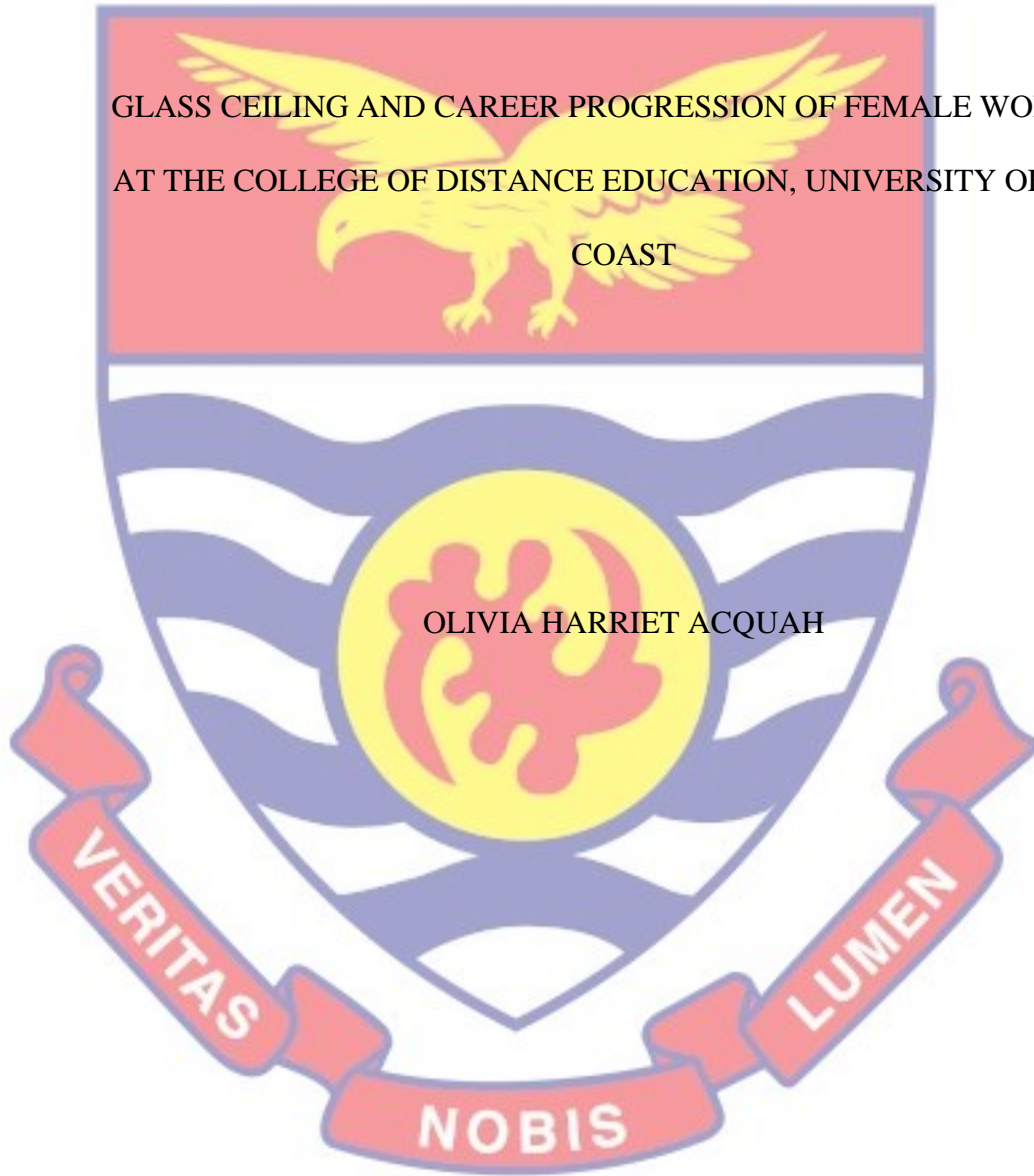


UNIVERSITY OF CAPE COAST

GLASS CEILING AND CAREER PROGRESSION OF FEMALE WORKERS
AT THE COLLEGE OF DISTANCE EDUCATION, UNIVERSITY OF CAPE
COAST

OLIVIA HARRIET ACQUAH



2022

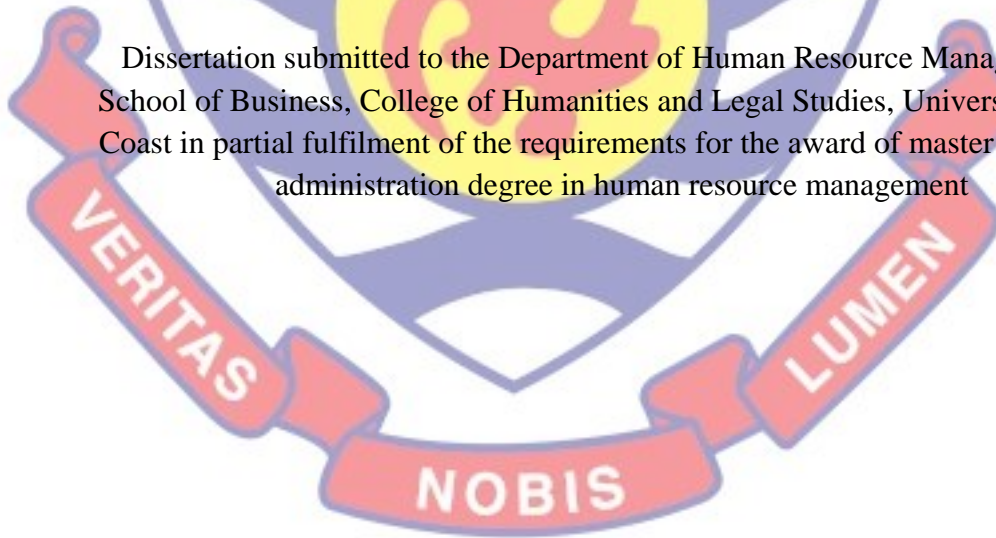
UNIVERSITY OF CAPE COAST

GLASS CEILING AND CAREER PROGRESSION OF FEMALE
WORKERS AT THE COLLEGE OF DISTANCE EDUCATION, UNIVERSITY
OF CAPE COAST

BY

OLIVIA HARRIET ACQUAH

Dissertation submitted to the Department of Human Resource Management of
School of Business, College of Humanities and Legal Studies, University of Cape
Coast in partial fulfilment of the requirements for the award of master of business
administration degree in human resource management



JUNE 2022

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own work and that no part of it has been presented for another degree of this university or elsewhere.

Candidate's Signature..... Date.....

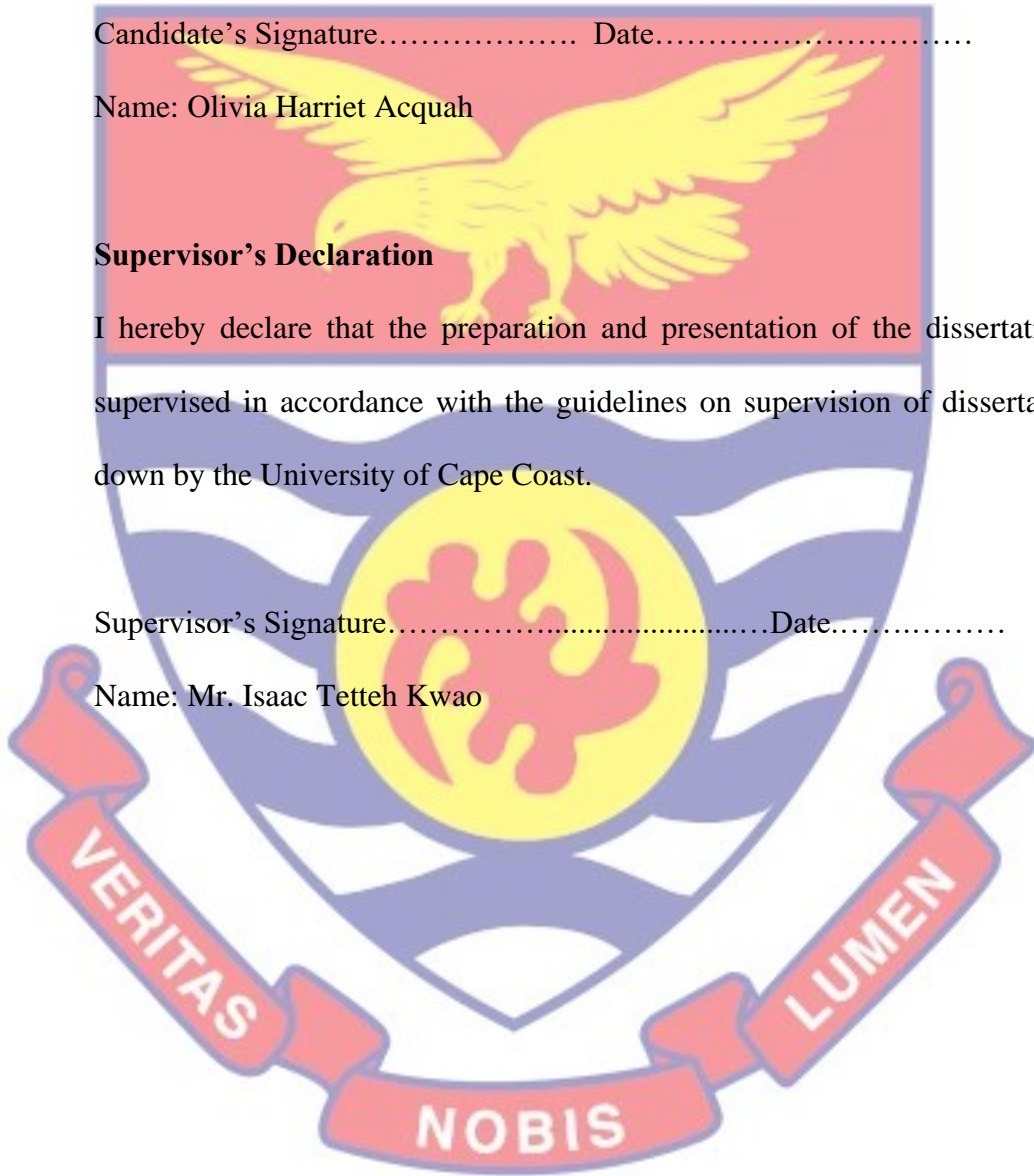
Name: Olivia Harriet Acquah

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature.....Date.....

Name: Mr. Isaac Tetteh Kwao

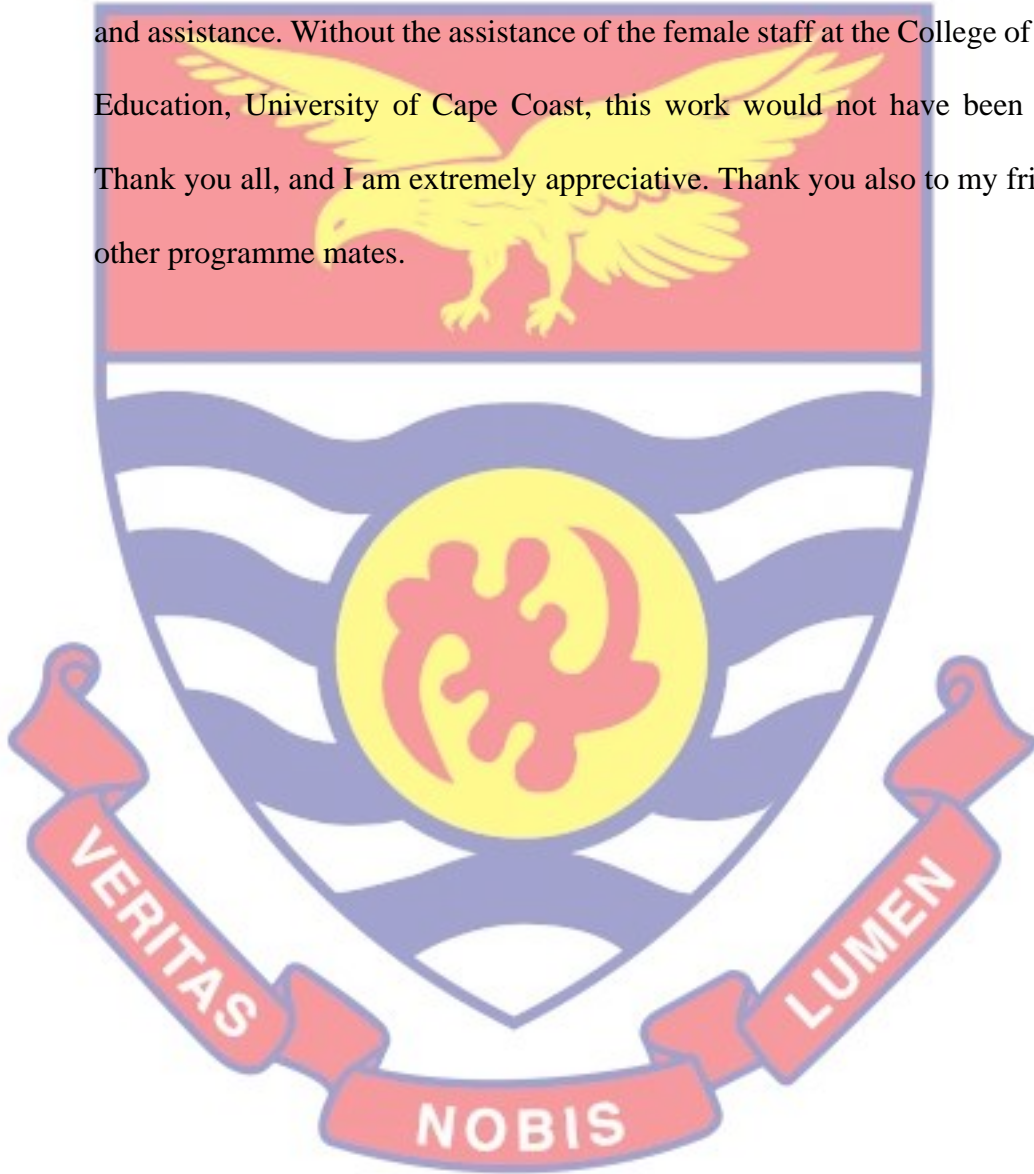


ABSTRACT

The general purpose of the study was to examine the nexus between glass ceiling and career progression of women working the College of Distance Education at the University of Cape Coast. With that the study first sought to examine the factors that lead to glass ceiling at the workplace and further sought to assess the career progression of women as a result of glass ceiling. Lastly, the study examined the effect of glass ceiling on the career progression of women at the College of Distance Education. To achieve these specific objectives, the study employed a quantitative approach and a descriptive design where questionnaires were administered to 97 female respondents at the college out of 130 population size. The study found that the female workers were highly affected by glass ceiling due to child birth, child care and family commitments. The study again found that women are affected by glass ceiling negatively such that there is slow development in their progression, promotion speed and remuneration growth. The study further found that both personal factors and organisational factors of glass ceiling negatively affect career progression of female workers. It was concluded that a negative association exists between glass ceiling and career progression of women. The study recommended that Management and Authorities of the University and the College should assist female workers with mentors aid them to progress in their careers.

ACKNOWLEDGEMENTS

First and foremost, I want to express my gratitude to my supervisor, Mr. Isaac Tetteh Kwao, for his patience and guidance in completing my dissertation. I would also want to express my gratitude to Dr. Felix Kumeddzro for his inspiration and assistance. Without the assistance of the female staff at the College of Distance Education, University of Cape Coast, this work would not have been possible. Thank you all, and I am extremely appreciative. Thank you also to my friends and other programme mates.



DEDICATION

To Caleb Adom Ogoe

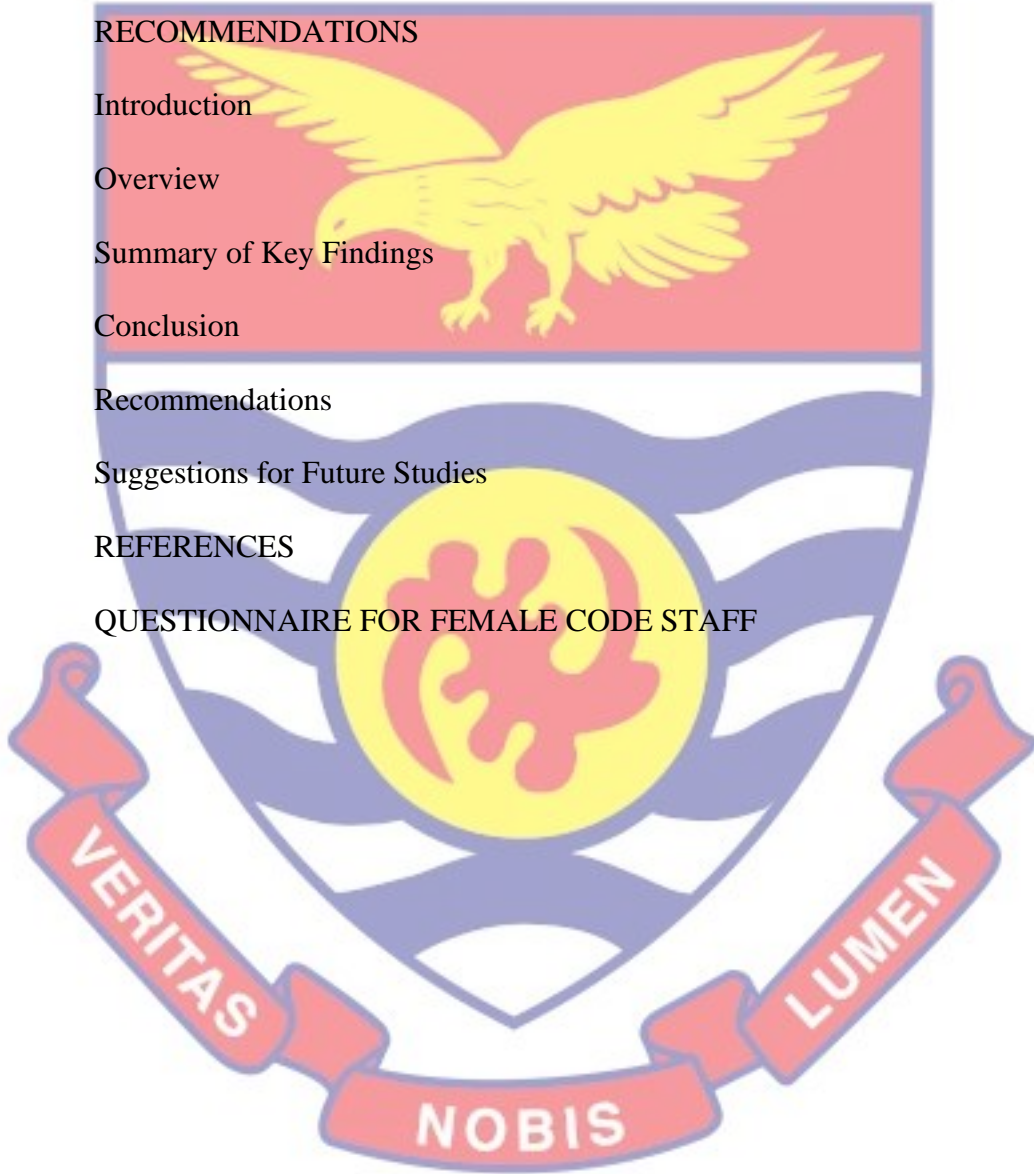


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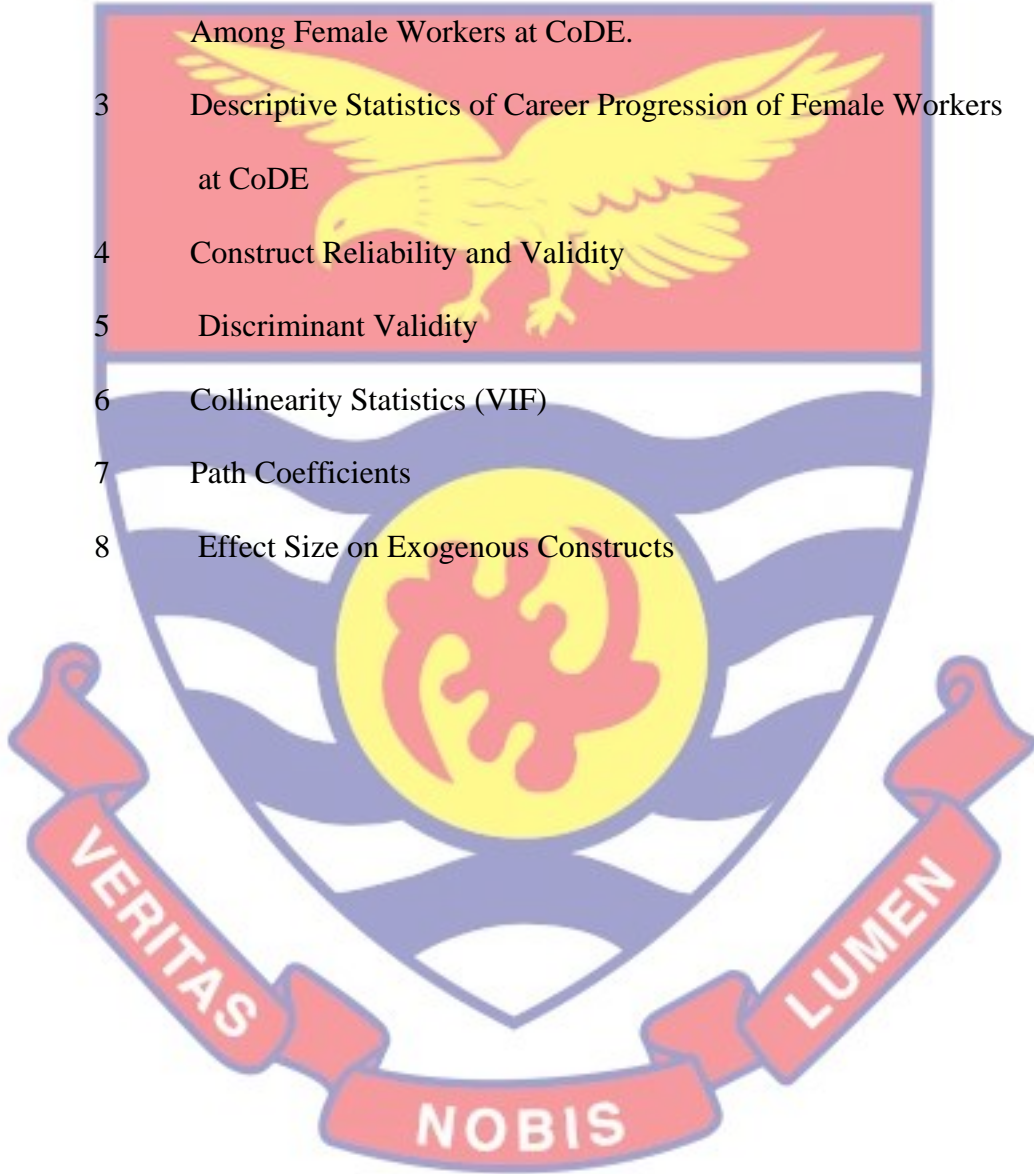
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CHAPTER ONE

INTRODUCTION

Background to the Study

Inclusion of women in the workplace has expanded dramatically as a result of the spread of equality from the western world to the developing countries. Greater awareness, changes in lifestyle, and changing demographics have all resulted in higher women's involvement in the economy (Qian et al., 2020). However, the gender wage gap, as well as the glass ceiling within organisations, continues to be a global problem (Sterling et al., 2020). Within the same workplace, Xiu and Gunderson (2014) highlighted that it is often assumed that women have fewer professional growth possibilities than their male colleagues. This is known as glass ceiling, which is explained as an invisible boundary that prevent women from progressing in their careers. Until then, the glass ceiling occurs when women's career advancement is stalled due to discrimination in the form of sexism and racism (Fortin et al, 2017).

Meanwhile, the barriers to progression are undocumented and unauthorized policy, so they stay unnoticed, transparent, and undiscovered while still in effect. This is also one of the main reasons for gender disparities (Pillai et al, 2011). Gender disparities in the labour market have become a contentious issue because women are often seen to earn less than males, have lower pay mobility, and are outnumbered in top management positions (Weichselbaumer & Winter-Ebmer, 2005, Baerts et al., 2018). According to several research, there is a 'glass ceiling' in

women's professional opportunities, which keeps them out of high-paying and high-status professions.

Biased based impediments can be brought about by an assortment of elements. The clearest is that businesses might be reluctant to enlist or advance ladies who are probably going to become moms sooner rather than later on the grounds that they are worried that these ladies would be distant for work because of labor or that their productivity will fall apart because of nurturing liabilities (Lazear and Rosen, 1990). This instrument depends on the factual separation hypothesis, which expresses those businesses might oppress ladies who have a high noticed pregnancy hazard, whether or not or not they would bring forth a youngster.

Most of respondents recognized profession interferences for labor, kid care, and the requirements of offsetting work with family and individual obligations as the critical difficulties in an investigation of the general underrepresentation of ladies in senior administration jobs in UK travel and the travel industry (Smith and Crimes, 2007). As indicated by a Malaysian report, ladies in center administration experience an unattainable rank in their working environment, which keeps female directors from being advanced, makes a hindrance to ladies' professional success, and suggests that these ladies need sufficient hierarchical help (Farsani et al., 2013). The glass ceiling barriers in Singapore organisations are investigated from the perspectives of corporate culture, corporate climate, and corporate practices, revealing that the glass ceiling theory's common precepts are upheld in the Singapore setting (Dimovski et al, 2010).

Individual, organisational, and cultural factors all had a role in the Sri Lankan glass ceiling. According to Fosuah, Agyedu, and Gyimah (2017), women face a glass ceiling in the top and middle management levels of public institutions in Ghana. The study also discovered that the causes of the glass ceiling are women's personal behaviours and societal prejudices. Adjah (2009) discovered that these elements relate to women being stereotyped, work and family conflict, and how to eliminate the idea that women are their own enemy in higher education.

Career progression, on the other hand, is linked to wage growth, status and job satisfaction (Barik & Bhosle, 2014). Similarly, career progression is the method of ascending the ladder during your professional life, according to Brown et al (2019). The determinants of career progression are moving forward, being promoted, seeking new challenges, fresh opportunities and getting the best out of your career (Amador, 2017). Understanding the distinctions in vocation change designs among people is a decent spot to begin while attempting to sort out the thing is keeping ladies from advancing in their professions. It might likewise help to clarify the orientation hole at the highest point of the vocation stepping stool.

As indicated by Posholi (2012), ladies need to develop expertly, however they are obliged by the accompanying key elements: orientation job, and the alleged biased based impediment. Profession movement is affected by explicit anecdotal characteristics like age and conjugal status (Posholi, 2012). Ladies in different conjugal groupings (single, wedded, separated, or bereft) communicated a craving and preparation to foster their vocations, yet were deterred by explicit conjugal issues as well as responsibilities. As per the previously mentioned, there is a

negative relationship between discriminatory limitation components and female specialists' vocation movement.

Statement of the Problem

Despite the incredible achievements that women have made in paid professions and professional spheres, their progress toward top management has been at a snail's pace. This pace, according to Wirth (2017), is slow and uneven, and it varies greatly depending on the region and culture. In Norway, United States, and Canada, the percentage of working females versus the percentage of managers is (26 percent), (45 percent), and (35 percent) respectively (Burke & Davidson, 2016). On the local level, just 8% of Ghana's 48 percent female workforce is in managerial roles (Ghana Living Standards Survey, 2010), with less than 10% in policy-making positions (Ofei-Aboagye, 2016). These results reflect a global trend in which only 2% of top management positions are held by women (Davidson et al., 2019).

These slow career progressions according interactions with some female staff of the College of Distance Education (CoDE) are caused by factors that are personal (willingness to execute work, self-perception, work-life conflict), organisational (policies, culture, perception of management), and societal (beliefs and stereotypes). Also, while studies have been conducted both locally (Fosuah et al, 2017)) and abroad (Qian et al, 2020; Sterling eta al, 2020; Xiu & Gunderson, 2014; Smith & Crimes, 2007; Man, Miha &Vlado, 2009), there is no research conducted on the College of Distance Education on glass ceiling and their effect on career progression of female workers. Owing to variations in the personal,

organisational and societal factors of glass ceiling and different dependent variables, taking recommendations from these studies may be misleading. Therefore, it is imperative to examine the factors of glass ceiling, career progression and the effect of these factors on the progression of female workers at College of Distance Education (CoDE), University of Cape Coast.

Purpose of the Study

The study overall aim is to examine the nexus between glass ceiling and career progression of female workers at the College of Distance Education (CoDE), University of Cape Coast.

Objectives of the Study

Based on the purpose of the study, the following specific objectives of the study will be formulated to direct the study:

1. To assess the factors that lead to glass ceiling among female workers at CoDE.
2. To assess the career progressions for female workers at CoDE.
3. Examine the effect of glass ceiling on career progression of female workers at CoDE.

Research Questions

The following research questions will be formulated from the specific objectives of the study to guide the study:

1. What are the factors that lead to glass ceiling among female workers at CoDE?

2. What are the career progressions for female workers at CoDE?

Research Hypothesis

H₁: Glass ceiling factors have statistically significant effect on career progression of female workers CoDE.

Significance of the Study

The study would allow society, organisation, persons and the entire country to better understand the efforts made by women to align their work with other factors to advance their careers. The research is aimed at understanding the glass ceiling factors among female workers at CoDE so as to be helpful in providing the first steps towards improving women's status as a central plank in the reform agenda of the institution. The literature on the issues argues that very little research evidence has been given to date in both developed and developing countries to demonstrate a direct connection between women's glass ceiling factors and their career progression. This study will try to provide some proof to resolve this void. Although women actually take career breaks relative to men, women in management within the public sector may combine their personal characteristics and job requirements in order to boost performance with the aid of the results that will emerge from this study.

Delimitation

Geographically, the research will be performed at College of Distance Education (CoDE) of the University of Cape Coast, Ghana, for female workers. All unit under CoDE were included in this study. In addition, variables such as glass

ceiling factors and career progression will be delimited in the study. The study will be delimited to all female workers at CoDE, and that male workers are excluded.

Limitations

The study has some few limitations. First, because it was delimited to only College of Distance Education, the findings cannot be general to affect the whole university. Also, the study is a cross sectional study and this affect the generalizability of the findings over time. Despite these limitations, the rigorous approach and methodologies were adopted.

Organisation of the Study

The study was grouped into five parts. These are chapter one that included the background to the study, the problem statement, the study objectives, research questions, the significance of the study, the scope and limitation of the study, the study organisation and the description of words. Chapter two was dedicated to the review of literature on the study of the balance of work life and women's career progression. The description of methodology and procedure for the conduct of the research was included in chapter three. Chapter four dealt with actual data analytics and data discussions. A review of the findings, conclusions, recommendations and areas for further study was drawn up in chapter five.

Chapter Summary

The chapter gave overview of glass ceiling and how it has been an issue across countries and its effect on women's career progression. The purpose of the study, objectives, relevance of the study to policy, academicians and literature were

discussed. Also, how the study will flow was given in the organisation of the study section.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter introduces the concept of the glass ceiling, as well as the key factors that contribute to it, women's career progression, the impact of the glass ceiling on female employees' career progression, a theoretical background that explains the theories that underpin the study, and a conceptual framework that depicts the interplay of the key variables.

Theoretical Review

The study is underpinned by the social role theory and perceived fit theory.

Social Role Theory

Why do men and women, as well as boys and girls, behave differently in some contexts while acting similarly in others is an important question in human life. Although each field supports distinct problems, no single discipline provides a holistic, overarching remedy (Eagly, Wood & Diekmann, 2000). Scientists assume that other sex-differentiated hormones are the cause of sex differences. The differences, according to sociologists, indicate men's and women's positions in wider cultural institutions. Economists say the disparities are due to variations in human capital between men and women (Franke, Crown & Spake, 1997). They are the result of sex-related temperament and socialization experiences, according to developmental scientists. Sex-differentiated selection factors on human ancestors are usually preferred by evolutionary psychologists (Wood & Eagly, 2012). Social

role theory begins with a social psychological perspective that emphasizes social roles and combines role-related processes into these other viewpoints to create a convincing account of sex differences and similarities (Wood & Eagly, 2012).

Eagly (1987) established the social role theory, which assumed that women's ineptness for leadership posts was mostly due to long-held negative attitudes. According to the theory, differences in men's and women's behaviour are due to different proportions of men and women in society positions. People's conceptions of a particular sex are affected by their perceptions of people of that sex doing that sex's role. As a result, women and men play different gender and societal roles, and the preconceptions that come with these roles influence their thoughts and behaviours (Franke et al., 1997). Social roles, according to Eagly (1987), are socially transmitted obligations that apply to people who hold a specific social position or belong to a specific social group (Biddle, 1979; Sarbin & Allen, 1968).

As a result, in order for any given social relationship to run smoothly. The majority of people's opinions about communal and dispositional or agentic traits are based on expectations (Bakan, 1966; Eagly, 1987; Eagly & Karau, 2002). Men are traced back more strongly to dispositional characteristics such as aggression, aspiration, supremacy. Carpenter (2001) discovered that women were given higher ratings than men in leadership positions when communal traits were expected. This demonstrates that it is women's expectations, not their actual behaviours or traits, that cause them to be evaluated as good leaders. According to this theory, men and women are judged differently based on whether or not they follow societal norms.

To explain the glass ceiling phenomenon using social role theory, it is argued that a person's attributions about previous promotion success are influenced by expectations—those women will have communal attributes while males will demonstrate dispositional qualities (Wood & Lindorff, 2001). Women, according to one survey, see fewer. Second, when women abandon their traditionally normative nurturing and caring responsibilities (communal qualities) in favour of management roles associated with dispositional characteristics, gender incompatibility emerges. Furthermore, due to its frame of reference, the theory completely explains why some women are handicapped in particular roles but not in others. For example, when women are in roles that demonstrate their communal traits, they are assessed highly, whereas when they are in roles that demonstrate their agentic or dispositional characteristics, they are rated poorly (Carpenter, 2001). Furthermore, if people become stereotyped as a result of their expectations being socialized, the idea fails to explain why some members of the group acquire the stereotype while others do not.

Perceived Lack-of-Fit Theory

There is a perceived misalignment between conventional female qualities and the demands of management responsibility, according to Heilman (1983), which explains why there are so few women in top management roles. Occupational performance requirements and gender stereotypes are based on this sense of fit, or lack thereof. Perceivers, as a result, make decisions early in meetings. In other words, people's attitudes regarding a perceived individual and his or her performance are sometimes influenced by his or her sex and occupational fit

(Schwarz Müller et al, 2015). According to this theory, a perceived discrepancy or 'lack of fit' between expectations of society of how women should behave and how leaders should behave leads to failure expectations for women (Clarke & Arnold, 2018).

When the perceived fit is congruent, on the other hand, as in the case of men, it leads to optimistic success expectations. Heilman's initial theory was expanded in 2001 to include two types of gender stereotype components: descriptive and injunctive gender stereotype components. These two issues, she believes, may play a role in poorer female management assessments. Men have agentic (strong, autonomous, and decisive) characteristics according to the descriptive stereotype components, whereas women have communal characteristics (kind, helpful, concerned about others). People identify a higher link between senior management criteria and agentic features than communal characteristics, according to the theory (Mast & Kadji, 2018). As a result, the femininity-competence double bind evolved, a dilemma that puts female leaders in a lose-lose predicament. Because leadership tasks are associated to male talents, a woman who is extremely (Scroggins, 2008).

A female leader who exhibits agentic leadership qualities, on the other hand, is viewed as rejecting and is thus viewed negatively (Sheppard & Johnson, 2019). This put female leaders in a lose-lose predicament because any of their attributes had an effect on them on career progression. One of the ways they have dealt with it or achieved success is by developing a style that appeals to males (Ragins et al, 1998). As a result, according to Heilman (2001), gendered organisations and gender

role stereotyping are the most significant barriers to women obtaining top management positions. Notwithstanding its focus on social and leadership roles, this lack-of-fit concept was inadequate in clarifying how some women with communal characteristics have broken.

Glass Ceiling

According to Sharma and Sehrawat (2014), the glass ceiling is an intangible barrier that prevents women from advancing to top management positions in organisations. For a long time, there has been a glass ceiling in place. In the past, women were deemed inferior to males and did not have access to the same opportunities, education, or possibilities as their male counterparts (Anca & Vazquez, 2007). However, in recent years, several experts on gender inequality have expressed differing views on the existence of a glass ceiling in the workplace. Although some authors, such as (Kolade & Kehinde, 2013; Sabharwal, 2015), agreed that a glass ceiling exists in organisations, others, such as (Aidoo & Achira, 2016, Dubey, 2015), disagreed. Preko (2012) also discovered that many organisations' upper management levels have a glass ceiling (Glass & Cook, 2016).

Multiple and different forms of widespread gender prejudices take place secretly or publicly, rather than a single wall or ceiling (Azeez & Priyadarshini, 2018). The literature, on the other hand, provides both positive and negative views of the glass ceiling, with numerous authors presenting their own justifications for and against it. For example, Rai and Srivastava (2010) argue that there is no such thing as a glass ceiling in the workplace, and that women have a lower chance of being promoted to advanced places because they may have a propensity to leave

work in the middle of the night, work fewer hours, are less inspired to work late hours, and prefer to stay in low-risk jobs, implying that they are a soft corner. In contrast, Ryan et al (2011) suggest that in low-performing organisations, a leader must demonstrate feminine characteristics such as sympathy, relationship development, service orientation, and caring for people in difficult circumstances. As a consequence, the glass ceiling metaphor is a sexual identity issue that occurs within businesses, but it is also affected by many factors such as gender stereotypes regarding women's abilities and capabilities.

Fosuah et al (2017) specified the following four typical features that can be used to measure the existence of a glass ceiling within a certain organisation: "The extent to which employees perceive there is a gender gap in their workplace for women." "The level of management within the organisation where employees perceive gender differences are prevalent." "Employees' general feelings if a woman is appointed or hired to hold the position of ultimate authority within the organisation." "Based on the proportions of each gender category now supporting women at higher levels in the organisation, a prediction that gender disparities against women will expand over time"(p. 657). The barriers to progression are tacit and unauthorized policy, so they go unnoticed, transparent, and unsuspected, yet they are still in place. This is also one of the main reasons for gender disparities in male and female participation in various developed and developing countries around the world.

Factors that Lead to Glass Ceiling

Several factors such as personal, societal, family, cultural and organisational, however, in this study, personal and organisational factors were considered to be the main element that contribute to glass ceiling. The researcher has embedded societal, family and cultural factors in the organisational factor.

Personal Factors

Individual limitations can limit a person's ability to function completely as a human being, as well as his or her capacity to guide or supervise others. Individual factors such as education, self-perception, and drive can all influence work progression. Women's low job advancement has been linked to personality features (Kirai, 2014). Personal talents were the most important factor in securing a promotion to a senior management position. When aiming to a top management position, effective communication, leadership traits, hard work, perseverance, and consciousness are all taken into consideration (Menard et al, 2003). The capability and enthusiasm of the employee to work are included in the node of personal qualities since these two criteria are personal traits of the employee that could create a glass ceiling against women.

Self-perception and work-life balance are two other important factors that have been identified as having an impact on the organisation's glass ceiling and leading in greater compensation disparities (Azeez & Priyadarshini, 2018). As a result, barriers to women's advancement may be created when a position involves extended operational hours and seems to be under pressure; as a result, women may be viewed as softer candidates for that role in this situation. Additionally, it is

believed that prioritizing family above work has disastrous consequences for the position to which a woman may be appointed, raising the glass ceiling as well as the income disparity in this regard. Personal factors that hold women away from reaching higher organisational levels include fear, pride, lousiness, rudeness, callousness, time mismanagement, neglect, gossip, harshness, lack of self-confidence, and loss of concentration (Pruitt, 2015; Mayock, 2016).

Organisational Factors

Certain barriers, mostly subtle, existed within the organisation that hampered women's job advancement (Mavin, 2000). According to Meyerson (2001), organisations are often not constructed to suit women's ideals when it comes to the structure and culture of the organisation. The membership of an organisational climate constitutes a system of shared values, objectives, principles, traditions, and group behaviour that define the behavioural standards of an organisation's working environment (Eisner & Harvey, 2009). Organisational structure impedes women's access to and progression in the workplace. This framework includes employment recruiting, job assignment, mentoring, retention, and training, as well as how employees balance work and family life, and promotion and reward systems (Cooper, 2001).

Organisational policy, culture, and management's attitude toward the progression of women in higher positions are some of the elements that fall under organisational factors (Azeez & Priyadarshini, 2018). Organisations are hesitant to invest in female employees because they believe they will leave. Despite their superior coordination skills, women have less opportunities for advancement. The

rules and culture of the organisation, as well as management's perceptions on women's career advancement, fall under the node of organisational factors (Quin et al, 2020). Since management is hesitant to engage in female employees due to the widespread belief that women will leave their jobs, as a result, despite the fact that women employees may possess appropriate abilities and a high coordination ability, there are few prospects for them (Azeez & Priyadarshini, 2018). Pre-existing stereotypes, on the other hand, establish gender-based biases within organisations, resulting in a glass ceiling for women in the form of an invisible wall.

Female Career Progression

According to research in the field of career progression, women have the same prospects as men to advance up the corporate ladder, particularly if they enter the same careers as males and have similar goals and abilities. Women are thought to have strong jobs if they adopt the masculine paradigm and share children and household tasks with their partner (Burke, 2007). The body of evidence supporting the idea of various professional growth models for men and women is rising. In a study conducted by Kirchmeyer (1998), four types of career success drivers were identified, including both objective and subjective career success indicators - income, organisational level, and self-reported success (cited in Burke, 2007).

They were, first and foremost, human capital factors; second, gender roles; third, support networks; and, last, family status variables. Kirchmeyer (1998) found support for all of the correlations in her study, with the exception of the family status measure, which was found to have similar impacts for men and women (Kirchmeyer, 1998, cited in: Burke, 2007). Furthermore, some light has been

thrown on the types of work experience that are likely to be linked to the advancement of a female career. Six key factors that lead to a woman's career progression were identified in a study conducted by Morrison et al (1987): management support, a successful track record, a will to succeed, the capacity to manage subordinates, a courage to take career risks, and the ability to be stern, decisive, and challenging (cited in Burke, 2007).

Challenges to female career progression have already brought to light a variety of unique points of view worth considering. To begin with, it is well recognized that women in managerial posts confront social opposition, which is said to produce tension and demotivation. While both men and women endure stress at the highest levels of management, women believe that they confront additional stress-related issues as a result of their gender (Spagnoli & Weng, 2019). Discrimination is also referred to as a career progression dispute, despite the fact that discrimination at work is illegal under all established laws (Gatrell, Burnett, Cooper & Sparrow, 2013).

Women find it extremely difficult to rise to the top of the corporate ladder, and over 70% of all women in dual-earner families claim they are responsible for child care more than their male counterparts. Twenty-seven percent are obstructing their path to the top, anticipating the intense dynamics that women encounter in the workplace. The stereotype of the ideal worker, who can devote all of the hours of the day essential to work, does not fit into a woman's daily life (Bilimoria & Stewart, 2007). A woman with children is frequently perceived as being less work-

oriented than a male with children, which adds to the stress associated with a woman who is very work-oriented.

With such lack of development for women in the workplace and possibilities for progression in the hierarchy, the imbalance between men and women in high positions would be contested (Gatrell, Burnett, Cooper & Sparrow, 2013). In contrast to the traditional male paradigm, which is primarily focused on a straight professional advancement, a woman's career ebbs and flows differently depending on her relationship choices. When many women decide to have children, childbearing prevents them from moving to a straight path, causing their path to diverge slightly from that of males (Gatrell, Burnett, Cooper & Sparrow, 2013). It takes longer for a woman to achieve the same organisational standing as her male colleagues because she is more prone to move in and out of the sphere of organisational function.

However, studies show that during middle adulthood, women rediscover a fresh sense of purpose and enhanced excitement for work (Bilimoria & Stewart, 2007). It is suggested that the decision-making process structure, as well as the decision-makers' obligations, have a significant impact on the admission of women into top management positions. As a result, enabling an unstructured decision-making process that allows for skewed outcomes will eventually result in the exclusion of the minority, leaving women out of top management positions in this situation. The selection procedure for lower-level managerial roles, on the other hand, is more organized and based on practical qualifications that women may actively achieve, such as education (Powell & Graves, 2003).

Women's informal barriers to obtaining top-level positions are widely regarded to be diverse. Due to the ongoing presence of males in senior positions, women are typically excluded from informal networks and forms of communication, and they do not benefit from mentoring or exposure to female role models. Furthermore, business culture necessitates drive and constant availability, and women are frequently perceived as hesitant due to their home responsibilities. Other potential barriers to women obtaining top positions include discriminatory hiring practices, a lack of career preparation, and even macho behaviour by male coworkers (European Commission, 2008).

Effect of Glass Ceiling on Career Progression

It is widely assumed that women have less prospects for advancement in their careers than men. The "Glass Ceiling" phenomenon is closely linked to some of the constraints that contribute to women's low participation in leadership and senior management roles (Afza & Newaz, 2008). The problem of the glass ceiling, according to Mavin (2005), has a substantial impact on women's careers all around the world. Given the large number of women in the workforce and in management positions, research suggests that advancement to the highest echelons is rare for the majority of women, and that the 'glass ceiling' in corporate culture, policy, and atmosphere still exists (Meyerson & Fletcher, 2000).

A significant component is women's awareness of their professional careers (Cooper, 2010). Men are thought to be leaders, while women are thought to be supporting followers. The dearth of strong female role models contributes to this impression of women as followers. According to Cooper (2010), Women's career

progression is hampered by the role stress involved with managing a career while still caring for a home and family. Women are nervous during the day as a result of male-imposed pressure, which has an indirect influence on their performance, making it easy to justify not promoting them. It has been noticed that a woman in the prime of her career, or at the peak of her career, is obliged to leave her job to fulfill social obligations and responsibilities, and that she never contemplates returning due to the hostile climate in the organisation (Stanislaus, 2018).

The lack of female executives is linked to persistent workplace bias and discrimination against women. This refers to the reality that, while women are now capable of ascending to higher levels, they are blocked by intangible hurdles at some point. It refers to a group of women who are unable to advance in their careers because to their gender. According to Oakley (2000), gender-based behavioural patterns, as well as business laws and practices, have a role in the incredibly low number of women in CEO and other senior management positions. According to Linehan (2001), many jobs are still seen as men's or women's jobs, which influences the entry of a specific gender into companies. Females need to develop expertly, however are diminished by the accompanying key variables, as per Cotter et al (2001). Explicit personal attributes, for example, age and conjugal status affect professional success. Ladies in assorted conjugal situations with, (wedded, separated, or bereft) showed a craving and eagerness to propel their professions, yet were hindered by explicit conjugal issues.

Tran (2014) likewise found that the unreasonable impediment diminishes individuals' confidence and denies them the capacity to frame organisations and

emotionally supportive networks for their own professions. Ladies are additionally paid not as much as men because of the unattainable rank (Cabeza, Johnson and Tyner, 2011). A great many people accept that the biased based impediment basically influences ladies, but Salahuddin, Mahmood and Ahmad (2021) extended the effects of the discriminatory constraint to incorporate the whole association. By bringing bias and orientation imbalances into dynamic cycles, unfair limitations endanger an association's powerful administration draws near (Cotteret al, 2001). Since ladies' trust that the best way to rise is to offer sex to male chiefs who have the ability to advance them, the unattainable rank empowers sexual pollution in the working environment (Bell et al, 2002). As indicated by Ng and Burke (2005), the discriminatory constraint has one huge impact: an increment in female work turnover, which prompts lower usefulness and the deficiency of key corporate or the executive's aptitude (Ng and Burke, 2005).

Sociocultural variables, according to Azeez and Priyadarshini (2018), are more essential for the growth of the glass ceiling within businesses because they influence women's opinions of themselves and management's perceptions of women about promotion to higher positions. Azeez and Priyadarshini (2018) inferred that out of capacity, ability, self-discernment, and family work balance, the one that has a significant effect is authentic craving and family work struggle while running a direct relapse on private attributes and vocation movement. Authoritative strategy is the most huge of the hierarchical elements, which likewise incorporate hierarchical culture and key perspective.

While taking into account societal issues such as stereotypes and societal beliefs. It is clear that both have a substantial impact on job advancement. On the other hand, no single study has been able to uncover any good impacts of the glass ceiling after reviewing a number of literatures. Only Pruitt's study stated that the glass ceiling removes inept behaviours such as pride, rudeness, and callousness from management, which might be purposely generated by normal female creature tendencies (Pruitt, 2015).

Empirical Studies

The causes and ramifications of the 'discriminatory limitation' for ladies in Ghana's Ashanti Region's public organisations were investigated by Fosuah et al, (2017). A poll was utilized to gather information from 250 people for the whole review, which was illustrative in nature. As per the review, ladies' unfair limitations are unavoidable at the top and center administration levels of public foundations. The concentrate likewise showed that ladies' very own propensities and cultural separation are the root reasons of the unattainable rank. The exploration additionally uncovered that the unreasonable impediment has significant repercussions for ladies and public establishments. Ladies and public establishments both play a part to play in separating the biased based impediment and impacting individuals' mentalities, practices, and perspectives on ladies, as indicated by the review.

The effects of the glass ceiling on the earning factor in the United Kingdom was investigated by Qian et al (2020). A quantitative research method was used in this study, which was combined with primary data collection via a survey

questionnaire. The scope of this study was bigger and more generalized because it was done entirely throughout the United Kingdom, as all organisations operating in the country were reviewed. The data was evaluated on SmartPLS with the Structural Equation Modelling (SEM) model. Convictions, culture, strategy, self-insight, and eagerness to work were found to have a solid and beneficial outcome on procuring factor, yet capacity to work, balance between fun and serious activities, and generalizations had a little impact.

Despite the huge increase in the number of women in the workforce, women's progression into senior management jobs is still limited, according to Omotayo, Oladele, and Adenike (2013). Numerous investigations have confirmed this. The impact of the discriminatory limitation on female professional success in the Nigeria Police Force was featured by the discoveries of their observational review. The factual investigation of 198 reactions demonstrated that the normal social job of the ladylike orientation is a significant indicator of female profession improvement.

Azeez and Priyadarshini examined the impact of the biased based impediment on ladies' expert headway in India's IT industry (2018). Their review investigated what variables add to the biased based impediment and what it means for ladies' headway in the working environment. Several components were discovered during the literature review, including personal variables, organisational aspects, and societal challenges. It also tries to figure out which of the listed factors has the most impact on women's professional advancement possibilities. Women working in Indian IT businesses were given a questionnaire to fill out. The sample

comprised of 57 female employees in middle and senior management roles from diverse IT companies. Women's development in the workplace is hampered most by sociocultural issues, according to the study's findings, but women's beliefs of themselves and management's perceptions of women obtaining higher positions also play a role.

Conceptual Framework

This study's conceptual framework is based on the social role and perceived fit theory. The theories addressed why there are so few women in senior management positions by assuming and perceived incompatibility between traditional female traits and the demands of management responsibilities. The theories also claimed that women's ineptness for leadership posts stemmed mostly from long-held negative attitudes. According to the beliefs, differences in men's and women's behaviour are due to different distributions of men and women in society positions. Such assumptions have negatively affected women to move to top position. The nexus is therefore shown on Figure 1.

This conceptual framework major point is how the glass ceiling influences women's career progression. The independent variable is the factors that contribute to the glass ceiling. Women's career progression is the dependent variable. In this approach, there are two independent variables: organisational factors and personal factors. Personal factors included the career breaks, work family conflict, lack of confidence and lack of concentration. organisational masculine culture, lack of useful networks and perception held by management, on the other hand, were among the measures of organisational factors.

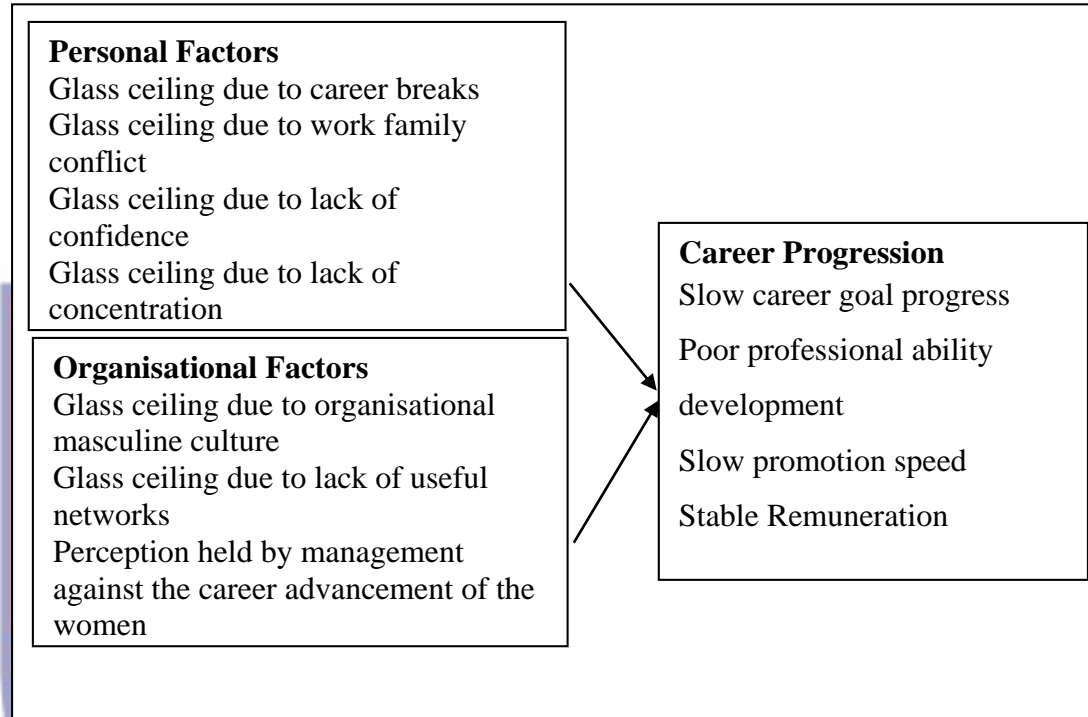


Figure 1: Conceptual Framework on the Nexus Between Glass Ceiling and Career Progression

Source: Author's Construct (2021)

Career progression of women was measured using how women employees progress on their career goal, their ability to develop professionally, their promotion speed and remuneration growth. From the review, the researcher assert that a negative relationship exists between glass ceiling and career progression of women at College of Distance Education (CoDE).

Chapter Summary

The chapter provided the related literature on the nexus between glass ceiling and career progression of women. Theoretical underpinnings- social role theory and person-environment theory were the main and supplementary theories used. Further, the concept of glass ceiling and career progression as well as the

nexus between them were reviewed. Such nexus had an inverse relationship which was depicted on the conceptual framework. Again, such relationship was reviewed empirically in the empirical studies.



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter provides the research methodology and the data collection methods used in the study. It primarily concentrated on research methodology, research design, research paradigm, population, study area, sampling procedure, data collection instruments, data collection procedures, data processing and analysis, and chapter summary.

Research Approach

Research approach includes research plans and procedures ranging from broad assumptions to in-depth data gathering and analysis methods (Cresswell, 2014). The current study took a quantitative approach to data collection, collecting and analyzing data. Quantitative data, such as that found on surveys instruments, is often closed-ended. This technique is appropriate for the investigation since it considers the organized, objective, and methodical revelation and testing of connections as well as the survey of circumstances and logical results collaborations between factors (Grove & Gray, 2018).

Research Design

Research design, as indicated by Blumberg et al (2014), is the system for gaining, estimating, and deciphering information. It lays out the specialist's information assortment and improvement plan. This study utilized an unmistakable review way to deal with guarantee an exact portrayal of the attributes of the example populace. Quartey and Awoyemi (2002) depict illustrative review plan as the most

common way of social occasion information to address research questions or test speculations about the present status of a peculiarities. This sort of study, as indicated by them, endeavors to give an exact and fair-minded image of a continuous circumstance or genuine circumstance. Illustrative reviews, as per Haegele et al (2015), are utilized to gather information about current conditions like an individual's attributes, capacities, interests, bliss, and exercises, or advances in both of these through time, as in recorded examinations. As per Aggarwal (2018), expressive overview configuration is dedicated to the gathering of data on current events or circumstances for the objective of depiction and investigation. As indicated by him, this sort of examination configuration involves something beyond social occasion and organizing information; it additionally includes cautious investigation, translation, correlation, example, and connection acknowledgment.

Study Area

The University of Cape Coast's College of Distance Education (CoDE) is the subject of this research. CoDE is one of the university's five colleges. Its mission is to strive for excellence in the delivery of innovative, demand-driven, learner-centered, and cost-effective distance education programs, with the goal of empowering individuals to overcome geographic, economic, social, and cultural barriers to study. In addition, the college aspires to become a model for providing high-quality distance education in West Africa and beyond.

Population

Blumberg et al (2014) define a population as "the entire list of items or persons from which the study hopes to extrapolate its findings." A population is a well-defined group of people, services, elements, and events under investigation (Mugenda & Mugenda, 2013). To put it another way, it's the full set of data from which a researcher wants to derive conclusions. The study's population was 130 female College of Distance Education workers in the University of Cape Coast.

Sample and Sampling Technique

According to Taherdoost (2016), expecting academics to be able to investigate the entire population in order to answer research questions is cynical. A sample, however, must be selected. Because researchers do not have the time or resources to investigate the complete population, sampling strategies are employed to limit the number of instances, according to Taherdoost (2016), Cohen, Manion, and Morrison (2007). In other words, an example permits an analyst to examine a more modest part of a bigger objective populace, permitting the outcomes to be summed up to the whole populace. An aggregate of 97 examples were taken from a sum of 130 female workers.

Data Collection Instrument

The study used a questionnaire to collect data, which is consistent with the approach taken in this investigation. According to Chatzitheochari et al (2018), a questionnaire is a data collecting method produced by the researcher with the primary goal of expressing what is expected of participants and eliciting answers

in terms of empirical data from participants in order to achieve research objectives. The questionnaire was used since it is the most dependable means of getting trustworthy information in this type of research (Chatzitheochari et al, 2018). Given the nature of the information sought from the respondents, the questionnaire was more likely to elicit frank responses from employees and supervisors because it ensured a high level of anonymity. To prevent ambiguity and stimulate the respondent's attention, the questionnaire was written in a simple and concise manner.

An employee with a minimum qualification of Senior High School and sea level managers can read, understand, and answer the questionnaires on their own. In all, there were two sets of questionnaires. There was a total of twenty-six (26) items separated into seven sections: A to G. The respondents' backgrounds were gathered in Section A of the questionnaire. A customized scale designed by the researchers was used to collect data on section B and section C was adopted from Weng, McElroy, Morrow and Liu (2010). The questionnaire's main section is made up of Likert-scale questions about the study's main objectives. These questions aided in determining how strongly respondents agreed with a specific statement. The responses to the questions were based on a five-level scale, with options ranging from 1= *least agreement* to 5 = *highest agreement*.

Data Collection Procedures

The study drew on both primary and secondary sources of information. The primary data were collected using questionnaires. The questionnaires were administered to the female employees of the college. A letter of permission was

sent to seek their approval for the study in an effort to obtain the most attention and participation from the study's participants. A sample of the questionnaires was requested by the college head for review. This took about two weeks before feedback and approval were given.

After the approval was given, the researcher administered the questionnaire to the female staff. The employees selected for this study were given the questionnaire during the launch time. They were then briefed on the objectives of the survey, and they were reminded to read all instructions before responding to the items. Respondents were also given assurance of anonymity as research ethics demand. After collecting and analyzing quantitative data in initial stage the qualitative data was also collected. In total, at least 97 questionnaires were administered to both the female employees, and data for this study was collected over a five-week (5) period. The other instruments in which the study relied on is the secondary data, which is information gathered from studies done by other researchers on the subject (Dawson, 2009).

Validity and Reliability of the Instruments

A validity and reliability test were performed on the instruments. They were given to the supervisor, who thoroughly vetted them to ensure they met both face and content validity. The supervisor's suggestions regarding the improper construction of some questionnaire items were being used to make the changes needed to enhance the instruments. The data gathered through the use of the close-end questionnaires were coded into the Statistical Product for Social Sciences (SPSS) version 25 and Cronbach's alpha value was established for each of the items.

For the questionnaires, a Cronbach's alpha of at least 0.849 was obtained. These values were in support of the views maintained by Hair et al (2016). Thus, the questionnaires were of sufficient quality to gather useful information for this study.

Data Processing and Analysis

The data was extensively analyzed and double-checked for accuracy. The data was entered into the Statistical Package for Social Sciences (SPSS) version 25 after the surveys were coded. SPSS was utilized to help with data organisation and summary, as well as to offer key parameters for data analysis.

Structural Equation Modeling was used to accomplish the research objective (SEM). The output from the SEM was used to present the results. A multivariate statistical method or framework for estimating parameters for a system of simultaneous equations is structural equation modeling (SEM). Measurement equations (confirmatory factor analysis) and structural equations are the two main components of SEM (path analysis).

Path analysis is used to highlight the connections or linkages that exist among study components, whereas confirmatory factor analysis models (CFA) are used for construct validation and justification or scale refining. In structural equation modeling, Hair et al (2016) identified two types of measuring scales: formative and reflective. That is the concept that creates the study's indicators. This study used a reflective measuring methodology because all of the indicators were caused by the constructs.

Measurement of Variables

The choice of measurement for all the variables in the study was influenced by the fact that those measures have been widely used in literature. Personal glass ceiling factors were factors related to the individual employees and was measured using how glass ceiling affect them due to career breaks for child birth, career breaks for child care, pressures of combining work with family and personal commitments, lack of confidence, lack of concentration and reluctance in executing task. Organisational glass ceiling factors were factors related to the organisational set-up. This was also measured using how glass ceiling affect them due to organisational masculine culture, lack of mentors, lack of useful networks, perception held by management and the impression of hard work through working for long hours usually after the normal closing hours. Personal and organisational factors together formed the independent variable. Career progression of women was measured using Career goal progress, Professional ability development, Promotion speed and Remuneration growth as adopted from Weng et al (2010).

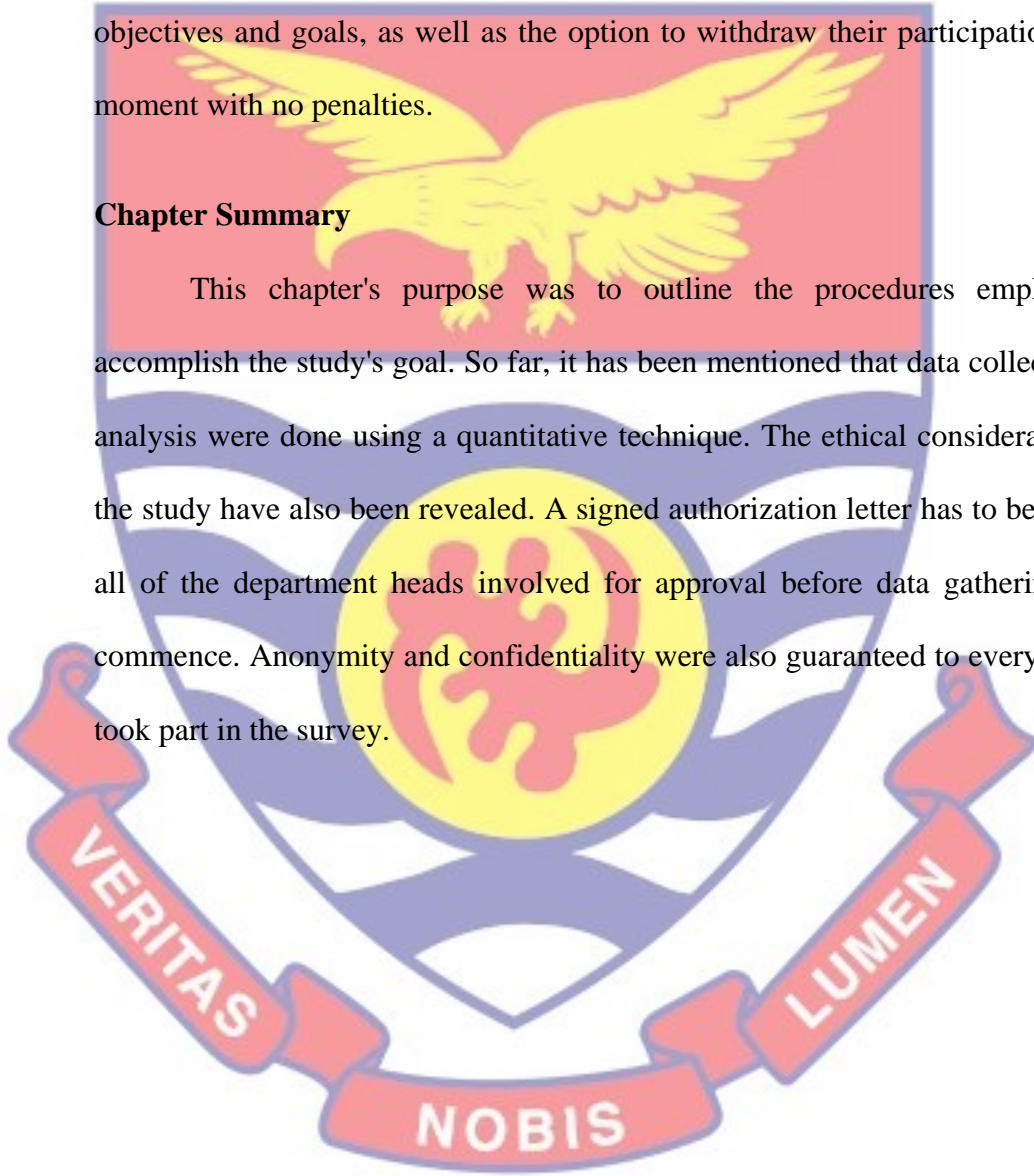
Ethical Consideration

The ethical standards that guide researchers in conducting and reporting research without dishonesty are known as research ethics. Ethics is focused with doing a good job and avoiding harm during research. As a result, research methodology may raise moral and ethical concerns. This means that human subjects or responders must be protected in any research project. According to Neuman (2006), "the researcher has a moral and professional commitment to be ethical, even when the research subjects are unaware of or uninterested in ethics," as mentioned

in Nyarkoah (2016, p. 129). An introductory letter from the Registrar of the College of Distance Education was obtained to welcome the researcher to the college. Management gave permission to collect data from the sampled employees. Staff approval was also requested, and participants were instructed about the survey's objectives and goals, as well as the option to withdraw their participation at any moment with no penalties.

Chapter Summary

This chapter's purpose was to outline the procedures employed to accomplish the study's goal. So far, it has been mentioned that data collection and analysis were done using a quantitative technique. The ethical considerations for the study have also been revealed. A signed authorization letter has to be given to all of the department heads involved for approval before data gathering could commence. Anonymity and confidentiality were also guaranteed to everyone who took part in the survey.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The researcher attempts to examine whether there was a link between the glass ceiling and female workers' career progression at the College of Distance Education. This chapter gives background information on the findings and explores them in relation to their implications and previous empirical findings.

Demographic Characteristics

The demographics of the respondents were measured descriptively with frequency and percentage. Some of the variables measured formed the basis for measuring substantive hypotheses considered in the study. The findings are presented in Table 1 and are thus interpreted and analyzed subsequently.

From Table 1, the socio-demographic data of respondents showed that 68% of the respondents were married while 24.7% were single. Also, 2.1% have divorced and 5.2% are widowed. Regarding the age range of respondents, Table 1 indicated that from the sample, 4.1% were below 25 years, 9.3% were between the ages 25-29 years, 7.2% were with the age bracket 30-34 years, 12.4% withing 35-39 years.

Table 1: Socio-Demographic Characteristics of the Respondents

Variables	Options	Frequency	Percentage (%)
Gender	Married	66	68.0
	Single	24	24.7
	Divorced	2	2.1
	Widowed	<u>5</u>	5.2
	Total	97	100.0
Age range	Below 25 years	4	4.1
	25-29 years	9	9.3
	30-34 years	7	7.2
	35-39 years	12	12.4
	40-44 years	25	25.8
	45-49 years	25	25.8
	50 years and above	<u>15</u>	<u>15.5</u>
	Total	97	100.0
Educational qualification	Diploma	14	14.4
	1 st Degree	42	43.3
	Masters	34	35.1
	PhD	<u>7</u>	<u>7.2</u>
	Total	97	100.0
Designation	Senior staff	83	85.6
	Senior member	<u>14</u>	<u>14.4</u>
	Total	97	100.0
Number of Children	0	19	19.6
	1	13	13.4
	2	34	35.1
	3	19	19.6
	4 and above	<u>12</u>	<u>12.4</u>
	Total	97	100.0

Source: Field survey (2021)

Majority were both in the age bracket 40-44 years and 45-49 years. In terms of educational qualification, majority (43.3%) were 1st degree holders followed by 35.1% who were master's degree holders, 14.4% being diploma holders and 7.2% were PhD holders. Also, 85.6% were senior staff while 14.4% were senior

members. Further, majority (35.1%) of the respondents had 2 children, 19% with 3 children 13% with 1 child. Lastly, 19% percent were without a child.

Factors that Lead to Glass Ceiling Among Female Workers at CoDE

The first objective sought to assess the factors that lead to glass ceiling among female workers at CoDE. Two constructs; personal and organisational factors were used to measure the independent variable. Personal factors constituted six items while organisational factors constituted five items. To answer these research questions, the respondents were requested to rate statements on a scale of 1=*least agreement* to 5=*highest agreement*. The assessment was done using means and standard deviations. The aggregate score, which is computed by summing the scores on each of the items, shows the level of a respondent's general attitude toward the glass ceiling. The mean values obtained from five-point Likert scale questions were used to understand the relevant mean values in Table 2. Table 2 shows the respondents' perspectives on the elements that contribute to the glass ceiling among female employees at CoDE.

From Table 2, the respondents revealed on the personal factors leading to glass ceiling that they are affected by glass ceiling due to career breaks for child birth ($M = 3.40$; $SD = .812$) as well as for child care ($M = 3.27$; $SD = .735$). This was trailed by the respondents demonstrating that tensions of consolidating work with family and individual responsibilities influence them ($M = 3.29$; $SD = .704$). On the other hand, they disagreed that they lack confidence ($M = 1.49$; $SD = .602$) and concentration ($M = 1.36$; $SD = .912$). Further, they disagreed that they are

reluctant towards work ($M=1.33$; $SD = .629$). On the organisational factors, all the items used were agreed upon.

Table 2: Descriptive Statistics of Factors That Lead to Glass Ceiling Among Female Workers at CoDE.

Constructs/Measures	Mean	Std Dev
Personal Factors		
I am affected by glass ceiling due to my career breaks for child birth	3.40	.812
I am affected by glass ceiling due to my career breaks for child care	3.27	.735
I am affected by glass ceiling due to pressures of combining work with family and personal commitments	3.29	.704
I am affected by glass ceiling due to my lack of confidence	1.49	.602
I am affected by glass ceiling due to my lack of concentration	1.36	.912
I am affected by glass ceiling due to my reluctance in executing task	1.33	.629
Organisational Factors		
I am affected by glass ceiling due to my organisational masculine culture	3.14	.780
I am affected by glass ceiling due to lack of mentors in my organisation	3.83	.857
I am affected by glass ceiling due to lack of useful networks	3.31	.781
The impression of hard work through working for long hours usually after the normal closing hours has affected me	3.17	.876

Source: Field survey (2021)

For instance, the respondents indicated that their organisation has a masculine culture that affect them lack mentor to help them reach higher levels ($M = 3.83$; $SD = .857$) as well as networks that are useful for their ($M = 3.31$; $SD = .781$). Further, the respondents believe that their management hold the perception against career advancement of women values ($M = 3.26$; $SD = .756$). Further

indicated that management have the impression of hard work through working for long hours after the normal working hours and that has affected the female workers ($M = 3.17$; $SD = .876$).

The findings could imply that female workers' low job advancement is linked to personality traits (Kirai, 2014). The findings suggest that work-life balance adds to the female worker's glass ceiling (Nilufer, Azeez & Priyadarshini, 2018). Again, the findings could signal those female workers are more concerned with their families than with their jobs, which could have disastrous consequences for the position to which they may be appointed (Pruitt, 2015; Mayock, 2016). Though Powell and Graves (2003) claimed that personal talents, such as hard effort, perseverance, and self-confidence, are all taken into account when aiming to a top management position, the results proved otherwise. Female workers at CoDE are self-confident and dedicated to work. The findings support Harvey and Brown's (2007) argument that members of an organisation's culture build a system of shared values, ideals, beliefs, practices, and group norms that define behavioural standards in the workplace.

The findings show that organisational culture and management's attitude toward women's advancement in higher positions are two variables that fall within organisational characteristics, as alluded to by the researcher (Azeez & Priyadarshini, 2018; Quin, Watson & Bell, 2020). It could also mean that management is reluctant to engage female employees because there is a ubiquitous belief that women will leave their jobs. As a result, despite the fact that female

employees possess appropriate abilities and a high coordination ability, they have few potentials (Nilufer Azeez & Priyadarshini, 2018).

Career Progressions for Female Workers at CoDE

The second objective sought to determine the career progressions for female workers at CoDE. Four constructs; vocation objective advancement, proficient capacity improvement, advancement speed and compensation development were used to measure the dependent variable. The respondents were requested to rate statements on a scale of 1=*least agreement* to 5=*highest agreement*. The overall score represents the extent of respondents' response toward the career progression, which is calculated by adding the scores on each of the items.

From Table 3, all indicators were disagreed upon except for career goal progress. On average, the respondents indicated that working their institution helps them to progress well on their career goals ($M = 3.05$; $SD = 1.27$). Meaning their job situations are relevant to their career and they are able to move through their career path. However, it was known that on average they are unable to develop their professional ability ($M = 2.22$; $SD = 1.16$) and this is surprising. Likewise, the respondents averred that the speed at which there are promoted is low ($M = 2.45$; $SD = 1.06$). Lastly, on average, the respondents showed that they do not see any growth in the remuneration ($M = 1.70$; $SD = .79$). Meaning as a result of glass ceiling caused by personal and organisational factors, female workers have constant remuneration, slow promotion and inability to develop professionally.

Table 3: Descriptive Statistics of Career Progression of Female Workers at CoDE

Construct/Measures	Mean	Std. Deviation
Career Goal Progress		
My present job situation is relevant to my career goals	3.22	1.32
I am able to move closer to career goals	3.30	1.25
I am encouraged to gain new job-related knowledge	2.41	1.17
<i>Average</i>	3.05	1.27
Professional Ability development		
I am able to learn new skills that are linked to my profession.	2.45	1.12
I'm motivated to gain more diverse work experience.	2.24	1.22
I am able to develop my professional abilities on a regular basis	1.98	1.13
<i>Average</i>	2.22	1.16
Promotion Speed		
In my current organisation, my promotion rate is quick.	2.68	1.01
In my current organisation, there is a good chance that I will be promoted	2.34	1.14
In comparison to earlier opportunities, my current position is ideal	2.72	1.04
In comparison to my peers, I am being promoted at a faster rate.	2.07	1.04
<i>Average</i>	2.45	1.06
Remuneration Growth		
In my current job, my salary is rapidly increasing.	1.80	.86
It's extremely likely that my present wage will be increased.	1.64	.72
In comparison to my coworkers, my salary has increased at a faster rate	1.68	.79
<i>Average</i>	1.70	.79

Source: Field survey (2021)

The result implies female workers at CoDE face many challenges as a result of glass ceiling. It could also imply that women in managerial posts confront social opposition, which may produce tension and demotivation to them (Burke, 2007). Again, the result imply that female workers endure While both men and women endure additional stress related issues compared to their male counter, hence low progression in their career (Spagnoli & Weng, 2019). Further, the result presented imply that female workers at CoDE find it extremely difficult to rise to the top of the corporate ladder as it was shown that female workers are responsible for child care than their male counterpart (Gatrell, Burnett, Cooper & Sparrow, 2013). When many women decide to have children, childbearing prevents them from moving to a straight path, causing their path to diverge slightly from that of males (Gatrell, Burnett, Cooper & Sparrow, 2013).

Effect of Glass Ceiling on Career Progression of Female Workers

Research objective three sought to examine the effect of glass ceiling on career progression of female workers at CoDE. The respondents were requested to rate statements on a scale of 1=*least agreement* to 5=*highest agreement* how glass ceiling (personal and organisational factors) influence the career progression of women at College of Distance Education at the University of Cape Coast.

Measurement Model

The study aimed to assess the predictive capacity of glass ceiling factors in causing a change, if any, in the career progression of female workers at CoDE. This was configured in a single reflective model. The model was reflectively specified

and evaluated using recognized methods for evaluating reflective models. The findings are presented as follows.

Table 4: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Career Progression	0.895	0.896	0.918	0.614
Personal Factors	0.916	0.917	0.928	0.519
Organisational Factors	0.849	0.853	0.885	0.525

Source: Field survey (2021)

The internal consistency approach was adopted to measuring the reliability of the constructs through Cronbach Alpha [CA] and Composite reliability [CR] (Henseler, 2017). The findings are presented in Table 4. The CA results show that the internal consistency was reliable. Thus, career progression (CA= 0.895); personal factors (CA= 0.916); organisational factors (CA= 0.849).

As argued by Henseler, Ringle and Sarstedt, (2012), career progression (CR= 0.918); personal factors (CR= 0.928); organisational factors (CR= 0.885). Convergent validity was measured with the AVE (Hair, et al., 2016). A close examination of the AVEs for the constructs demonstrates that they accurately measured the convergent validity because each construct met the minimum threshold of 0.5 (Heseler, Rongle, and Sarstedt,2012). The facts are as follows: Career progression (AVE= 0.614); personal factors (AVE= 0.519); Organisational factors (AVE= 0.525).

Table 5: Discriminant Validity

Heterotrait-Monotrait

	Career progression	Organisational factors	Personal factors
Career progression			
Organisational factors	0.530		
Personal factors	0.407	0.617	

Source: Field Survey (2021)

Discriminant validity represents the uniqueness and distinctiveness of each construct relative to other constructs in the model (Afum, Sun & Kusi, 2019). In a more liberal sense, Gaskin, Godfrey and Vance, (2018) argued that to measure discriminant validity, and HTMT ratio of less than one must be obtained. This stance is however debatable. The findings in Table 5 all the paired constructs accurately measured discriminant validity.

Table 6: Collinearity Statistics (VIF)

Inner VIF

	Career Progression
Organisational Factors	1.006
Personal Factors	1.006

Source: Field survey (2021)

Because reflective models are prone to errors and biases, it is critical to examine and report on the test of collinearity statistics (Hair, et al., 2016). This was

determined using the VIF value, which is being validated in structural modeling reflective models (Kock, 2015). Generally, it is acknowledged that when collinearity statistics is above 3.3 thresholds, it generally implies the model is prone to be affected by common method bias. On the other hand, when the VIF is less than 3.3, such reflective models are deemed to be without common method bias (Afum, Sun & Kusi, 2019). However, Kock and Lynn (2015). This model perfectly epitomizes a factor-based algorithm. The VIF scores (Table 6) thus show that there is no common method bias for all the constructs.

Structural Model

This section presents the results of the predictive modeling that was performed. The essential parts of the structural model presented included the factor loadings, path co-efficients, effect size, and predictive relevance.

Table 7: Path Coefficients

Relationship	Path Coefficients	Sample Mean	Standard Deviation	T Statistics (Bootstrap)	P-Value
Organisational factors->Career progression	-0.334	-0.399	.155	2.152	0.032
Personal factors-> Career progression	-.319	-0.245	.281	4.970	0.027

Source: Field survey (2021) R-square = (0.230) ** p < 0.05.

Observation of the predictive capacity of the model (Table 6) shows that organisational factor of glass ceiling account for 33.4% negative significant change

in career progression of female workers when all other factors affecting progression are controlled for. Thus, this negative change in career progression was not by chance but by the scientific interaction among the factors considered in the model. The other factors could explain 64.6% change in career progression. Thus, glass ceiling caused by organisation factors cause a weak negative significant fall in career progression of female workers at CoDE. Also, the model shows that personal factors of glass ceiling account for 31.9% negative significant change in career progression of female workers when all other factors affecting progression are controlled for. The other factors could explain 68.1% change in career progression. Thus, glass ceiling caused by personal factors cause a weak negative significant fall in career progression of female workers at CoDE. Pictorially, the structural model is presented in Figure 1.

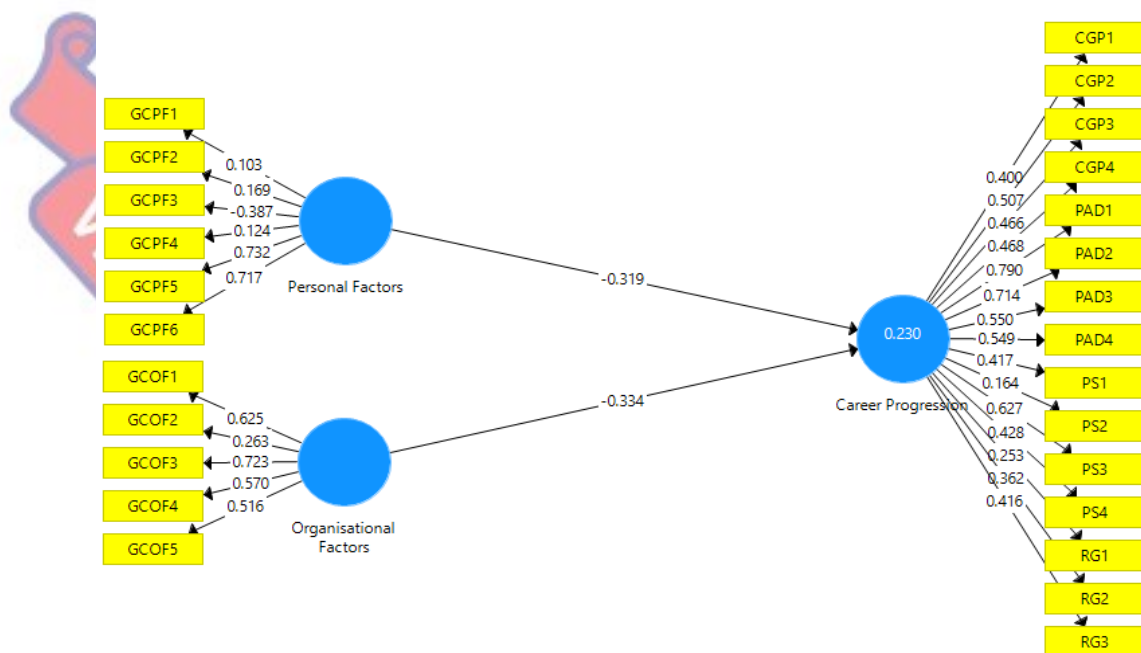


Figure 1: Structural model

The study also assessed the effect size, along with assessing the R^2 value (f^2). F^2 tests the influence of a unique exogenous latent variable on the latent endogenous variable by means of changes in the R^2 variable (Chin, 1998). The effects of each latent variable's effect size are shown in Table 8. Interestingly, organisational factors of glass ceiling had a medium effect size in the model with f^2 value of 0.144, and personal factors with f^2 value of 0.131.

Table 8: Effect Size on Exogenous Constructs

Glass Ceiling		
	f^2	Effect Size
Organisational factors	0.144	Medium
Personal factors	0.131	Medium

Source: Field Survey (2021)

The findings support prior research on the factors that contribute to women's low participation in leadership and senior management positions (Afza & Newaz, 2008; Azeez & Priyadarshini, 2021). The outcome also backs up the findings of a number of other researchers. It is, for example, consistent with Mavin's (2005) conclusions that the issue of the glass ceiling has a substantial impact on women's careers all over the world. The findings are similar to those of Tran (2014), who observed that the glass ceiling lowers people's self-esteem and prevents them from forming networks and support systems for their own careers. According to Cabeza, Johnson, and Tyner (2011). Glass ceilings may jeopardize an organisation's effective management methods by prejudice (Cotter, Hermsen, Ovadia, & Vanneman, 2001; Omotayo, Oladele, and Adenike, 2013). The findings also support those of Lourdes and Faizal (2018), who found modest findings are

consistent with those of Fosuah, Agyedu, and Gyamfi (2017), who revealed some substantial consequences of the glass ceiling for women and public organisations. The findings back up Qian, Watson, and Bell's (2020) conclusion on a minor impact.

Chapter Summary

The study found that the female workers were highly affected by glass ceiling due to child birth, child care and family commitments. However, they feel they confident, concentrated and work hard and that should not affect them. The study found that on average and despite glass ceiling their work presents them the opportunity to progress in terms of their career goals. However, as a result glass ceiling, they are affected by glass ceiling negatively such that there is slow development in their profession, promotion speed and remuneration growth. the study path coefficients of Smart PLS to analyse the data. All preliminary requirements were fulfilled and the study found that both personal factors and organisational factors of glass ceiling affect career progression of female workers at CoDE negatively.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

This chapter discusses the summary of findings from previous chapter, provide conclusion for the purpose of the study and recommendations.

Overview

The broadly useful of the review was to analyze the nexus between discriminatory constraint and vocation movement of ladies working the College of Distance Education at the University of Cape Coast. With that the concentrate initially tried to analyze the variables that lead to biased based impediment at the working environment and further tried to survey the vocation movement of ladies because of unattainable rank. In conclusion, the review to look at the impact of unfair limitation on the vocation movement of ladies at the College of Distance Education. To accomplish these particular goals, the review utilized a quantitative methodology and an expressive plan where surveys were directed to 97 female respondents at the school out of 130 populace size. The information gathered were dissected utilizing both distinct and inferential insights.

Summary of Key Findings

The following findings has been summarized as follows:

The first objective sought to assess the factors that lead to glass ceiling among female workers at CoDE. As such descriptive statistics in the form of mean and standard deviations were used to measure both personal and organisational

factors that lead glass ceiling. The study found that the female workers were highly affected by glass ceiling due to child birth, child care and family commitments. However, they feel they confident, concentrated and work hard and that should not affect them. Again, the study found that lack of mentors for female workers play a key role in glass ceiling as well as organisational masculine culture. The impression of hard work through working for long hours also affect female workers at CoDE.

The second objective also sought to assess the career progression of female workers at CoDE. Similarly, mean and standard deviation were used to analyse the data collected on this objective. Career goal progress, professional ability development, promotion speed and remuneration growth were the construct used to measure career progression of the female workers at CoDE. The study found that on average and despite glass ceiling their work presents them the opportunity to progress in terms of their career goals. However, as a result glass ceiling, they are affected by glass ceiling negatively such that there is slow development in their profession, promotion speed and remuneration growth.

The third and final specific objective sought to examine the effect of glass ceiling on female workers' career progression at CoDE. With this objective, the study path coefficients of Smart PLS to analyse the data. All preliminary requirements were fulfilled and the study found that both personal factors and organisational factors of glass ceiling affect career progression of female workers at CoDE negatively.

Conclusion

An overview of glass ceiling, career progression and the nexus between the two were discussed and analysed in this study. Glass ceiling was seen as an intangible hand that limit female workers in their progression and career progression was seen how workers progress in terms of their career goals, ability to develop professionally, speed of promotion and remuneration growth. Personal and organisational factors were seen to contribute to glass. Organisational factors were seen to have high effect on career progression negatively than personal factors. This confirms with literature on the factors contributing to glass ceiling in literature.

Though individual factors of glass ceiling have not been examined on career progression in literature, it was found that a negative association exists between glass ceiling and career progression and this study attest that fact based on the findings. Therefore, this conclude that personal factors such as child birth and care lead to glass ceiling and organisation factors such masculine culture and lack of mentors for female workers lead to glass ceiling. Further, it can be concluded that a negative association exists between glass ceiling and career progression of women at the College of Distance Education, University of Cape Coast.

Recommendations

Based on the findings and conclusions, the following recommendations were made:

1. Since it was found that inadequate mentors are available for female workers, the study recommend that management and authorities of the university and

the college should help assist female workers with mentors as such help would aid them to progress in their career.

2. Management should also eradicate the culture of masculinity, which has been identified as a contributing cause to the glass ceiling. This may have

an impact on the emotions and work activities of female college employees.

3. Female workers should not be harmed by taking time off to give birth and care for a child, as this is protected by the Labour Act. As a result, it is suggested that management not use this as a reason for limiting female workers' advancement at the college.

Suggestions for Future Studies

Several factors have been linked to the female worker's glass ceiling, but this study focused on two primary factors: personal and organisational characteristics. As a result, future research can integrate these characteristics with others including family and societal issues. Again, as a cross-sectional study, it was limited to the University of Cape Coast's College of Distance Education. It restricts the findings' long-term generalizability. In order to generalize the findings, future studies will use a longitudinal survey.

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UNIVERSITY OF CAPE COAST
COLLEGE OF HUMANITIES AND LEGAL STUDIES

SCHOOL OF BUSINESS

HUMAN RESOURCE MANAGEMENT DEPARTMENT

QUESTIONNAIRE FOR FEMALE CODE STAFF

Preamble:

I am a University of Cape Coast Master of Business Administration (HRM) student in my last year. I am obliged to submit a dissertation as part of a requirement in order to receive an MBA degree. My topic is: “Glass ceiling and career progression of female workers at College of Distance Education (CoDE)”. As a result, you are among the employees who have been sampled. Your privacy will be respected.

SECTION A: DEMOGRAPHICS

INSTRUCTION: kindly tick the space given on demographical information provided. Give details where it is necessary.

1. Marital status Married [] Single [] Divorced [] Widowed []
2. Age below 25 years [] 25 – 29 years [] 30- 34 years [] 35 -39yrs [] 40-44 years [] 45 -49 years [] 50 years and above []
3. Educational qualification
4. Designation... Senior Staff [] Senior Member []
5. Children 1 [] 2 [] 3 [] 4 and above []

SECTION B: Factors that Cause Glass Ceiling

For this section, please tick under the box that best suits your response with respect to statement on factors that cause glass ceiling at your workplace.

The glass ceiling is a term for the social and invisible barriers being imposed on the advancement of women careers.

Statement	1	2	3	4	5
Personal Factors: These are factors related to the individual employees					
I am affected by glass ceiling due to my career breaks for child birth					
I am affected by glass ceiling due to my career breaks for child care					
I am affected by glass ceiling due to pressures of combining work with family and personal commitments					
I am affected by glass ceiling due to my lack of confidence					
I am affected by glass ceiling due to my lack of concentration					
I am affected by glass ceiling due to my reluctance in executing task					
Organisational Factors: These are factors related to the organisational set-up					

I am affected by glass ceiling due to my organisational masculine culture					
I am affected by glass ceiling due to lack of mentors in my organisation					
I am affected by glass ceiling due to lack of useful networks					
perception held by management against the career advancement of the women has affected me					
the impression of hard work through working for long hours usually after the normal closing hours has affected me					

SECTION C: Career Progression of Women

For this section, please tick under the box that best suits your response with respect to your career progression at the workplace as a result of the extent of glass ceiling.

Career progression relates to how an individual is able to progress in terms of career goals, professional development, promotion and remuneration.

Career progression	1	2	3	4	5
<i>Career goal progress</i>					
There is a foundation for me to realize my career goals.					
My present job situation is relevant to my career goals					
I am able to move closer to my career goals.					

My present job provides me with good opportunities to realize my career goals.					
Professional Ability development					
I am able to learn new skills that are linked to my profession.					
I'm motivated to gain more diverse work experience.					
I am able to develop my professional abilities on a regular basis					
Promotion Speed					
In my current organisation, my promotion rate is quick.					
In my current organisation, there is a good chance that I will be promoted					
In comparison to earlier opportunities, my current position is ideal					
In comparison to my peers, I am being promoted at a faster rate.					
Remuneration Growth					
In my current job, my salary is rapidly increasing.					
It's extremely likely that my present wage will be increased.					

Thank You Very Much!!!!

Table 3.1
Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

