests systematic upward movement that is then obscenely thwarted by an ambiguous hurdle that obstructs further progression. Barreto et al. (2009), posit that the notion of glass ceiling is a symbolic obstacle which can be detached from formal or legitimate barriers to career advancement such as level of education or work experience.

According to (Maxwell, 2007) glass ceiling, a common trend is the hidden curtain that hides the natural talent of the women and retain all of them far from the top management of an organization. "Glass Ceiling" a barricade to future career, is an unsanctioned but actual obstacle to women's advancement in to higher (managerial) ranks due to dissemination based on individuals' gender, age, race, ethnicity and sexual preference.

From the previous presentation of the concepts of the glass ceiling against women according to the visions of the literature, a comprehensive definition of the glass ceiling developed by the researcher as an invisible barrier that prevents women from reaching the higher levels of management and thus prevents them from career advancement and self-realization. Between them and among their male colleagues in the

field of work, although they may be equal in efficiency with men, but in some cases, it is more efficient, but the bias is only based on gender and not competency, and political, economic, cultural, social and religious factors are considered among the most important causes of the glass ceiling against women.

David Cotter et al, (2001, p. 655-681) defined four distinctive characteristics that must be met to conclude that a glass ceiling exists. A glass ceiling inequality represents:

1. "A gender or racial difference that is not explained by other job-relevant characteristics of the employee."
2. "A gender or racial difference that is greater at higher levels of an outcome than at lower levels of an outcome."
3. "A gender or racial inequality in the chances of advancement into higher levels, not merely the proportions of each gender or race currently at those higher levels."
4. "A gender or racial inequality that increases over the course of a career."

Glass Ceiling Determinants

The following section presents indicators that five determinants are responsible for glass ceiling effects which eventually restrict women's career opportunity and progression at a certain stage. The identified factors are individual, family, organizational and cultural determinants.

Individual Determinant

According to Bombuwela and De Alwis (2013), the individual factor is defined as a person's personality and characteristics that set them apart from others, such as their level of confidence, personal attributes, and inability to sell themselves. Women, on the other hand, have the greatest impact on individual personality and characteristics such as lack of confidence and difficulty coping with emotions. As a result, women's job advancement has been hindered as a result of this. Women, too, have disadvantages as compared to men when it comes to their physical bodies. Men appear to be tough, whilst women appear to be sensitive. In terms of socialization, each person learns and adapts duties differently, impacted by gender roles and stereotypes. Women prefer to speak and hear a language of connection and intimacy, whilst males tend to speak and hear a language of status and independence, since both are influenced by gender norms and stereotypes (Goodman, 2007). In a short, men exhibit masculinity, whilst women exhibit femininity.

Family Determinant

Women have harder time progressing in their careers than men. Barriers to women in management still persist around the world (Ismail, 2008). Because women do two roles at the same time, there is a barrier. Women who have a job, on the other hand, have two commitments to fulfill at the same time: work and family. As a result, this has a good impact on women's job advancement (Shakil, 2011). According to Holton and Dent (2016), women have not changed significantly over the decades. Working part-time has been shown to have career drawbacks, as well as unfavorable opinions and stereotypes regarding working mothers, in a variety of jobs, industries, and countries, as well as the obstacles experienced by women trying to manage work and family duties (McIntosh *et al.*, 2012).

According to Bombuwela and De Alwis (2013), most women tend to neglect their responsibilities to their families, such as housekeeping and childcare, since they are concerned with their professional lives. It is difficult for career women to achieve a reasonable balance between work and family life (Shakil, 2011), resulting in a conflict between work and family life that has hindered women's career advancement.

Organizational Determinant

The organizational factor is discussed in terms of the barriers that occur in an institution when it comes to the advancement of career women. Organizations actively reinforce gender inequalities, gendered power relations, and the male-dominated gender order, according to women studies, both in paid and unpaid labor (Acker, 2012). As a result, it's critical to consider how gender influences what's considered an "ideal worker" characteristic.

Ansari, 2016 addressed that management believes that women do not prioritize their careers as much as men do. Because they are responsible for their children, management believes that women do not have

the extra work hours available. Furthermore, women who live alone are still stigmatized, and women who refuse to take a posting or training that may require them to live away from their families are viewed as lacking ambition in their careers (Ansari, 2016). Additionally, organizational members believe that men do better than women due to the masculine organizational culture (Lathabhavan and Balasubramanian, 2017). Women in executive positions are routinely assigned insignificant responsibilities, and some are limited to operational rather than administrative roles (Sahoo and Lenka, 2016).

Cultural Determinant

The cultural factor is equally important in the advancement of women's careers. Gender inequality and inequities, according to Kamberidou (2020), are exacerbated and reinforced by customs, beliefs, culture, and religion, and not just about entrepreneurial activities. In patriarchal society in industrialized countries, women confront higher sociocultural obstacles than the multitasking whirlpool. Family or the immediate social environment, he continued, plays a key effect in limiting various types of public events, inhibiting female entrepreneurship and leadership. Women are perceived as submissive and submissive to the male gender, according to Mehtap et al., (2016, p. 207-225), a social reality that is "particularly widespread in Islamic environments typified by conservative and patriarchal communities."

According to Rana and Raju (2019), the working culture and climate in corporate society are far more toxic than in academia, but there is still a glass ceiling in place. Although leadership positions and discriminatory treatment do not seem to promote the essential cause in any way to make life simpler for women, monetary incentives do. Nsengimana et al., (2018) focused on recognizing how it feels to be a female entrepreneur in a patriarchal society, asserting that gender differences are reinforced by religion, culture, and customs through their research on patriarchal perceptions that discourage women from pursuing entrepreneurial careers (Kamberidou, 2020).

Factors Affecting Glass Ceiling

The analysis of this study indicates five factors responsible for glass ceiling effects which eventually restricts women career opportunity and progression at a certain stage. The identified factors are social factors, culture factor, organizational factor, women factor and governmental factor.

Social Barriers

Social factors are defined as the obstacles or difficulties that women face to assume leadership positions due to the social factors surrounding them (Madhulata, 2016) these factors are addressed in the following section:

Educational Level

Women are considered successful women who excelled in the educational stages, reached a university degree and had a great deal of education, but they could not complete their post – university education or travel to foreign mission unlike their male colleagues, which delays their chances of reaching a leadership position within the organization as a head of department or director. Educational level is expected to negatively affect the incentives and rewards offered. There are multiple reasons for this, which may be family circumstances and the husband's domination may be in relation to the married women. Unmarried women are also prevented by societal circumstances, such as the fact that she will pay the tax for this ambition because her chances of marrying are reduced, given that some men consider advanced women in education to have influence and power that may pose a threat to their privileges. Specifically, within their families, and her family may refuse to be absent from home for long hours or reject the idea of her travelling abroad (Madhulata, 2016).

Culture Barriers

Culture is all socially generation to generation passed on behavior, arts, languages, architectures, symbols, signs, ideas, beliefs, traditions, norms, rituals, etc. which is learnt and influenced by the attitudes, customs, and practices of people sharing's in a particular social group of the same nationality, religion and ethnicity. Some cultures do not allow women to go out of homes, they are restricted to household works

and other culture does not support women taking challenging jobs. Accordingly, women participation in economy is curtailed. (Madhulata, 2016)

Male Domination

Male dominance in senior management and decision-making roles is widespread throughout the world (Titkow, 2010). Because "birds of a feather" tend to cluster together, women's competence is more likely to be called into doubt. According to Longman and Lafreniere (2012), the male-dominant culture is to blame for the gender gap in senior leadership roles within enterprises. According to a study by Al-Manasra (2013), male executives of the firms prefer hiring men over women for the top managerial roles because they think men are more capable of performing those jobs. Furthermore, Vianen and Fischer (2002) discovered that the CEOs' prejudiced behavior resulted in unequal possibilities for promotion and advancement for women. As a result, women in these situations were locked in dead-end jobs, and their lack of representation made male CEOs more prevalent and a "gentleman's club" (Bucklew et al., 2012; Rhoads and Gu, 2012; Sanders, et al., 2008).

Norms and Values

Most of values and habits do not allow the emergence of a critical and creative thought for women, as these values and traditions constitute an old subject of the social reality. Even when the laws change, many old values and prejudices against women persist. Laws may encourage equality, but leave women exposed. Distinction is the mission of the fight against prejudice (Madhulata, 2016).

Organizational Barriers

Biased recruitment practices, unsupportive corporate climate and culture for women, lack of opportunities of training and education for women to advance into management positions and biased performance appraisal methods. (Madhulata, 2016).

Weak Upper Management Support for Women

The support of the higher management of women is to give women their full rights so that they are excluded from work and progression on the career ladder without obstacles facing them. Despite clarity of labor laws related to women, the higher management often does not apply some of these laws which leads to increase the suffering of working women (Jackson and O'Callaghan, 2009).

Weak Interest in Training and Developing Women's Skills

Corporate policies and practices in training and career development, promotions, and compensations are often identified as major causes of the glass ceiling that prevent women from making it to the top (Jackson and O'Callaghan, 2009).

Lack of appropriate and sufficient training to advance on the corporate ladder is a prevalent issue for women in the workforce. These programs are frequently viewed as a necessary need for CEO and other high management jobs (Oakley, 2000). Women find themselves excluded from the highest ranks as a result of faulty tracking early in their careers since this type of training is not provided to them in the lower ranks (Oakley, 2000).

Governmental Barriers

Lack of strong provisions made by some governments regarding reporting systems that address the glass ceiling in organizations, delay in justice by courts, poor maintenance and follow-up of plans and policies which are enforced regarding glass ceiling, lack of prevention programs and consistent monitoring required to stop glass ceiling (Madhulata,2016).

Stereotypes Barrier

This barrier is caused due to differences created between human groups and their potential limit interaction. Such as on basis of race, gender, religion or language. Due to this problem women limit their potentials due to other society member's conscious or unconscious prejudices (Madhulata, 2016).

Individual Barrier

A woman herself becomes barrier for her career advancement such as inability to give proper time, lack of initiatives for challenging jobs, fear of taking leadership responsibilities, more concerns to family and children (Madhulata, 2016).

Tools to overcome barriers of Glass Ceiling

Various initiatives have been undertaken to deal with the spread of the glass ceilings. Some of the measures that have been considered include the use of legislation, women empowerment and affirmative action as well as strategic networking, mentoring and role playing on the part of women who have managed to break through the glass ceilings. Some of these tools to overcome glass ceiling barriers are addressed below:

Legislation

Attempts to use legislation to rectify unequal opportunities based on gender have been generally ineffective, with no discernible influence on women's participation. According to Cross and Linehan (2013), the majority of women in the South African construction industry are stuck in junior and middle managerial jobs, accounting for only around 10% of the entire workforce. Employment equity in South Africa was modelled after Canadian legislation and affirmative action measures in US legislation, and it has proved challenging to legislate (Horwitz and Jain, 2013).

Regardless, the fundamental shift in gender equality expectations brought about by the end of apartheid gave a platform for South African women to overcome gender-based obstacles to advancement in their careers (Booyesen and Nkomo, 2012). South Africa established equal opportunity and affirmative action legislation as a national strategy after attaining democratic independence in 1994 to redress past gender disparities caused by apartheid (Mathur-Helm, 2015). Gender concerns such as empowerment, rights, and equality, particularly impacting black women in South Africa, came to the fore with the implementation of equal opportunity and affirmative action legislation (Booyesen and Nkomo, 2012).

Role Models for Aspiring Professional Women

A common term used to describe someone who sets an example that others follow and who may encourage or inspire others to pursue particular career decisions and accomplish certain goals is a role model (Bosma et al., 2012). The relevance of role models for aspiring professional women is evident in feminine literature littered with stories that give reference to successful endeavors of women who have managed to break through the glass ceilings (Sharif, 2015). As young people consider their career paths, they may be drawn to role models who have gone through a similar career journey as a tool to break glass ceiling (Singh, et al, 2003).

Mentoring

Mentoring a process through which a more experienced and qualified individual, usually in a position of power guides a junior individual (Palmer and Johnson-Bailey, 2008). The earlier work of Senge (1996) looked at the notion of mentoring from the perspective of a learning organization and outlined that mentorship has a role to play in helping the local line leaders to mature to understand complex political crosscurrents and to communicate their ideas and accomplishments to those who have not been involved. Research conducted by Lu (2006) define the role of a mentor as a facilitator who encourages development the mentees skills through instructing, coaching, modelling and advising. Moeketsana (2014) argues that more channels and business networks are open to people with mentors than those without mentors. Thus, the absence of a mentoring relationship can be said to be an external barrier to career advancement.

Strategic Networking

Strategic networks are coalitions that women form in response to the isolation and social exclusion they face in the corporate world (Tandrayen-Ragoobur and Pydayya, 2015).

Adopting Management and Leadership Styles

CGE, 2015 suggest the differences have been found in management and leadership styles between men and women. The styles of management and leadership in the corporate world that are typically most valued are those often used by men (e.g., being direct and factual), rather than the interpersonal style women often use. Women and men organize their lives differently according to their gendered roles. Their participation in decision-making processes, access to justice or the legal system and economic resources is not equitable. The manner in which gender relations are defined in the workplace often mirrors the division of labor in the home, where roles are based on gender stereotypes. Therefore, for example, women tend to be well represented in positions that are synonymous with motherhood, caring and "nimble fingers". These have limited advancement prospects and lower benefits. Men on the other hand are overrepresented in positions that command significant decision-making power, higher salary scales and prospects for advancement (CGE, 2015). Cansu (2013) concluded that women who use the more direct communication style may be more likely to advance in the corporate world than women who do not.

Glass Ceiling Beliefs

Women's beliefs about the glass ceiling have been reported in many qualitative studies (Browne, 2006; Wrigley, 2002). These qualitative studies have helped scholars with the assimilation of the four-factor model of glass ceiling beliefs (Browne, 2006; Wrigley, 2002). Based on previous studies on the glass ceiling, four different forms of women's beliefs are identified: denial, resignation, acceptance, and resilience (Smith, Crittenden, et al., 2012). These beliefs are determined through the career pathway survey, and later research find that these beliefs are significantly related to the career success of women (Smith, Caputi, et al., 2012). The four identified glass ceiling beliefs are defined as follows:

Denial

Denial is an optimistic belief of women toward the glass ceiling, where they believe that men and women face almost equal problems when they move toward top management positions (Smith, Crittenden, et al., 2012). It is a positive attitude of women toward their career advancement, believing that there is no specific discrimination against women in top management positions (both males and females face the same hurdles in their upward promotion (Smith, Crittenden, et al., 2012).

Resilience

Resilience is another optimistic belief of women, where they believe that they are able to cope with the glass ceiling effect (Smith, Crittenden, et al., 2012). Resilience is a positive attitude of women toward career advancement because they believe that even in the presence of glass ceilings, they can fight for their right to promotion and career advancement (Smith, Crittenden, et al., 2012).

Resignation

Resignation is a negative belief of women toward the glass ceiling, where they perceive that they face more obstacles than men when moving toward top management positions, and there are many overwhelming reasons due to which it is difficult for them to break the glass ceiling (Smith, Crittenden, et al., 2012). It is a pessimistic attitude of women toward the glass ceiling effect; they find it difficult to reach higher positions compared to men. This belief may lead to intention to quitting, high turnover rate, or low performance (Smith, Caputi, et al., 2012).

Acceptance

Acceptance is a pro-family attitude of women in organizations, where they prefer other goals, such as the preference of family compared to promotion or leadership (Smith, Crittenden, et al., 2012). Acceptance is another pessimistic belief of women toward career advancement, where women accept the glass ceiling due to their commitments toward family (Smith, Crittenden, et al., 2012). Women with the glass ceiling belief of acceptance are not ambitious to move toward top management positions and are not willing to take on responsibilities (Smith, Crittenden, et al., 2012).

Strategies for Breaking through Glass Ceiling

Women cannot and should not remain in this inferior position forever, and it is clear that many women have worked to abolish this type of discrimination on the basis of gender. The International Labor Organization (ILO) has taken steps to address this issue, including educating women, enabling interpersonal communication channels, adopting policies that take into account family interests, improving some recruitment rules, and raising public awareness of women's growing economic role and significant contribution. Making it possible for women to realize their own strengths will pave the road for using women's human resources in management and decision-making positions (Mahboubbeh et al, 2015).

Managers and organizations should take efforts to address the glass ceiling issue. First and first, corporations must change people's attitudes and behaviors. To do this, they must implement certain policies and programs throughout several organizational divisions. The most crucial kind of programs are those that alter over time. These initiatives include introducing flexible work schedules, developing partnership positions, and allowing for part-time employment or shorter workdays. Such initiatives enable female managers and employees to resolve the work-family issue (Mirghafouri, 2006).

Managers are the second category that needs special attention if we are to shatter the glass ceiling. For women to successfully acclimate to the predominately masculine environment, they require skills, support, self-confidence, and decisiveness. Spending time determining the best professional route is the first skill needed for women to succeed. Women should attempt to choose the most suited job path consistent with their occupational and family circumstances as their career aspirations can occasionally be dispersed and unfocused. The second skill that women require is the awareness that there is rivalry within businesses and that women must have the necessary skills and competitive behavior. The next ability is to instill in women the traits of self-confidence and make them believe in their own skills. Fourth, women need to push back against time restrictions. They must be capable of finishing their tasks on schedule. The development of political abilities is another element. Women must develop and use political skills in order to succeed in the managerial role. Other essential tactics for enhancing the circumstances of working women include combating legal and regulatory discrimination, ensuring job stability, boosting inventive abilities in women, ensuring persistent education, and building self-confidence to handle difficult and delicate duties (Mahboubbeh et al, 2015).

Glass Ceiling and Women Career Development

In organizations, the 'glass ceiling' notion has been described as an unseen barrier or higher limit (Kuruppuarachchi and Surangi, 2020). The Federal Glass Ceiling Commission (1995) defined glass ceiling as an illusory barrier that prevents women from progressing in their careers. The glass ceiling occurs as an unseen higher limit in businesses, and it is difficult for women to rise past this limit to higher leadership positions (Kuruppuarachchi and Surangi, 2020). Because it is not a visible barrier and represents job inequity or discrimination, it has been termed the "glass ceiling" (Cotter *et al.*, 2001).

According to the Federal Glass Ceiling Commission (1995), women face three types of obstacles: sociocultural, internal structural, and government barriers. The second group is more relevant to women's professional advancement in business organizations. Corporate climates and the lack of outreach initiatives on behalf of women striving to senior management positions are examples of such hurdles. As a result, the term "glass ceiling" is used to describe inequities and prejudice. According to Wright et al., (1995), higher-level positions have better discrimination than lower-level positions. In other words, males hold higher leadership roles because the 'invisible' glass prevents women from achieving top leadership positions (Bruckmüller et al., 2014). The glass-ceiling phenomenon, on the other hand, is a contentious topic. The glass ceiling, according to Powell and Butterfield (1994), can exist at any level of the organization. Other than the "glass ceiling" effect, according to Bruckmüller et al. (2014), there are other barriers that women face in advancing to top leadership roles. According to Bruckmüller et al. (2014), women have a lesser chance of obtaining leadership roles, and those that they do obtain are more insecure, dangerous, and associated with high stress levels.

Career development becomes more complex when considering gender, due to other factors outside work. O'Neil and Bilimoria (2005) stated that women's career development is different due to the context of

their lives in terms of family responsibilities that have consequences for women's career patterns, sustainability, and development.

In developing their career, women experience potential barriers. When women face invisible and hard-to-penetrate barriers because of their status instead of their skill, education, or experience. Besides, these barriers mean that women find it difficult to develop their careers to the higher organizational level, such barriers are known as the glass ceiling (Bell et al., 2002; Goodman et. al., 2003). Another perspective is, when women are placed as leaders in high-risk positions that can make them fail, such a condition is known as the glass cliff (Ellemers et. al, 2012; Sabharwal, 2013).

Cross and Linehan (2006) identified organizational barriers in the form of organizational policies and attitude bias, work environments that do not support and hinder women managers' ability to work effectively, as well as promotional barriers. Cross and Linehan (2006) also found another barrier that originates from oneself, referred to as the self-imposed glass ceiling, which is a women's belief that their careers are considered successful when they also acknowledge another life outside their jobs, namely their personal life.

The self-imposed glass ceiling is the obstacle that emerges from the inside of women (self-driven) that prevents them from improving (Boonet et. al, 2013). In addition, Boone et al. (2013) demonstrate that two key aspects originate from self-imposed barriers in women. First between family and personal life, there is the problem of 'push and pull'. They attempt to manage their job improvement with their family life when women obtain an opportunity for advancement. Second, there are problems with personal barriers to career advancement that work against them.

Research Methods

The descriptors "glass ceiling," "women's growth," and "women career development" were used to perform a complete literature review. The majority of the sources, with the exception of seminal books, are Books, conference papers, refereed and non-refereed publications, and online sources were found during the literature search. The sources were chosen for their academic value. Additionally, manuscripts frequently revealed other research sources. An inductive study of the literature resulted in the emergence of patterns and themes, and the initial research question proceeded through iterations of refining as part of this process. The researcher considers the internal and external factors, gender and stereotyping as key words for literature searches on women career development.

Discussion

This research has contributed to a better understanding of how the glass ceiling persists in firms where men make up the majority of the workforce. In relation to this, the findings of this research show that there are several obstacles that women who aspire to managerial roles face: discrimination, work-style adaptation, fair treatment and opportunities, and family-friendly procedures are among them. This demonstrates that in a large business, an equal distribution of men and women is critical, as it reduces the possibility of issues like gender discrimination. This research also revealed how businesses deal with gender diversity and equality, but it also revealed that they may not always ensure that meaningful steps are taken in practice.

Conclusion

Because women educate the next generation, women, who make up half of the population, have a significant impact on the society's overall and sustainable development. Therefore, it is crucial to remove the barrier preventing women from moving up the corporate ladder in order to achieve sustainable human growth. The biggest barriers to women's advancement to top management positions are cognitive, valuation, and legal obstacles, and these exist when there is no rational explanation for women's sexism (Mullins, 2009). Utilizing the competencies and capabilities of priceless human resources from every nation, regardless of racial or gender discrimination, is crucial to fulfilling the goals of various organizations and, as a result, sustainable growth as well as social and economic development (Hersey, Blanchard, and Johnson, 2008). As a result, women are present in many social contexts effectively, and in those where they are not, it is not because of a lack of ability on their part; rather, it is because they were purposefully removed

from positions that were appropriate for them. Women have performed so well in every position that their performance entirely contradicts stereotypes of women as passive spouses and mothers. Unfortunately, despite the fact that there are more and more positive examples of women in society, their standing is still determined by the obligations that the patriarchal society has placed on them. Given that there are disparities between men and women in various aspects of society and that every society's advancement and development depend on utilizing available knowledge, it is crucial to develop scientific plans and appropriate programs to help create the conditions for women's presence and survival in society. Since women make up half of every society's population, this is especially important for social reformers to consider.

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