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Glass Ceiling Syndrome and Job Commitment of Female Executives in a Consortium of Companies, Lagos State, Nigeria

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Abstract

It is evident in today's organization that majority of the top executive positions in most societies are held by men, and this is affecting the job commitment of female managers. The study examined glass ceiling syndrome and job commitment of female executives in a consortium of companies. The study adopted the descriptive survey research design, a census study was conducted using census sampling technique. Questionnaires were distributed to thirty female executives using purposive sampling technique, the questionnaire was formatted on a four point Likert scale and the study made use of Pearson Product Moment Correlation and multiple regression in analyzing data using SPSS 27.0 version. The findings revealed that there is a 20% weak relationship between personal barriers and affective commitment, 76% strong relationship between organizational barriers and continuance commitment and 65.3% strong relationship between societal barriers and normative commitment. The findings further revealed that personal, organizational and societal barriers account for 43.9% of female executive's job commitment. The study concluded that societal barriers is the most significant variable affecting job commitment. However, the study recommended among others that employers should identify and implement best practices that support women advancement and educate and encourage women in career development.

Keywords: *Glass Ceiling; Job Commitment; Organizational Barriers; Societal Barriers; Personal Barriers*

Introduction

Globally women involvement in labour force participation has improved, especially in the organization for economic cooperation and development of countries which comprises of twenty nine countries, (Kaye & Singh, 2013).

There are few civilizations where men and women possess equal social position, even in the most liberal nations like the United States. Societies are thought to define the roles that men and women are to play within the context of the norms and culture of their surroundings.

Ann Morrison first used the term "glass ceiling" in the 1980s. According to Morrison (1980), the term "glass ceiling" refers to imperceptible restrictions that stop women from progressing to senior management positions. Later, in 1986, a Wall Street Journal helped boost the popularity of the glass ceiling.

Several studies have identified the fact that there are barriers that prevent women from getting to the upper echelon in their carriers (Choi & Park; Glass & Cook, 2016). Which is affecting their job commitment and ultimately organization performance. According to Sharpeel, Asia &Saquib (2011), Kaiye& Singh (2013), and Paul (2021), the glass ceiling is an undetectable barrier and strong ceiling that stops women from moving up to senior management roles. In literature on gender and business management, the metaphor of the "glass ceiling" is frequently used to label the intangible barriers that stop women from progressing in their careers (Paul, 2021).

According to Jasielska (2014), the term "glass ceiling" refers to a concept that places restrictions on women's job options, especially when they desire to advance in their careers. Thus, this phenomenon is described as a glass because there are clear hurdles to career advancement for women, which prevents them from being devoted to their work and the business as a whole.

Ganiyu, Oluwafemi, Ademola, and Olatunji (2018) claim that women can advance in the organisational hierarchy up to a certain point before hitting a glass ceiling that precludes them from achieving the highest managerial positions.As a result of cultural prejudice, family-related issues, a lack of networking opportunities, and other individual and organisational affects, women hold a tiny fraction of managerial positions compared to men.

Lambert, Hogan and Griffin (2007) posit that organizational commitment is a state in which the loyalty of employee’s align with their respective individual and organizational goals. However, when these barriers serve has obstacles to female advancement in the global world of work it affects their dedication and commitment to their organization.

According to Powell and Butterfield (2015), women make up 46.5 percent of the labour force and 51 percent of the population, therefore it stands to reason that they would be more likely to hold managerial jobs. Yet, only 8% of women in the workforce hold leadership positions. It is on this note that this study is geared towards investigating the link between glass ceiling syndrome and job commitment of female executives in a consortium of companies in Lagos state, Nigeria

Statement of the Problem

In the modern period, women are still making efforts to achieve historic representation at the top management level. Although there has been a noticeable improvement in the growth of many women in business and the revision of labour laws to promote gender equality (Davidson &Barke, 2012).

The economist glass ceiling index report 2022, however, shows that despite holding greater political power, women still lag behind in a number of categories, including higher education, labour force participation, wage, maternity rights, and representation in senior positions.

There is a lot of advice about how women are less likely than males to hold top leadership roles in organizations and how their hierarchical advancement is generally slowing down (Catalyst, 2014, Ding & Chareonwong 2013).

Moreover, Singh (2013) asserts that gender discrimination is a result of organisational, societal, and social hurdles, such as the "glass ceiling."

Previous studies (Sharjeel, Asia, and Saquib, 2017; Sharma and Kaur, 2019; Paul, 2012) have been carried out on glass ceilingbut little has been done to investigate the connection between glass ceiling and job commitment of women in combined sectors of the economy, by Nigerian authors.

Smashing the "glass ceiling" effect is essential for ensuring that women are fairly and equally represented at all levels of hierarchy since it not only impacts women's work obligations but also puts achieving gender equity goals at all levels of society and business at risk.

It is on this note that this study is geared towards investigating the link between glass ceiling syndrome and job commitment of female executives in a consortium of companies.

Objective of the Study

The main objective of the study is to examine glass ceiling syndrome and job commitment of female executives in a consortium of companies. The other specific objectives include.

1. To examine the connection between personal barriers and affective commitment.
2. To investigate the relationship between organizational barriers and continuance commitment
3. To assess the relationship between societal barriers and normative commitment.
4. To ascertain the joint and relative effect of glass ceiling syndrome on job commitment of female executives.

Research Questions

To address the research problem empirically and emerging from the research objectives the following research questions would guide the conduct of the investigation.

1. What is the relationship between personal barriers and affective commitment?
2. Does any relationship exist between organizational barriers and continuous commitment?
3. Is there any relationship between societal barriers and normative commitment.
4. What is the joint and relative effect of personal, organizational, and societal barriers on job commitment of female executives?

Research Hypotheses

Ho: Three is no significant relationship between personal barriers and affective commitment.
Ho There is no significant relationship between organizational barriers and continuous commitment.
Ho: There is no significant relationship between societal barriers and normative commitment
Ho: There is no significant joint and relative effect of personal, organizational and societal barriers on job commitment of female executives.

Significance of the Study

The findings from this study will contribute to the improvement of the society in general, particularly in the area of gender discrimination.

Specifically, it will enable countries and organizations comply with the economist glass ceiling index in areas of higher education for women, labour force participation, pay, maternity and paternity rights representation in senior job among others to bring about equality and fairness.

Finally, the study will be of great gain to policy makers, government, international organizations, human resource practitioners in assisting them to formulate policies that will remove both visible and invisible barrens impending women from getting to the top most positions in their careers these will ultimately enhance their commitment and performance in the global economy.

Literature Review

Conceptual

The term glass ceiling syndrome connotes the existence of some barriers for instance personal organizational and societal which serve as obstacles for skillful and talented female's,from advancing to top management positions.

Business standard report (2018) posits that the major reason for the gap between male and female is gender inequality at work and the society.

The economist glass ceiling index shows that women continue to fall short of their male colleagues in senior business positions, accounting for just over a quarter of board seats and an average of one third of managers across the organisation for economic cooperation and development (OECD). The OECD, a collection of mainly wealthy nations, annually evaluates its member nations to determine which have the greatest and worst workplace equality opportunities for women. In order to rank the 29 O.E.C.D. nations, data on "higher education, labour force participation, pay, child care costs, maternity and paternity rights, business school applications, and workforce representation: are used.

According to this year's survey, Sweden is once again the greatest country for women to work, followed by other Nordic European nations, Ireland, Finland, and Norway.

In general, the Nordic European nations do a great job of supporting women to complete higher education, find employment, advance in their careers, and benefit from strong parental leave policies and flexible work schedules. The 2022 Glass Ceiling Index the best and worst organisations for nations seeking to cooperate economically and flourish.

The following countries are represented: "Sweden, Iceland, Finland, Norway, Portugal, Belgium, France, New Zealand, Poland, Canada, Slovakia, Denmark, Spain, Australia, Austria, Italy, Germany, Ireland, the United States, and Britain. Netherlands, Israel, Czech Republic, Hungary, Greece, Switzerland, Turkey, Japan, and South Korea" all have O.E.E.D. averages.

Previous studies have shown that most working women are constrained by a "glass ceiling" that prevents them from rising because they have less opportunities to advance professionally and earn more money. The phrase "glass ceiling" describes the majority of instances of workplace discrimination, but it is frequently used in works of fiction about working women (Paul, 2021).

Johns (2013) identified some factors which causes glass ceiling, family responsibilities - work family conflict of women, having to play multiple roles.

Insufficient informal network - In many professions, job growth depends on one's ability to successfully network both formally and informally. Due to the fact that there are fewer women in executive roles, they lack institutional and informal networks and mentors. Inadequate possibilities for female managers to receive training and development

Lack of proper education, training, and prior experience have been noted by Abdullahi (2006) and Ola-Aluko (2003) as barriers to women obtaining executive positions. Inadequate mentoring given the dearth of female mentors at higher organization at all levels, it has been claimed that women face larger challenges to finding a mentor than men.

Obamiro and Obasan (2013) argue that due to cultural and societal norms, women are seen as inferior to men and are expected to handle all household duties. Early marriages make it challenging for them to develop personally.

Religion-related restrictions: Certain religious customs place restrictions on women, such as purdah Muslim early marriages and excessive subordination. The virginity of a Muslim family's women symbolises its honour, while a career and education are liberating.

Job Commitment

Job commitment has been visualized in various ways by diverse researchers. The concept of employee's job commitment has been viewed from different perspectives such has dedication put to work, loyalty to the organization and employees state of engrossment and involvement with the organization.

According to Lamber, Hogan, and Griffen (2001), job commitment refers to the situation in which an employee's sense of loyalty to their particular organisation is in line with its objectives and ideals.

According to Porter, Steers, Mowday, and Bovlian (1974), commitment is the inverse of a person's identification with and participation in a specific organisation. They outlined the three components of commitment as follows: an employee's acceptance of and belief in the company's values and goals; an employee's readiness to work towards achieving those goals; and an employee's strong desire to stay on as a member of the organisation.

Three elements of organisational commitment—affective, continual, and normative—were defined by Meyer and Allen (1991). According to their theory, employees who are emotionally invested in their jobs stay as staff because they want to. As a result, continuance commitment is an employee's instrumental attachment to the organisation based on an individual's assessment of the financial benefit received and their perceived cost of looking for another job, whereas affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organisation (Beck & Wilson, 2000). Employees who perceive their commitment as normative are those who believe it to be morally right to continue working.

The three types of commitment, according to Meyer, Allen, and Smith (1993), are psychological states that define an employee's relationship with an organisation.

Theoretical Review

The theories reviewed include the following

1. Role congruity theory (2002) by Eagly and Karau
2. Herzberg two factor theory (1969) by Fredrick Herzberg

Role Congruity Theory

Consider the possibility that bias against female leaders results from discrepancies between the traits typically associated with leadership and those traits connected with the female gender stereotype.

According to the role congruity theory, women who hold leadership roles in organisations are viewed less favourably than men because they lack the behavioural traits required of leaders. The theory also revealed that men leaders are seen more favourably than women leaders, and it also revealed that women had a harder time obtaining high status positions in the workplace and keeping them via success and achievement. There is evidence to support the idea that situations where there are significant discrepancies between female gender roles and leadership roles occur more frequently.

According to the hypothesis, women are frequently viewed in lesser status positions than their male counterparts because of their socially acceptable responsibilities. This widespread acceptance of gender stereotypes makes it easier to forecast the variations in social behaviour between men and women based on sex. The theory also demonstrated that men took the reins of leadership more frequently than women. Even when women progress in social leadership positions, men are frequently given credit for positions of leadership involving specialty or actions related to a group's objective.

Herzberg Two Factor Theory

Herzberg developed a theory of labour motivation during his 1950s Pittsburgh research. He thought it was critical to comprehend what motivates people and what they actually want from their professions. He invited workers to tell him about times when they thought their occupations were especially enjoyable or unpleasant.

According to Herzberg, intrinsic elements have a tendency to motivate employees as opposed to extrinsic variables, which act as hygiene concerns to minimise employee unhappiness. Herzberg proposed a further division of intrinsic and extrinsic forces into two groups, which he code-named motivational factors and hygienic issues.

The intrinsic factors that influence or enhance job satisfaction and motivate employees are referred to as motivators. Success, acclaim, the work itself, accountability, and personal growth

The hygiene factors are outside variables; they are elements of a job whose absence or inadequacy caused unhappiness. They relate to the milieu of the workplace (work setting). They relate more to the environment in which people work than to the nature of labour itself. The improvement of the hygiene component won't inspire the workers; rather, it will merely protect them from being dissatisfied.

Organizational policies, the standard of the supervision, the physical working environment, the wage, and the connection with the peers are some of them.

Justification for the Theory Adopted for the Study

This review examines two theories that are pertinent to this research, but Herzberg's two-factor theory was incorporated to serve as the theoretical explanation because he argued that employees are motivated with work that is difficult enough to fully utilise their abilities by giving female executives opportunities to advance in their careers, obligations, and the freedom to succeed on the job, which will make them more dedicated to the aims and objectives of the organisation.

Empirical Review

There have been numerous empirical studies on the glass ceiling. Paul (2021) on the research's using descriptive features, components, and conceptual framework. In this study, bibliometric analysis was used to build the profile of publications on the issue and discover trends within a field, as well as to ascertain qualitative and quantitative changes in a particular research topic. The analysis found that between 1987 and 2020, there were 823 publications published in 580 journals. A total of 1764 authors contributed to these papers, yet only 308 of them were written by a single author. The study came to the

conclusion that there are still obstacles in place in businesses that impede some groups, particularly women, from making progress in their professional lives and obtaining management roles. In a study by Sharma and Kaur (2019) on the glass ceiling for women and workplace encouragements, the moderating impact of marital status, and work encouragement, 500 female managers were polled. The study used a multi-stage sample technique. A five-point Likert scale was utilised in the study, which was conducted in the Indian service industry. The study found that the organisational and societal hurdles, as well as the glass ceiling for women, have a substantial impact on how engaged women managers are at work.finally, it was shown that marital status only reduced the association between organisational and cultural obstacles and the participation of women in the workforce, not the relationship between personal barriers. However, the study indicated that neither the frequency of the glass ceiling for women in the service industry nor the disengagement of these female managers from their jobs were significantly impacted by personal barriers. This leads to the conclusion that women are willing to take on any challenge and do not view themselves as less competent than their male colleagues. A survey research methodology was used in a study by Sharjeel, Asia, and Saquib (2017) to investigate the glass ceiling phenomena and examine the consequences of the barrier on female effectiveness, promotion, and selection. Two hundred and ten (210) questionnaires were filled out and returned. Health, banking, education, textile, and communication sectors all received questionnaires. Multiple linear regression and ordinary least squares were utilised. The study came to the conclusion that work-family conflict is one of the most significant reasons contributing to the glass ceiling in South Asia, including Pakistan, and that there is evidence suggesting women are less devoted and unfit for demanding and attention-seeking roles.

Influence of the corporate glass ceiling variables on female employees' organisational commitment was conducted by Khuong and Chi (2017) with focused on Ho, Chi Minh City, and Vietnam. They used the survey research method and questionnaires on a five-point Likert scale. Three hundred and eight female employees were given the questionnaire to complete, and correlation and an exploratory factor analysis approach were both utilised to examine the results. The study found a solid association between female employees' poor organisational commitment and the high levels of glass ceiling impacts that affect perceptions of professional advancement and growth, management, work environment, family assistance, and discrimination and prejudice.

In their study, Bin Dost and Rehman (2012) found that high levels of glass ceilings result in lower productivity among organisations because of a lack of employee commitment. The study used a survey research methodology, and 350 questionnaires were duly completed. Convenient sampling techniques were also used, and correlation was used to analyse the data. According to the study, there is a fair amount of a relationship between employee commitment and the glass ceiling. Hence, the glass ceiling has a minor impact on employee commitment.

Methodology

In view of the nature and scope of this study this research is limited to Oxford holdings Lagos Nigeria. Oxford holdings is a consortium of companies, they are into real estate, finance, and other essential services which involves managing and running of schools and other services. The total population of their employees is about five thousand two hundred and seventy nine (5279). They have about twenty seven (27) junior female executives and three female senior executives, while they have a total of sixty five male executives.

The study adopted the survey descriptive research method, data were collected through questionnaire administration and interview. The questionnaire was formated on a four point likert scale.

Census sampling techniques was used because the study focused on the population of the female executives which is thirty (30) and purposive sampling technique was also used because it was the group head human resource who assisted in distributing the questionnaire

The choice of a consortium of companies was influenced by the fact that few studies have been carried out on glass ceiling syndrome in a group of companies and oxford holdings was chosen for convenience and availability of data.

The choice of Lagos State is based on the fact that, it is Nigeria's former capital (1960- 1991) and one of the world's 20 most populous cities, it is indeed the largest city in Africa and the commercial hub of Nigeria with a population of about 17.5 million to 21 million people with a land area of 3,577 km2. The glass ceiling instruments were adopted from (Cizel& Cizel, 2014; Kaiye& Singh,2013; Jam &Mukherji 2010;), and for job commitment (Meyer, Allen, and Smith ,1993).

The instrument completed pilot testing using the test-retest methodology, and a reliability co-efficient of 0.75 was found.

Ho: Three is no significant relationship between personal barriers and affective commitment.

Correlations

		Personal_Barrier	affec_commitement
Personal_Barrier	Pearson Correlation	1	-.020
	Sig. (2-tailed)		.915
	N	30	30
Job_commitements	Pearson Correlation	-.020	1
	Sig. (2-tailed)	.915	
	N	30	30

The result from table above shows the relationship between personal barriers and affective commitment.

Pearson product-moment correlation was run to determine the relationship between personal barriers and affective commitment. The result shows that there is a weak relationship but positive correlation between personal barriers and affective commitment, which is statistically significant at ($r = .020$, $n = 30$, $p = .915$).The result corroborates the findings of Sharma and kaur (2019) that found a significant connection between personal barriers and affective commitment and sees personal barriers as a significant construct in explaining affective commitment. As a result, the null hypothesis (H0) is disproved, suggesting that there is a considerable connection between affective commitment and personal barriers.

Ho There is no significant relationship between organizational barriers and continuance commitment.

Correlations

		Organizational_Barrier	cont_commitements
Organizational_Barrier	Pearson Correlation	1	.076
	Sig. (2-tailed)		.688
	N	30	30
Job_commitements	Pearson Correlation	.076	1
	Sig. (2-tailed)	.688	
	N	30	30

The relationship between organisational obstacles and continued commitment is shown in the table above. The association between organisational impediments and continuing commitment was

investigated using the Pearson product-moment correlation. The results demonstrate that organisational barriers and continuation commitment have a high association and positive correlation, which is statistically significant at (r =.076, n = 30, p =.688). The findings support the earlier research by Sharjeel, Asia, and Saquib (2017), who discovered a strong link between organisational barriers and continuation commitment, and they declare that organisational barrier is a key concept in explaining continuance commitment. As a result, the null hypothesis (H0) is disproved, demonstrating that organisational barriers and continuing commitment are significantly correlated.

Ho: There is no significant relationship between societal barriers and normative commitment

Correlations

		Societal_Barrier	norm_commitement
Societal_Barrier	Pearson Correlation	1	.653**
	Sig. (2-tailed)		.000
	N	30	30
Job_commitements	Pearson Correlation	.653**	1
	Sig. (2-tailed)	.000	
	N	30	30

**. Correlation is significant at the 0.01 level (2-tailed).

The outcome in the table above illustrates how normative commitment and socio cultural barriers interact. The relationship between societal constraints and normative commitment was examined using the Pearson product-moment correlation. The research indicates that there is a substantial association and positive connection between societal barriers and normative commitment (r =.653, n = 30, p =.000). The outcome supports the findings of Obamiro and Obasan's (2013) earlier research, which indicated a substantial association between societal obstacles and normative commitment. It also suggests that societal barriers are an important concept in the explanation of normative commitment. As a result, the null hypothesis (H0) is disproved, demonstrating that societal barriers and normative commitment are significantly correlated.

Ho: There is no significant joint and relative effect of personal , organizational and societal barriers on job commitment of female executives.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.663[a]	.439	.374	1.06739

a. Predictors: (Constant), Societal_Barrier, Organizational_Barrier, Personal_Barrier

ANOVA[a]

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.177	3	7.726	6.781	.002[b]
	Residual	29.623	26	1.139		
	Total	52.800	29			

a. Dependent Variable: Job_commitements
b. Predictors: (Constant), Societal_Barrier, Organizational_Barrier, Personal_Barrier

The above shows the combined effect of the independent variables on job commitment of female executives in a consortium of companies. Based on the result glass ceiling has significant joint effect on job commitment.The table also gives the R2 value to be (.439) indicating that the total contributing or effect made by all the independent variables is 43.9%.This signifies that glass ceiling has a significant joint effect on job commitment of female executives in the consortium of companies. The result further establishes that the composite effect of glass ceiling did not occur by chance as it gave the F – ratio value of 6.781 which signifies the strength of the three independent variables as potent predictors of job commitment in the consortium of companies.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.875	1.184		-.740	.466
	Organizational_Barrier	.068	.217	.047	.314	.756
	Personal_Barrier	.250	.410	.093	.609	.548
	Societal_Barrier	1.241	.277	.670	4.473	.000

The table reveals at a glance the relative effect of the three independent variables (personal barriers, organizational barriers, societal barriers) on female executives job commitment in the consortium of companies. The result in the table shows that societal barriers is the most significant variable driving female executive job commitment, (β =1.241, t= 4.473,$p<0.05$).

Discussion of Findings

Hypothesis one reveals the interaction between personal barriers and affective commitment of female executives. The result shows that there is a weak relationship between personal barriers and affective commitment which implies that personal barriers has an association and influence on affective commitment. The result corroborates with the findings of previous study Sharma and Keur (2019) which revealed that personal barriers, which involve self esteem, taking up challenges do not hinder women from advancing to the top most of their careers, but rather organzaitonal policies and processes serve as obstacles.

Hypothesis two shows the relationship between organizational barrriers and continuance commitment. The result revealed that organizational barriers have a strong association and influence on continuance commitment the result corroborates with the findings of Sharjeel, Asia and Saquib (2017) which revealed that organizational barriers often prevent women from advancing in their carriers which also affect their effectiveness at the place of work.

Hypothesis three shows the relationship between societal barriers and normative commitment. The result shows that societal barriers have a strong association and influence on normative commitment of female executives in the consortium of companies. The result corroborates with the findings of Obamiro and Obasan(2013) which revealed that social and cultural factors service as impediment to the career advancement of women on the society.

Hypothesis four revealed the combined effect of the indicators of glass ceiling on female executives job commitment. The findings showed that there is a direct and positive relationship between glass ceiling and job commitment of female executives in the consortium of companies. The result corroborates with previous study Khuong and Lanchi. (2017) which found a significant relationship between glass ceiling factors and organizational commitment. The findings further revealed that glass ceiling accounts for 43.9% of job commitment. This implies that personal, organizational and societal barriers contribute 43.9% to job commitment of female executives while other factors not explained account for 56.1%. The implication of this is that the commitment of female executives in the consortium of companies would be affected negatively if this barrier are not curtailed or eradicated, and this will ultimately have an adverse effect on their loyalty and performance.

Implications for Management

The findings from this research suggest that companies must prioritize the commitment of their of female executives to the organization to enable them give their best and improve performance. There is also need to disabused the minds of the people and eradicate all forms of stereotype attitude towards the women to enable them maximize their potential and stay committed to the goals and objectives of the organization.

Conclusion

The conclusion of the study based on the findings from the analysis is that all the indicators identified in this study both for glass ceiling and job commitment are good measures and construct of both the independent and dependent variables. They study also concluded that personal barriers are not major obstacles to women advancing in their careers because they like challenges and they are sufficiently competitive and emotionally stable to handle top management positions. The study also concluded that societal barrier is the most significant variable driving the commitment of female executives which implies that, if societal barriers are reduced or eradicated women will be more positioned to occupy top management positions and be more committed to their jobs which will ultimately improve their performance.

Recommendation

Based on the finding of the study the following recommendation were made:

Government should formative and ensure compliance of more policies that will enhance career advancement of women.

Management of enterprices should identify and implement organizations best practices that support women's advancement.

Organization should educate and support women in career development.

Organizational management should promote talent management to include women in senior management and teach line managers to enhance awareness and comprehend impediments to women's advancement in order to create change.

Companies must make sure that its career management system does not prevent women from advancing in their careers by organizing programmes and activities to raise employee knowledge of gender inequality and the glass ceiling challenges.

Suggestion for Further Studies

Additional researches should be extended to other sectors that are female dominated for example tourism and hospitality and a meta-analysis can be used to find out the prevalence of glass ceiling globally and their effect on labour polices, special laws, and the role of the international labour organization in eradiating this syndrome.

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Lagos State University
Faculty of Management Science
Department of Industrial Relations and Human Resource Management
Questionnaire

Dear Respondent

This questionnaire is designed to elicit information on **"Glass ceiling syndrome and job commitment of female executives "** Your assistance is kindly needed to provide answers to the questions contained in this questionnaire. All responses will be treated with absolute confidentiality.

Thanks for your cooperation.

Researcher

Section a[Personal Data]

1. Sex: Male ☐ Female ☐
2. Age: 20 – 30 years ☐ 31 – 40 years ☐ 50 years and above ☐
3. Marital status: Single ☐ Married ☐
4. Qualification: WAEC/GCE ☐ OND/NCE ☐ BSc/HND ☐ MSc/MBA ☐
5. Employment Status: Management Staff ☐ Supervisory ☐ Junior Staff ☐

SECTION B

For each of the statements below indicate your response by ticking the appropriate option to the questions. Please use the following scale:

4 Strongly Agree 3. Agree 2.Disagree 1. Strongly Disagree

S/N	GLASS CEILING BELIEFS	4	3	2	1
	Personal barriers				
1	My surbodinate do not have confidence in my leadership				
2	I am not sufficiently competitive				
3	I am emotional unsuitable for management positions				
4	I am unsuccessful at most task I try				
5	I am not committed to my job				
	Organizational barriers				
6	My work performance is not fairly evaluated				
7	There are no carrer opportunities for me in my organization				
8	My organization discriminates against me regarding promotion				
9	I have to be more skilled than men in order to be promoted in my organization				
10	Men receive more organizational support and trust than women in my organization .				
	Societal barriers				
11	Taking care of my family is a barrier for my job advancement				
12	Maintaining balance between family affairs and job responbilities is a difficult task for me				
13	My commitment to family life is a barrier for my career progress				
14	Female mothers cannot be a caring mother and also be an attentive manager.				
15	If I was not committed to my family members, I would have gotten a higher managerial position.				

SECTION C

S/N	Affective commitment	4	3	2	1
1	I would be very happy to spend the rest of my career with this organization.				
2	I enjoy discussing about my organization with people outside it				
3	I really feel as if this organization's problems are my own				
4	I think that I could easily become as attached to another organization as I am to this one.				
5	I do not feel like part of the family at my organization				
	Continuance commitment				
6	I am not afraid of what happen if I quit my job without having another one lined up.				
7	It would be very hard for me to leave my organization right now, even if I wanted to.				
8	Too much in my life would be disrupted if I decided to leave my organization now.				
9	It would not be too costly for me to leave my organization now.				
10	Right now, staying with my organization is a matter of necessity as much as desire.				
	Normative commitment				
11	I think that people these days move from company to company too often.				
12	I do not believe that a person must always be loyal to his or her organization				
13	Jumping from one organization to organization does not seem at all unethical to me.				
14	One of the major reasons continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.				
15	If I get another offer for a better job elsewhere I would not feel it was right to leave my organization				

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