

Women's Articulates towards Career Advancement

Dipak Mahat¹ & P. S. Aithal²

¹ Post-Doctoral Fellow, Institute of Management & Commerce, Srinivas University, Mangalore, India.

OrcidID: 0000-0003-0540-1180; Email: dipakmahatdm2047@gmail.com

² Professor, Institute of Management & Commerce, Srinivas University, Mangalore, India.

OrcidID: 0000-0002-4691-8736; E-mail: psaithal@gmail.com

Area/Section: Business Management.

Type of the Paper: Research Article.

Type of Review: Peer Reviewed as per [C|O|P|E](#) guidance.

Indexed in: OpenAIRE.

DOI: <https://doi.org/10.5281/zenodo.6640891>

Google Scholar Citation: [IJMTS](#)

How to Cite this Paper:

Mahat, Dipak, & Aithal, P. S., (2022). Women's Articulates towards Career Advancement. *International Journal of Management, Technology, and Social Sciences (IJMTS)*, 7(1), 417-424. DOI: <https://doi.org/10.5281/zenodo.6640891>

International Journal of Management, Technology, and Social Sciences (IJMTS)

A Refereed International Journal of Srinivas University, India.

CrossRef DOI: <https://doi.org/10.47992/IJMTS.2581.6012.0199>

Received on: 19/04/2022

Published on: 16/06/2022

© With Authors.



This work is licensed under a [Creative Commons Attribution-Non-Commercial 4.0 International License](#) subject to proper citation to the publication source of the work.

Disclaimer: The scholarly papers as reviewed and published by the Srinivas Publications (S.P.), India are the views and opinions of their respective authors and are not the views or opinions of the SP. The SP disclaims of any harm or loss caused due to the published content to any party.

Women's Articulates towards Career Advancement

Dipak Mahat¹ & P. S. Aithal²

¹ Post-Doctoral Fellow, Institute of Management & Commerce, Srinivas University, Mangalore, India.

OrcidID: 0000-0003-0540-1180; Email: dipakmahatdm2047@gmail.com

² Professor, Institute of Management & Commerce, Srinivas University, Mangalore, India.

OrcidID: 0000-0002-4691-8736; E-mail: psaithal@gmail.com

ABSTRACT

Purpose: *Professional engagement among women is growing at the same rate as that of men. The shortage of women in key governance roles and decision-making positions has been the most controversial issue. Based on this statement the foremost aim of the study is to explore how managerial women feel about their career advancement and compare their views on career advancement with those of respondents with nuclear or joint families.*

Design/Methodology/Approach: *The present study adopted a quantitative research methodology including managerial level women as participants.*

Findings/Result: *The findings reveal that women in public organizations are optimistic about their career advancement; that their organizations have strong policies and procedures in place to help women rise to higher levels of employment. However, men's networks, the low number of women in higher-level positions in organizations, and the necessity to do better work than male acquaintances to be promoted were barriers to their professional empowerment. In addition, when it comes to career advancement, singles and joint families have opposing viewpoints.*

Originality/Value: *The study contributes by examining female managerial personnel' perceptions of their career advancement in Nepal's public sector. The results of the study show that there are considerable differences in family types when it comes to job advancement.*

Paper Type: *Research paper*

Keywords: Articulates, Career advancement, Government-owned organization, managerial, Women,

1. INTRODUCTION :

Despite traditional housewife roles, women have been participating to the professional job sector in recent decades (Kumara, 2018) [1]. Women have broken down conventional gender barriers in a variety of professions, including academia, the workforce, public events, the corporate sector, and education (Chaudhary, 2020) [2]. Women's contributions to the advancement of a country are crucial (Singh, Saharan, & Bhat, 2021) [3]. Women are becoming a more important component of today's economy, and their income and purchasing power are key to the overall health of the economy (Bhatnagar & Jain, 2014) [4].

Women, who make up half of the population, have long been recognized as needing active participation in planning and decision-making at both the national and international levels (Joshi, 2011) [5]. Organizations, governments, and policy-making organizations have attempted to address this issue with various projects and interventions, based on data demonstrating the favorable impact of gender diversity on organizational and financial performance (Bhide & Tootell, 2018) [6]. It is still a matter of concern for women to have the same right to work, be paid equally, and have leadership roles (Lahti, 2013) [7]. However, women are disproportionately represented at the lowest and middle levels of management, and their participation at the senior and top levels of management remains exceedingly low, is reason for worry (Buddhapriya, 2009) [8]. Even as the percentage of female employment continues to rise, it is important to note that there are some issues with women's professional growth that should not be overlooked. The lack of women in most leadership roles in decision-making positions has been the most contentious issue in the last 10 years (Kurupparachchi & Surangi, 2019) [9].

2. OBJECTIVES :

To access the articulate of managerial women regarding their career advancement.
To identify the different views between family types towards career advancement.

3. HYPOTHESIS :

H₀₁: There is no significant difference between the view of the nuclear family and joint family respondents towards career advancement.

4. LITERATURE REVIEW :

A study was undertaken to look at the obstacles that women face when it comes to advancing their careers. The influence of the obstacles on female career growth was investigated using a causal effect research method in this study. The study gathered data from female school teachers in the Kathmandu valley using a judgmental sampling approach. The data was analyzed using multiple regression analysis techniques. The findings of the data analysis, the family issue has impacted the career growth of female school teachers (Maharjan, 2021) [10].

Research into the UK hospitality industry is being conducted in order to investigate the factors that enable women to advance in their careers. It was found that while women have improved their career prospects within UK hospitality organizations, there is still a considerable amount of work to be done with regard to employment policies and practices that enable their career advancement, including proactive and transparent gender equality measures; family-friendly practices; personal development plans; and support networks (Calinaud, Kokkranikal, & Gebbels, 2021) [11].

Through the perspective of the intelligent career framework, the research intends to investigate female engineers' experiences navigating their careers and their views of professional development impediments. This study's in-depth interviews were done with female engineers in the United Kingdom, and the data was analyzed using template analysis. The findings reveal a considerable and systematic prejudice against women's career progression, which is exacerbated by gender preconceptions in the workplace and an implicitly gendered organization, which obstructs the development of the three skills required for success (Yates & Skinner, 2021) [12].

Career progression of female professors at public universities was investigated. Thematic analysis was utilized to analyze data in this study. According to the data, only a small percentage of female academics have advanced to senior positions, while the majority are still striving to advance. Their shortcomings were linked to gender stereotypes, social beliefs, and established gender roles. In general, the study adds to the body of information and literature on female academic career advancement, which has been under-researched, particularly in Tanzania (Tarimo & Swai, 2020) [13].

Fapohunda executed a study on the effect of the glass ceiling on women's career advancement. A self-administered questionnaire was used to collect data from 480 people. In order to analyze the data, descriptive and inferential statistics were used. The findings show a somewhat unfavorable association between the glass ceiling and women's career development, as well as confirmation that personal, organizational, and cultural aspects all have a substantial impact on women's career advancement (Fapohunda, 2018) [14].

Various factors complicate women's career advancement and continuity in corporate India. The study investigates the factors influencing the development of women leaders within Indian organizations. The results from a qualitative study of Indian women managers and supervisors shed light on the antecedent social-psychological aspects of women leadership. These can be summarized into three main categories: intrapersonal, interpersonal, and organizational (Datta & Agarwal, 2017) [15].

From the perspective of Thai female executives, the research looked at the hurdles to professional growth. Data were collected through semi-structured interviews with 30 female senior executives. Individual, interpersonal, organizational, and social variables all had a role in career hurdles, according to the findings. Personality qualities such as emotionality, work-family balance challenges, and a lack of professional desire were all linked to individual circumstances. Difficult job connections and the old boys' network were among the interpersonal variables. Discriminatory organizational culture and human resource management are problems at the organizational level (Napasri & Yukongdi, 2015) [16].

Various national and international studies on women's career advancement have been conducted, but none of them have addressed the articulate and distinct differences between nuclear and joint family

views of managerial women in relation to their career advancement in Nepalese government-owned organizations.

5. METHODOLOGY :

This study is objective in nature. In Nepal's Kathmandu district, the study was carried out at four public organizations. The study's purpose and methods were explained to female managerial level employees who belong to Nepal Oil Corporation Ltd, Rastriya Beema Corporation, Agricultural Development Bank Ltd., and Nepal Doorsanchar Company Ltd. Data were collected between April 5th and April 28th, 2022. To meet the research aims, individuals were chosen using a simple random selection method. To calculate the sample, the following formula was utilized.

$$\text{Sample size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N}\right)}$$

N = population size (45) • e = Margin of error (5%) • z = 1.65, 39 women who volunteered to participate in the study. In this study, a Likert-scale questionnaire with a structured format was used (Joshi, Kale, Chandel, & Pal, 2015) [17]. The data was analyzed using the t-test, frequency, percentage, mean, and standard deviation in SPSS (20 versions). Researchers used Cronbach's Alpha to assess the reliability of data.

Reliability Statistics	
Cronbach's Alpha	N of Items
.929	53

The data's Cronbach's alpha value was 0.929, suggesting that it was of high quality (Gliem&Gliem, 2003) [18]. By obtaining consent from responders, ethical norms, and participant privacy, ethical problems were also examined.

6. RESULTS AND DISCUSSION :

6.1 Demographic Information:

Table1: Demographic Information

S. No.	Demographic	Results				Total
1.	Education level	Bachelor 7(17.9%)	Master 28(71.8%)	M.Phil 2(5.1%)	PhD 2(5.1%)	39(100%)
2.	Marital Status	Unmarried 5(12.8%)	Married 33(84.6%)	Divorce 1(2.6%)		39(100%)
3.	Family types	Joint Family 13 (33.3%)		Single Family 26(66.7%)		39(100%)
4.	Job position level	Special class 1 (2.6%)	First class 5(12.8%)	Second class 27(69.2%)	Third class 6(15.4%)	39(100%)
Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	
Work experience	39	3.00	30.00	16.0513	6.77048	
Age	39	26.00	54.00	41.0513	7.35544	

Source: Field Study, 2022

In this study, 71.8% of women qualify as master's degree holders, 17.9% as bachelor's degree holders, 5.1% as MPhils and 5.1% as PhDs. In the same way, 84.6% of women were married, 12.8% were single, and 2.6% were divorced. In terms of family types, 66.7% belong to single/nuclear families and 33.3% belong to joined families. With regards to Job position level, 69.2% of respondents belong to the second class, 15.4% to the third class, 12.8% to the first class, and only 2.6% belong to the special class.

A government-owned organization's women employees had a minimum experience of 3 years and a maximum experience of 30 years with a mean value of 16.05. For this study, the minimum age of respondents is 26 years, and the maximum age is 54 years, with a mean value of 41.05.

6.2 Women Articulates towards Career Advancement:

A person's developmental process throughout the course of his or her life is referred to as a career. Organizations provide career possibilities to their employees so that they can improve professionally by moving vertically, horizontally, or linearly and occupying a succession of jobs at work (Jáuregui & Olivos, 2018) [19]. Career Advancement may be described in terms of their capacity to expect professional advancement chances and opportunities, as well as their level of title promotion (Osch & Schaveling, 2017) [20]. The system and mechanisms are in place to encourage successful development through the system in order to address long-term demands. This can boost their ability to raise their professional level, compete in the workplace, and advance their career options (Liu, Shen, & Gao, 2020) [21]. The thoughts of Nepalese government-owned organization women employees were gathered based on the preceding paragraph.

Table 2: Women Articulates towards career Advancement

S. N.	Articulates	Mean	Std. Deviation
1	In my organization, women have to perform better than their male counterparts to be promoted to the same position.	2.76	1.51
2	In my organization, the men's network hinders women's possibilities for advancement to higher positions	2.97	1.28
3	In my organization, Women are discouraged to apply for higher level positions.	3.89	1.09
4	In my organization, less number of women climbing the corporate ladder and obtaining higher positions.	2.43	1.23
5	In my organization, men and women are treated unequally.	3.23	1.26
6	A woman cannot become a Higher level administrator in the future, according to the way my organization functions.	3.87	1.08
7	Men and women have no equal opportunity for career advancement in my organization.	3.12	1.36
8	Women have no plenty of opportunity to progress to top higher positions in my organization.	3.3	1.17

Source: Field Study, 2022

Respondents were asked “women have no plenty of opportunity to progress to top higher positions” in their organization where mean value was 3.3, this indicate that there is plenty of opportunity to progress to top position in Nepalese state owned organization. Similarly, respondents were questioned that men and women have no equal opportunity for the career advancement in the organization in this section mean value was 3.3 which means there is equal opportunity for both men and women regarding career advancement in their organization. Meanwhile, in the question a woman cannot become a higher level administrator in the future, according to the way in their organization function here mean value was 3.87, this show that organization function can uplift women towards higher level administrator in future. Likewise respondents were asked does your organization treat men and women equally here mean value was 3.23 it represent that there is no discriminate among men and women with in the Nepalese stated owned organization. Identically, in the question less number of women climbed the corporate ladder and obtaining higher position in their organization here mean value was 2.43, this display that the given sentence is true. Comparably, respondents were requested to mark on the women are discouraged to apply for the higher level position in the organization, in this the mean value was 3.89 which explain organization encourage women to apply for the higher position. Simultaneously, respondents were asked if the men’s network hinders women’s possibilities for the advancement to the higher positions in their organization in this mean value was 2.97 this show that majority of women believed that men’s network play hinders roles to advancement women career towards higher position. To conclude, the mean value in the question is 2.76, meaning that women think that their female

counterparts should perform better than their male counterparts to be promoted.

6.3. Family types View towards career advancement:

Family impact is one of those aspects that has gotten a lot of attention lately. People are more likely to seek help from their family, at least at first, it is vital for counseling psychologists to have a better grasp of the impact of family on job development so that they can help people make better decisions (Fouad, Kim, Ghosh, Chang, & Figueiredo, 2015) [22]. Family structure varies across cultures and its influence on career conception varies as well. It is crucial to understand how these factors interact. Based on this study one can measure the difference between nuclear and joint family views towards their career advancement.

Table 3: Family types View towards career advancement.

Group Statistics										
CA		Family types	N	Mean	Std. Deviation	Std. Error Mean				
		Joint Family	13	3.2115	.91484	.25373				
		Single Family	26	3.1971	.92004	.18043				
Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
C A	Equal variances assumed	.112	.739	.046	37	.963	.01442	.31195	Lower	Upper
	Equal variances not assumed	.046			24.231	.963	.01442	.31135	-.61765	.64649
									-.62784	.65669

Source: Field Study, 2022

As the data in Table 4.8 demonstrate, the Levene Equality Test is not significant because it indicates that the p-value is 0.739 which confirms that the row of 'Equal variances assumed' so the study has taken the significant value of t-test of the same row. Joint family and Single family (t= .046, df= 37, p-value=0.963), there is no significant difference in mean value at the 5% meaning level. It indicates that the Family type is not related to Career Advancement.

7. CONCLUSION :

Women's professional engagement is increasing at the same rate as men's. However, in the last ten years, the paucity of women in important leadership and decision-making roles has been the most controversial problem. The purpose of this study is to learn how managerial women feel about their job progression and to compare and contrast the views of nuclear and joint family respondents on career advancement. The findings of this study indicated that in studies public organizations, fewer managerial employees achieve higher levels of management. To be promoted, women must outperform their male counterparts in the same position. The male network is one of the most important factors preventing women from advancing in their careers; additionally, the majority of women

respond that there is a higher level of encouragement for women to advance in their organizations, and their organizations have better policies and programs to uplift women in higher positions, the system of gender discrimination is now close to being abolished. Likewise, both men and women have equal opportunities for advancement in their organizations. As a consequence of the findings, it can be concluded that public organizations have developed their employee career ladders without bias, respondents stated that their company has protected their professional advancement. Similarly, the findings of the Levene Equality Test show that nuclear and combined families have different perspectives on career advancement. This indicates that single family members have more housework to do than nuclear family members, despite the fact that joint family members have a greater effect on women's professions than single family members.

8. LIMITATIONS OF STUDY :

The study covers only four public organization within the Kathmandu district so, the result cannot be generalized.

9. ACKNOWLEDGEMENT :

The author is thankful to all the respondents, Dr. Tara Parsad Gautam and Dr. Srijana Pant for helping to collect data.

REFERENCES :

- [1] Kumara, R. (2018). Career development of women in the hotel industry: An Overview. *Journal of Applied and Natural Science*, 10(1), 330-338. [Google Scholar](#)
- [2] Chaudhary, S. (2020). Career Progression of Women Employees in Service Sector: Lessons from Literature Review. *International Journal of Mechanical and Production Engineering Research and Development*, 10(3), 13059–13066. [Google Scholar](#)
- [3] Singh, P., Saharan, T., & Bhat, M. Y. (2021). Does Workplace Issues Influence Women Career Progression? A Case of Indian Airline Industry. *Research in Transportation Business & Management*, 1-8. [Google Scholar](#)
- [4] Bhatnagar, S., & Jain, P. K. (2014). Career Development of Women Executives in Information Technology Sector. *International Journal of Science and Research*, 3(5), 277-280. [Google Scholar](#)
- [5] Joshi, A., Kale, S., Chandel, S., & Pal, D. K. (2015). Likert Scale: Explored and Explained. *British Journal of Applied Science & Technology*, 7(4), 396-403. [Google Scholar](#)
- [6] Bhide, V., & Tootell, B. (2018). Perceptions of sponsoring as a career advancement tool for women: Are they different in Europe? *International Journal of Evidence Based Coaching and Mentoring*, 16(1), 3-19. [Google Scholar](#)
- [7] Lahti, E. (2013). Women and Leadership: Factors that Influence Women's Career Success. *Female leaders' reflections on their career development and leadership*. Lahti University of Applied Sciences. [Google Scholar](#)
- [8] Buddhapriya, S. (2009). Work-Family Challenges and Their Impact on Career Decisions: A Study of Indian Women Professionals. *VIKALPA*, 34(1), 31-46. [Google Scholar](#)
- [9] Kurupparachchi, K. A., & Surangi, H. A. (2019). The Glass Ceiling and Women Career Advancement: A Study Based on Ready – Made Garment Industry in Sri Lanka. *Kelaniya Journal of Management*, 8(2), 18-39. [Google Scholar](#)
- [10] Maharjan, S. (2021). Individual, Family Factors and Career Development of Female School Teachers. *The Journal of Nepalese Business Studies*, 14(1), 108-117. [Google Scholar](#)
- [11] Calinaud, V., Kokkranikal, J., & Gebbels, M. (2021). Career Advancement for Women in the British Hospitality Industry: The Enabling Factors. *Work, Employment and Society*, 35(4), 677-695. [Google Scholar](#)
- [12] Yates, J., & Skinner, S. (2021). How do female engineers conceptualise career advancement in

- engineering: a template analysis. *Career Development International*, 26(5), 697-719. [Google Scholar](#)
- [13] Tarimo, E. A., & Swai, I. L. (2020). Career Progression of Female Academics in Public Universities: A Tale of Open University of Tanzania. *Social Sciences.*, 9(1), 1-8. [Google Scholar](#)
- [14] Fapohunda, M. T. (2018). The Glass Ceiling and Women's Career Advancement. *BVIMSR's Journal of Management Research*, 10(1), 21-30. [Google Scholar](#)
- [15] Datta, S., & Agarwal, U. A. (2017). Factors effecting career advancement of Indian women managers. *South Asian Journal of Business Studies*, 6(3), 314-336. [Google Scholar](#)
- [16] Napasri, T., & Yukongdi, V. (2015). A Study of Thai Female Executives: Perceived Barriers to Career Advancement. *Society of Interdisciplinary Business Research*, 4(3), 108-120. [Google Scholar](#)
- [17] Joshi, R. (2011). *Career Advancement of Nepalese Female Civil Employees: A Motivational Perspective*. Dhaka: North South University, Bangladesh. [Google Scholar](#)
- [18] Gliem, J. A., & Gliem, R. R. (2003). Calculating, Interpreting, and Reporting Cronbach's Alpha Reliability Coefficient for Likert-Type Scales. *2003 Midwest Research to Practice Conference in Adult, Continuing, and Community Education* (pp. 82-88). Columbus: The Ohio State University. [Google Scholar](#)
- [19] Jáuregui, K., & Olivos, M. (2018). The career advancement challenge faced by female executives in Peruvian organisations. *Brazilian Administration Review*, 15(4), 1-20. [Google Scholar](#)
- [20] Osch, Y. v., & Schaveling, J. (2017). The Effects of Part-Time Employment and Gender on Organizational Career Growth. *Journal of Career Development*, 47(3), 328-343. [Google Scholar](#)
- [21] Liu, T., Shen, H., & Gao, J. (2020). Women's career advancement in hotels: the mediating role of organizational commitment. *International Journal of Contemporary Hospitality Management*, 32(8), 2543-2561. [Google Scholar](#)
- [22] Fouad, N. A., Kim, S.-y., Ghosh, A., Chang, W.-h., & Figueiredo, C. (2015). Family Influence on Career Decision Making: Validation in India and the United States. *Journal of Career Assessment*, 24(1), 197-212. [Google Scholar](#)
