



**The Impact of Glass Ceiling Perceptions among
Female Staff on Subjective Career Success: The
Moderating Role of Organizational Culture: Afield
study on Beni-Suef Governorate General Office**

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Faculty of Commerce Scientific Journal

Faculty of Commerce, Assiut University

Vol. 79, December 2023

APA Citation:

Mebariz, N. Sh., Elias, A. F. (2023). The Impact of Glass Ceiling Perceptions among Female Staff on Subjective Career Success: The Moderating Role of Organizational Culture: Afield study on Beni-Suef Governorate General Office. *Faculty of Commerce Scientific Journal*, Faculty of Commerce, Assiut University, 79, 345-393.

Website: <https://sjcf.journals.ekb.eg/>

The Impact of Glass Ceiling Perceptions among Female Staff on Subjective Career Success: The Moderating Role of Organizational Culture: Afield study on Beni-Suef Governorate General Office.

Dr. Nada Shaban Yousef Mebariz, Dr. Ahmed Farouk Elias

Abstract

This research discussed the impact of glass ceiling perceptions on subjective career success, through organizational culture, with the application on Beni-Suef governorate general office. The objective of this research is to determine the effect of the relationship between glass ceiling perceptions as independent variable and organizational culture as moderate variable and subjective career success as a dependent variable.

The result of the statistical analysis explains that there is a direct negative significance effect of glass ceiling perceptions on subjective career success, and organizational culture moderate this relationship, finally; the research proposed a framework for the role of organizational culture in the relationship between glass ceiling perceptions and subjective career success in Beni-Suef Governorate General Office.

Keywords: Glass Ceiling Perceptions, Organizational Culture, Subjective Career Success, Governorate General Office.

**أثر ادراكات السقف الزجاجي لدى الموظفين على النجاح المهني
الذاتي: الدور المعدل للثقافة التنظيمية: دراسة ميدانية على ديوان
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المستخلص العربي

تناول هذا البحث وضع إطار مقترح لتأثير ادراكات السقف الزجاجي على النجاح المهني، من خلال الدور المعدل للثقافة التنظيمية. وذلك بالتطبيق على الموظفين بديوان عام محافظة بني سويف. كما هدف البحث الى التعرف على مدى أثر ادراكات السقف الزجاجي على النجاح المهني ، وتحديد الدور المعدل للثقافة التنظيمية كإلية تعدل من قوة العلاقة بين ادراكات السقف الزجاجي والنجاح المهني، وتم اختبار النموذج على عينة قدرها (٢٠٦) مفردة من الموظفين بالديوان العام لمحافظة بني سويف، وأوضحت نتائج التحليل الإحصائي ان هناك تأثير سلبي مباشر لإدراكات السقف الزجاجي على النجاح المهني، وان الثقافة التنظيمية لها دور معدل معنوي في ارتفاع العلاقة السلبية بين ادراكات السقف الزجاجي والنجاح المهني.

الكلمات المفتاحية: إدراكات السقف الزجاجي، الثقافة التنظيمية، النجاح المهني، ديوان عام المحافظة.

Introduction

Changes in demographic, social and economic forces have resulted in a large increase in the number of women in paid employment around the world over the past few decades (Abidin et al., 2019). The role of women cannot be ignored in the workplace considering their valuable participation in the productivity of organizations. The number of female employees working in organizations has been accelerating periodically around the world. Despite that fact, male dominance in the workplace is still stronger in both developed and developing countries. Over the last three decades, male employees working in the corporate sector have continued to view female employees as less qualified for various management positions (Khalid and Sekiguchi, 2019).

The struggle of women to gain a significant representation at the senior management positions continues in the modern era, although there is a notable improvement witnessed with the progression of numerous women in the corporate sector and modifications in the employment policies aimed at gender equality. However, the obstacles/barriers experienced by women to attain high managerial positions are a universal phenomenon. The certainty of women being sufficiently present in the labor force is scarcely present at the senior management levels, and this phenomenon has been marked as the “Glass Ceiling” (Sharma and Kaur, 2019).

In Egypt like other countries, we can see women are not progressing to senior management positions at comparable rates to men. Women are often trapped in the lower and middle management positions, and this occurrence is noted worldwide (Abidin et al., 2019). All these leads us to the “invisible barrier”, the glass ceiling which is an unacknowledged and unspoken impediment inhibiting professional advancement, prominently impacting women, and minorities. Irrespective of one’s achievements and qualifications, the glass ceiling remains an unbreakable barrier. This facet of discrimination against

women is evident and prevalent at each step of the way, from entering the corporate world to accomplishing goals to seeking newer and advanced opportunities which means every step in women career, and every attempt to success in this career (Khosla, 2021).

Women are exposed to barriers in their work-life that are not clearly stated. The rise of female employees has been hindered or slowed down due to the obstacles they have faced throughout their careers. At the same time, these obstacles have been damaged into their sense of accomplishment. Women employees cannot see mentor female managers in their work-life so they cannot even gather their courage and take the first step. Therefore, these obstacles affect all women workers career (Mert, 2021). Past research linked glass ceiling beliefs and the **subjective career success** of women. which has emerged to be one of the most important organizational outcomes has also been proposed (Khalid and Sekiguchi, 2019).

Women employees in almost every field face certain barriers that prevent them from getting to the top position. These factors are defined in 3 major groups which are cultural factors, organizational influences, and other barriers. Considering the organizational factors, it states that ego of some of the male employees is hurt when they need to take orders from a female senior. Due to this egoistic approach of the male employees“ organizations do not give rank advancement to its female employees. Siddiqui and Jamal (2014) also stated that not only is gender discrimination the main cause of denial of female rank advancements rather job selection, communication style and of women amongst themselves too effect their jobs. This egoistic approach of certain individuals is what leads to the practice of glass ceiling in society(Chaudhary et al., 2021).

Although the glass ceiling has generated research interest, some authors have pointed out that theoretical models have made little attempt to develop an understanding of this phenomenon and its implications.

Therefore, our study aims to fill this gap and to have better understand the phenomenon of the glass ceiling especially in Egypt as this issue needs to be addressed seriously by considering both its antecedents and its possible consequences as today the gender equality in all aspects is the economic necessity and no country can prosper while ignoring this fact.

1- Research Problem

Women constitute almost half of the workforce of a society and there has been considerable increase in women employment rate in recent years. Over the last (20) years, female labor force participation has climbed to (63.5) percent, which is still below the national average. Women have evolved to contribute half of the human capital in a competitive economy. Gender parity is nearly impossible to achieve in this competitive market, indeed company's most valuable resource is its personnel, either male or female. Women all over the world are gradually building a global gender-equality movement to achieve equal rights and opportunities based on talent rather than gender discrimination (Khan and Khan, 2022).

However, their promotion to management positions has not been very tangible. Gender inequalities in the workplace especially in the domain of management have resulted in the lack of efficient use of potential capacities of women. Even though the previous studies demonstrate that women are not less ambitious than men, wrong beliefs which attribute management to men make a kind of invisible barrier known as glass ceiling, which prevents women's promotion to top organizational positions (Omran et al., 2015).

Unfortunately, developing countries like Egypt continue to face similar barriers to women's job advancement. Egypt is a significant economy within the Middle East and North Africa region. Despite the implementation of Economic Reform Structural Adjustment Programme in 1991, and a rise in the number of educated women; women's opportunities in the labour market remain among the worst in both the

region and the world (El-Fiky, 2023).

However, a number of evidence show that Egypt has secured steady steps towards women advancement, whether in the presidential directives and the existence of laws to support the role of women and also the existence of women's support centers such as the National Center for Women. But all these administrative and legal efforts prove the important steps Egypt is taking to elevate women's status and rights; nevertheless, such efforts do not yet seem to be paying off. As being reported by Egyptian women themselves even those achieving high managerial or political posts most of the regulations and laws supporting women, are just ink on paper, either because in practice there is weak enforcement to these laws and/or there is a possibility to circumvent them. Accordingly, it should be noted that some of the problems suffered by Egyptian women are not merely related to the absence of supporting laws, but rather to the absence of authoritative application of these prevailing laws and regulations (Khedr, 2017).

There are numerous factors that impede advancement and higher positions at work, and the glass ceiling is one of them. It's an impenetrable barrier that prevents women from progressing up the academic ladder, regardless of their qualifications or achievements. Glass ceiling is a more intangible barrier to career advancement than other internal and external factors. Similarly, there are number of societal, organizational, and cultural factors that contribute to these invisible glass barriers, all of which have a negative impact on women's career success. These consequences have been discussed extensively in management science literature, but women's career advancement and success has received little attention (Khan and Khan, 2022).

However, previous literature discussed several factors that contribute to this phenomena, one of these factors is the organizational culture in relation to gender. As beliefs and stereotypes describing and prescribing social roles for male and female managers, in addition to

interpersonal and situational issues, also increase women managers' perception of being treated differently and therefore their perception of a glass ceiling (Babic and Hansez, 2021).

And when we speak about Egypt, we can say that, This factor strongly contributing to women's' problems in Egypt which is the cultural values and norms embedded in the Egyptian society and affect organizations culture. Like other Arab countries, Egypt is characterized by a relatively masculine culture, according to which men can forbid women from working altogether, or they can restrict them to certain jobs or hours of the day, in addition to Unwillingness to work under the leadership of women.

From the previous discussion we can say that the purpose of this research is to analyze the influence of Glass ceiling perceptions between female workers on career success with the moderating role of organizational culture.

The two researchers conducted an exploratory study in the application sector to identify the perception of female workers in the Beni-Suef governorate general office towards the glass ceiling, the prevailing organizational culture, and the subjective career success achieved for them. This was done through planned interviews with a Convenience sample consisting of (40) women in the governorate general office, during (June 2023). The results of this study showed the existence of number of phenomenon, the most important of which are: Up to (60%) of the women interviewed expressed their feeling toward the indicators of the glass ceiling, and up to (70%) of them indicated the importance of the prevailing organizational culture for them to have leadership positions in the governorate general office, also, the majority of them indicated that they faced number of restrictions to have leadership positions, while their perceptions varied about the levels of subjective career success they achieved at the governorate general office.

Based on this background, the problem identified in the following

questions:

- 1/1 What is the level of the glass ceiling, the organizational culture, and the subjective career success of female workers in the general office of Beni-Suef governorate, the subject of research?
- 1/2 What is the direct effect of the glass ceiling perception (denial-resilience – resignation – acceptance) on the subjective career success of female staff in the general office of Beni-Suef Governorate, the subject of research?
- 1/3 Does the organizational culture have a role that moderates the effect of the glass ceiling perception (denial- resilience – resignation – acceptance) on the subjective career success of female staff in the general office of Beni-Suef Governorate, the subject of research?

2- Research Objectives

The current research seeks to achieve the following objectives:

- 2/1 Measuring and determining the levels of: the glass ceiling, organizational culture, and the subjective career success for female staff in the General Office of Beni-Suef Governorate.
- 2/2 Determining the nature of the relationship between the glass ceiling perception (denial- resilience – resignation – acceptance) and the subjective career success of female workers in the general office of Beni-Suef Governorate.
- 2/3 Examining the moderating role of organizational culture in the effectual relationship between the glass ceiling perception (denial-resilience – resignation – acceptance) and the subjective career success of female staff in the General Office of Beni-Suef Governorate.
- 2/4 Finding some recommendations that may lead to expanding the research base in the field of the career success for women in the Governorate's General Office and help in minimizing the indicators of the glass ceiling for women and the extent of the impact of

organizational culture on that for women working in the Governorate.

3- Significance of the research

This research derives its importance from several considerations, some scientific and the other applied, including the following:

- 3/1** In light of the limited studies that dealt with the relationship of women's perception of the glass ceiling and organizational culture, and the scarcity of studies that dealt with the relationship of organizational culture and the subjective career success, and especially not addressed in the environment of Arab and Egyptian organizations (as far as the researcher knows), so this research helps to determine the nature of the influence relationships between these variables.
- 3/2** Previous studies dealt with the variables of this research separately, or studied the relationship between two variables only, and therefore there is no study - within the limits of the researcher's knowledge - that combines the glass ceiling, organizational culture and subjective career success in the form of an integrated framework that explains the nature of these relationships.
- 3/3** Based on the recommendations of previous studies (Khan and Khan, 2022), the necessity of conducting more studies in order to have better understand of the nature of female workers 'perceptions of the glass ceiling and the extent to which it relates to negative or positive results and its impact on the workplace. This study contributes to providing an answer to this, by using organizational culture as a moderating variable that explains when the glass ceiling affects subjective career success, and these variables have not been tested by previous studies in this regard.
- 3/4** The importance of this research also derived from its study of the glass ceiling variable, as it reflects the limits of women's leadership positions in the governorate's general office by highlighting the positive and negative dimensions of the glass ceiling, whose presence is difficult to deny in the Arab and Egyptian organizations, and its

negative effects on the psychological and behavioral outcomes of work.

3/5 This research derives its importance from the fact that it deals with topics that have special attention from the country, through the involvement of women in many leadership positions that women have not get usually before such as ministries, judicial bodies, etc., which depend mainly on the prevailing organizational culture in that organizations, where the results of this research and its recommendations can contribute to shedding light on the positive and negative aspects of removing the perceptions of the glass ceiling, so that it can give female workers the motivation to build their career success.

3/6 This research derives its importance from the field of application, which is the general office of Beni Suef Governorate, which is concerned with dealing with all government agencies in the governorate, as it is considered one of the most important government service sectors that seek to develop its performance within the framework of the state's attempt to adopt a development strategy Achieving local economic development and improving the provision of services to citizens, as it adds a lot to the national income.

4- Theoretical background of the research and previous studies

4/1 Previous studies that examined Glass Ceiling perceptions.

When we try to interpret the concept of “Glass ceiling” in terms of language, the "glass" is associated with something transparent, visible, however, with an underlying feeling that although it is obvious what is behind it, at the same time it is in an inaccessible area. On the other hand, the "ceiling" refers to the "limit", the point to which one can reach where an obstacle stops him.

In the real life, the presence of men and women in certain degrees of hierarchy within the same profession is the vertical professional separation, this separation is the phenomenon of the "glass ceiling". So we can say that, The "glass ceiling" refers to all those invisible and prejudiced constraints that are responsible for limiting the promotion of

women to higher positions during their professional careers. This is an excellent metaphor, which is related to the investigation of inequalities between men and women in the workplace (Pavlidou, 2022).

Glass ceiling has been in practice since ages even before the awareness of the formal concept. According to an article "The History and breakdown of Glass ceiling"" (2016) before the use of the term glass ceiling, there was a term which is "mommy track" was in use representing the difficulties faced by working mothers. But „mommy track" just focused on women with kids, so in order to represent working women on the whole whether married, unmarried, single, divorced, widowed, and others another term came to light „glass ceiling"(Chaudhary et al., 2021).

The term "glass ceiling" was first used by American writers on the topic of women in the workplace in the 1980s. In 1986 two journalists of Wall Street Journal used the term in their column based on women facing unforeseen barriers (Bartleby Research, 2016). The word glass ceiling became the member of Merriam Webster collegiate dictionary in 1993(Aziato, 2019). This term at start was used in organizations mainly dealing with economics sector but with advancements it is now being availed in almost every sector of career (Chaudhary et al., 2021).

later, the "glass ceiling" was defined as the "invisible but inaccessible barrier that prevents minorities and women from climbing the top rungs of the hierarchy, regardless of their qualifications or achievements". According to structural theories, these are systematic discriminations that arise from the practices and policies of organizations and affect women and minorities asymmetrically and negatively. Therefore, in order to promote a woman or someone who belongs to a minority, subjective criteria are taken into account and not objective ones, such as education and formal qualifications. Despite the fact that the phenomenon exists in business executives, research has shown that it applies to any other category of employment, as long as an evolutionary

career path is possible (Pavlidou, 2022).

This phenomenon of the glass ceiling is based on several assumptions. Indeed, compared with other forms of discrimination and inequality, the glass ceiling is a particular and specific form of inequality due to several criteria.

First, the essence of the glass ceiling is the Frontiers in discrimination against women in management. The glass ceiling is observed diachronically, it is advancements in women's careers, promotions to managerial positions, that need to be taken into account, rather than the number of women in those positions at a specific time (Babic and Hansez, 2021).

Second, this bias includes norms/stereotypes revealed through practices, actions, facts, procedures, or attitudes that are frequently not directly observable.

Third, the existence of invisible barriers hinders hierarchical ascension(Pavlidou, 2022).

The existence of this phenomena is supported by some factors such as, individual, organizational, and social barriers. Individual barriers are multiple roles and personal preferences. Organizational barriers are organizational culture and organizational policies, the queen bee syndrome, lack of mentors, and the inability to participate in social networks. Lastly, social barriers are occupational discrimination and stereotypes expressing prejudices against female managers “Janus, 2008; Lemon, 2003; Wrigley, 2002” (Mert, 2021).

Also, Jain and Mukherji (2010) stated that the glass ceiling concept has two types: vertical and horizontal. The vertical glass ceiling refers to the obstacles that female employees face in the hierarchy within the organization. The horizontal glass ceiling illustrates the difficulties faced by women, especially in male-dominated organizations, as they need to adapt their behavior to the existing male-dominated cultural structure of the organization (Mert, 2021).

Women's beliefs/ perceptions of glass ceiling

Women's beliefs/ perceptions about the glass ceiling have been reported in many qualitative studies. These studies have helped scholars with the assimilation of the four-factor model of glass ceiling beliefs. The four different forms of women's beliefs are identified: denial, resignation, acceptance, and resilience. These beliefs are determined through the career pathway survey. The four identified glass ceiling beliefs are defined as follows: (Khalid and Sekiguchi, 2019):-

- A) Denial:** Denial is an optimistic belief of women toward the glass ceiling, where they believe that men and women face almost equal problems when they move toward top management positions. It is a positive attitude of women toward their career advancement, believing that there is no specific discrimination against women in top management positions. For individuals denying its presence, the glass ceiling phenomenon is non-existence, that it's nothing but a "myth"(Khosla, 2021).
- B) Resilience:** Resilience is another optimistic belief of women, where they believe that they are able to cope with the glass ceiling effect. Resilience is the believe that they can fight for their right to promotion and career advancement (Khalid and Sekiguchi, 2019).
- C) Resignation:** Resignation is a negative belief of women toward the glass ceiling, where they perceive that they face more obstacles than men when moving toward top management positions, resignation is the belief that career advances for women are unachievable (Smith et al., 2012).
- D) Acceptance:** Acceptance is a pro-family attitude of women in organizations, where they prefer other goals, such as the preference of family compared to promotion or leadership. Women with the glass ceiling belief of acceptance are not ambitious to move toward top management positions and are not willing to take on responsibilities. acceptance refers to following the said "norms" and stereotypical

beliefs about women – “women belong in the kitchen, not at an office” “a working mother has no time for her children”. (Khalid and Sekiguchi, 2019).

The four beliefs defining glass ceiling are paramount in determining the perspectival differences and its implications. On elaborating on the concept of glass ceiling, the lack of recognition of women in the corporate world and the seeming disparity among women and men in terms of career development was outlined (Khosla, 2021).

4/2 Previous studies that examined Subjective Career Success

Career success is a social construct that helps us understand an individual’s goals and perceptions, what inspires him/her and enables him/her to make decisions, his/her personal values and what makes him/her happy at work. For these reasons, studies in various fields, such as management, economics, human resources, organizational sciences and psychology, have become increasingly interested in exploring career success (Saltos et al., 2023).

The concept of career has changed considerably today. The changes experienced have caused changes in the content of the career concept. Technological developments, globalization and changes in the service sector have been made open to changes and different interpretations in the content of the concept of career. In short, there has been an expansion in the content of career concept (Bulgur and Bal, 2020).

Many scholars have approached this with a variety of definitions and angles, such as the achievement of an individual’s pleasure, career-related work history or personal beliefs. For example, Arthur et al. defined career success as “the accomplishment of desirable work-related outcomes at any point in a person’s work experiences over time” (Saltos et al., 2023). Judge et al., (1995) noted that career success is the positive psychological or work achievements accumulated as a result of one’s work experience (Fathy and Youssif, 2020).

Another modern definition of career success considers it as the requirement for individuals to combine work and family responsibilities with their job functions, resulting in a sense of well-being. Looking at another expression of the concept of career, it refers to progress in career steps that are related to the individual's own field of work and become continuity. In this case, it would not be wrong to say that career concept includes subjective and object features. The fact that it is a concept that focuses especially on human means that this concept includes behavioral characteristics specific to the individual (Wu et al., 2021).

So, we can say that Career success may refers to a person's accumulated positive work-related achievements or psychological sense of achievement. According to career researchers, these achievements can be external (objective career success) such as salary, managerial progress position, or internal (subjective career success) such as personal feelings and satisfaction (Howard and Bray, 1988; Judge et al., 1995; Tlaiss and Kauser, 2011; Poon et al., 2015). (Fathy and Youssif, 2020).

Subjective Career Success: The individual's appreciation of his or her work, i.e., the personal satisfaction gained from the work experience, is known as subjective (intrinsic) career success. Another aspect of subjective success is the individual's judgements about important personal outcomes. Each person is responsible for his or her career progress (Saltos et al., 2023).

In particular, when assessing the success of managers, especially women manager, objective measures of success have significant short comings. Struges (1999) noted that women mangers' beliefs and perceptions of career success don't correspond with the external objective dimensions of career success (Choi, 2018; Narayanan, 2017). In conclusion, for women in managerial positions, subjective internal success has beneficial consequences and may be more important in individuals' perception of their career success than the external objective dimensions (Fathy and Youssif, 2020).

Subjective career success indicators:

The overall accumulated psychological and work-related outcomes as a result of the work experience of employees is called career success. Career success can be measured extrinsically in terms of salary and promotions and intrinsically such as career satisfaction. Career satisfaction is considered a major predictor of subjective career success (Khalid and Sekiguchi, 2019). However, many research scholars have emphasized happiness, physical health, psychological health, and work engagement as important indicators of subjective career success (Bakker, Schaufeli, Leiter, and Taris, 2008; Fisher, 2010; Judge et al., 1995; Judge and Hurst, 2008). Additionally, all of the mentioned indicators are related to work performance in the organization (Bakker et al., 2008; Fisher, 2010; Judge and Hurst, 2008; Wright and Cropanzano, 2000) (Khalid and Sekiguchi, 2019).

A) Career satisfaction is derived from the individual appraisal of advancement and career development across jobs. Career satisfaction includes factors that are inherent in the job, and they are dependent on the subjective evaluation of the employees of the organization. Career satisfaction is an important predictor of subjective career success and is significantly related to a job (Ng et al., 2005; Orser and Leck, 2010) (Smith et al., 2012).

B) Happiness is a positive affective state that is shown through joy on people's expressions and within. Past researchers have argued that positive emotions are related to long life, whereas people experiencing negative emotions have short lives. (Singh and Malhotra, 2017) According to past research, happiness is important both for society as a whole and for each individual. The Subjective Happiness Scale is used by researchers to measure happiness in general and in the workplace (Khalid and Sekiguchi, 2019).

C) Health is not only a biological phenomenon, but it also includes physical, psychological, and social well-being. Health consists of

both physical health and mental health in the form of emotional or mental well-being. Health can be viewed both objectively and subjectively in the form of triglycerides and perceptions of health, respectively (Singh and Malhotra, 2017).

D) The psychological state including vigor, dedication, and absorption is called work engagement. Creativity and productivity are related to the engagement of workers. In short, engaged workers possess self-esteem, optimism, self-efficacy, and resilience, which helps them to achieve career success (Smith et al., 2012).

4/3 Previous studies that examined relationship between Glass ceiling and subjective career success.

As stated earlier, the career pathway survey identified four sets of glass ceiling beliefs: denial, resilience, acceptance, and resignation. Women have been identified as having either optimistic or pessimistic glass ceiling beliefs. Singh and Malhotra (2017) find that these beliefs of women concerning career advancement are significantly related to their career success. For instance, according to their study, optimistic beliefs of women, including denial and resilience, are positively related to career satisfaction, and pessimistic beliefs in the form of acceptance and resignation are negatively related to career satisfaction. Similarly, they find that women who have optimistic beliefs are more likely to show work engagement, feel happy, and be physically and psychologically healthy compared to women who have pessimistic beliefs about their career advancement. Their study provides an important hint of lifting the subjective career success of women in organizations (Khalid and Sekiguchi, 2019).

Khan and Khan, (2022), also indicates that Women all over the world face insurmountable challenges in achieving top-level positions while meeting all of the requirements associated with unequal professional advancement. The glass ceiling has a significant impact on women's professional development satisfaction and shapes their

perceptions of it. A lack of social relationships and social capital will limit women's career success. as a result, negative attitudes toward career advancement are common (Khan and Khan, 2022).

Wu et al., (2021) also measured the relationship between glass ceiling beliefs (denial, acceptance, resilience and resignation) and subjective career success, and they found a significant relationship between them.

Fathy and Youssif (2020) provided that according to the previous research glass ceiling beliefs can be antecedents for subjective success variables; thus, optimistic beliefs (denial and resilience) lead to positive emotions toward seeking promotions. In contrast, pessimistic beliefs lead (resignation and acceptance) to negative emotions toward promotions. And they found that the four factors of glass ceiling beliefs (denial, resilience, resignation, and acceptance) have significant impacts on women's subjective career success.

Based upon the above, researchers provided that there is a relationship between Glass ceiling perception (denial- resilience – resignation – acceptance) and subjective career success.

4/4 Previous studies that examined Organizational Culture as Moderating variable:

Based upon previous literature recommended studying this relationship using moderator social-psychological variables such as cultural barriers as a possible topic for future research in order to evaluate the role of glass ceiling beliefs on women's career progression. So, this research trying to fill this gap by studying the relationship between glass ceiling beliefs and subjective career success by adding a moderating variable which is organizational culture.

According to Loughlin (1999), there are vast amounts of available literature on barriers to women's career progression. Three key themes, human resource management, organizational culture, and family issues, were identified as factors that affects women's and men's career

differently. The culture of any organization which is underpinned by values, can negatively affect women (Abidin et al., 2019). There is no one definition of culture. Culture is much more than the color of one's skin and can include: nationality, ethnicity, geographic area, gender, socioeconomic class, education level, religion, age and/or generation, physical ability, industry type, organizational, and even departmental and/or professional differences. Scarborough, 1998 defined culture as "the set of values, attitudes, and beliefs shared by such a group, which sets the standards of behavior required for continued acceptance and successful participation in that group". (Wilson, 2014)

Societal and cultural factors vary from culture to culture. In some cultures, people don't allow women to leave the walls of the home, they only want women to take care of their family and do household work. Also, some cultures don't support women taking on challenging tasks or work. Gupta et al., (1998) found that the cultural barrier is the most dictated barrier which prevents women to achieve leadership in the corporate sector. Another study shows that women are less ambitious than men, not only ambitious but less ambitious women also perceive work home conflict which is also a barrier to career (Kumar, 2023).

Organizational culture has thus far been a barrier that has stymied the advancement of women's careers. It has been contended that organizational cultures are predominantly masculine and, as such, women are excluded from selection processes that are gender biased against women. There is considerable empirical evidence that exclusion practices such as gender schemes, gender stereotypes, or prejudiced

attitudes are exercised in promotion decisions that rule against women (Koneck, 2006). The literature has shown that two main aspects of organizational culture in relation to gender are important barriers to women's progress, the "male-oriented" organizational culture and beliefs about the incompatibility of the roles of mother, wife and manager. Both these aspects refer to the set of beliefs and stereotypes describing and

prescribing social roles for male and female managers that are conveyed by the organization and some of its members (Babic and Hansez, 2021).

Organizational culture is one of the areas where the links between the organization and the society are most visible. Male dominance at top management and decision-making positions is evident world widely. "It's birds of a feather flock together," therefore, female competency is more likely to be questioned. Longman and Lafreniere (2012) argued that the gender imbalance in the top positions of the organizations is due to the male dominating culture. Al-Manasra (2013) conducted a study and reported that the male Executive of the organizations give preference to the male employees for the top managerial positions instead of the women because of their belief that men perform better than women. Further, Vianen and Fischer (2002) also found that women were being provided unequal opportunities for advancement, promotion by the CEOs gender-biased approach. Hence, women in such circumstances stuck into the dead ends of the job and this little representation made the male CEOs more prominent in number as „gentleman’s club“ (Abbas et al., 2021). Also, many organizations have the assumption that men were more competent than women. So, most women felt that there was resistance to women managers, other women described their organizations as places where, despite no intentions of discrimination, it was easier to be a man than a woman (Wrigley, 2002).

Also, Carlos et al., (2021) most worked women might still be afraid of getting pregnant and enjoying their maternity leaves. Besides, as in Mooney and Ryan (2009), some women postponed or were postponing their pregnancies since they believed it to be crucial to attain recognition for one’s skills and excellence before motherhood. most discrimination related with organizational culture was hidden and subtle, such as the assumption that employees should be totally available for work. Some women considered that the demand for availability was one of the greatest obstacles for women in work as it clashes with family responsibilities. as male managers were more available, even those who

had children, since their wives or ex-wives provided them with ‘invisible support’ (Carlos et al., 2021).

So, we can say that, Female employees can perceive their professional dreams only after fulfilling their culturally accepted roles, an expectations nearly impossible considering at what age, and what time this should be happening. Women who perform in a positive, antagonistic, self-governing mode are seen as performing outside of societal norms and culture trying to break the invisible glass ceiling.

Based upon the above this research is trying to fill the gap in studying the relationship between glass ceiling perception (denial-resilience – resignation – acceptance) and subjective career success by adding a social-psychological moderating variable which is organizational culture.

Inspired by the relationships between research variables, which derived from the theoretical background of the research variables and problem of research, the researcher reached to the following research model (1):

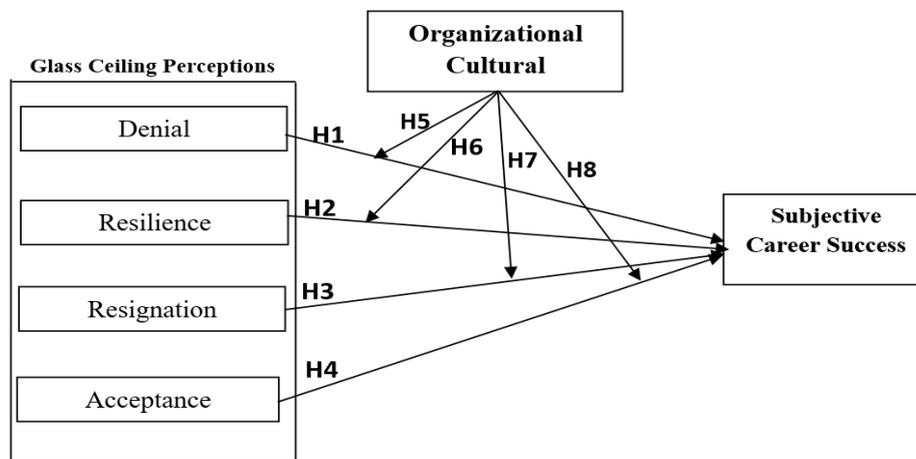


Figure (1) The Research Model

Source: by the researcher based on previous studies.

5- Hypothesis of the Research

This research is based on eight basic hypotheses:

- H1:** There is a positive effect relationship with statistical significance between denial of glass ceiling and subjective career success in Beni-Suef Governorate Office.
- H2:** There is a positive effect relationship with statistical significance between resilience of glass ceiling and subjective career success in Beni-Suef Governorate Office.
- H3:** There is a negative effect relationship with statistical significance between resignation of glass ceiling and subjective career success in Beni-Suef Governorate Office.
- H4:** There is a negative effect relationship with statistical significance between acceptance of glass ceiling and subjective career success in Beni-Suef Governorate Office.
- H5:** Organizational culture moderate the positive relationship between denial of glass ceiling and subjective career success in Beni-Suef Governorate General Office.
- H6:** Organizational culture moderates the positive relationship between resilience of glass ceiling and subjective career success in Beni-Suef Governorate General Office.
- H7:** Organizational culture moderates the negative relationship between resignation of glass ceiling and subjective career success in Beni-Suef Governorate General Office.
- H8:** Organizational culture moderate the negative relationship between acceptance of glass ceiling and subjective career success in Beni-Suef Governorate General Office.

6- Research Methodology and Approach

To achieve the objectives of the research and test its hypotheses, the deductive approach was used in forming the theoretical framework for the research, identifying the variables included in the research model based on previous studies, determining the methods of measuring these variables, and developing the proposed framework for the relationships between them. The researchers also used the inductive method, as they directed a survey list to a sample of the research community. They analyzed the data and, through that, reached the results of the research. The research methodology includes the following:

6/1 Research Population and Sample

The research population consists of all female staff in the General Office of Beni-Suef Governorate, (765) individuals during the year 2023, according to the statement of the Information and Decision Support Center in the General office of Beni-Suef Governorate. Based on in the light of that the degree of confidence required of (95%) which is a common level in administration science research, and standard error limits ($\pm 5\%$), and the availability of the phenomenon in 50% of the population, so the sample size which representing the research population is equal to (256) unit ⁽¹⁾. The framework that contains names and jobs of research population units who are the working women in the Governorate's General Office was obtained, and a random sample was selected from this framework, and the research unit (the sampling unit) is the working woman, with a permanent job, who accepts to cooperate with the researchers. And the percentage of responses was approximately 84%, and the number of valid questionnaires for statistical analysis was (206) after excluding (9) lists that were incomplete or had more than one answer for the same item.

6/2 Research Variables and Its Measures

The current research relied on the survey as a tool for collecting the necessary data for this research. The researcher designed the survey list

in light of the research hypotheses and objectives, in order to measure the dimensions of the research variables. A five-point Likert scale was used, as this scale determines the degree of agreement and importance for each statement.

6/2/1 The Independent Variable: Glass Ceiling Perceptions: (q1-q30), (30) items, it is measured by the scale developed by (Wrigley's, 2002) and used by (Smith et al., 2012; Balasubramanian and Lathabhavan, 2018) , divided to: Denial: (q1-q5): (5) items, Resilience: (q6-q16): (11) items, Resignation: (q17-q25): (9) items, and Acceptance: (q26-q30): (5) items.

6/2/2 The Moderate Variable: Organizational Culture: (q31-q33), (3) items, it is measured by the scale used by (Carneiro et al., 2022).

6/2/3 The Dependent Variable: Subjective Career Success: (q34-q45): (12) items, it is measured by the scale developed by (Shockley et al., 2016)) and used by (Najam et al., 2020; Saltos et al., 2023).

7- Measurement model, stability, and validity of measurement

The researcher used the Confirmatory Factor Analysis (CFA) to ascertain the stability of the research measurements, using the (AMOS24) program, through convergent validity test, discriminant validity, at the research sample level, confirmatory factor analysis and Herman's single factor test were used as follows:

(1) <https://www.calculator.net/sample-size-calculator.htm>, has been used to determine the sample size.

Table (1): Estimates of the parameters of the confirmatory factor analysis model, its level of significance

| Variable | phrase | Standard path | | CMV | t-test | CR | AVE | HTMT | |
|----------------------------------|--------|---------------|----------|-------|--------|--------|-------|-------|-------|
| | | without CLF | with CLF | | | | | | |
| Glass Ceiling Perceptions | | | | | | | | | |
| Denial (F1) | → | Q2 | .593 | 0.763 | -0.170 | Fixed | 0.794 | 0.501 | 0.815 |
| | → | Q3 | .809 | 0.748 | 0.061 | 11.341 | | | |
| | → | Q4 | .644 | 0.640 | 0.004 | 11.448 | | | |
| | → | Q5 | .745 | 0.789 | -0.044 | 10.753 | | | |
| Resilience (F2) | → | Q6 | .719 | 0.789 | -0.070 | Fixed | 0.935 | 0.571 | 0.942 |
| | → | Q7 | .796 | 0.701 | 0.095 | 14.533 | | | |
| | → | Q8 | .644 | 0.762 | -0.118 | 11.663 | | | |
| | → | Q9 | .622 | 0.752 | -0.130 | 11.272 | | | |
| | → | Q10 | .828 | 0.669 | 0.159 | 15.139 | | | |
| | → | Q11 | .838 | 0.787 | 0.051 | 15.330 | | | |
| | → | Q12 | .750 | 0.723 | 0.027 | 13.660 | | | |
| | → | Q13 | .659 | 0.733 | -0.074 | 11.953 | | | |
| | → | Q14 | .813 | 0.791 | 0.022 | 14.867 | | | |
| | → | Q15 | .820 | 0.771 | 0.049 | 14.977 | | | |
| | → | Q16 | .781 | 0.602 | 0.179 | 14.253 | | | |
| Resignation (F3) | → | Q17 | .764 | 0.852 | -0.088 | Fixed | 0.943 | 0.650 | 0.945 |
| | → | Q18 | .785 | 0.771 | 0.014 | 15.409 | | | |
| | → | Q19 | .810 | 0.700 | 0.110 | 15.974 | | | |
| | → | Q20 | .854 | 0.810 | 0.044 | 17.073 | | | |

| | | | | | | | | | |
|---|-----|-----|------|-------|--------|--------|--------------|--------------|--------------|
| | --> | Q21 | .850 | 0.751 | 0.099 | 16.962 | | | |
| | --> | Q22 | .810 | 0.825 | -0.015 | 15.977 | | | |
| | --> | Q23 | .742 | 0.769 | -0.027 | 14.369 | | | |
| | --> | Q24 | .843 | 0.782 | 0.061 | 16.778 | | | |
| | --> | Q25 | .791 | 0.863 | -0.072 | 15.541 | | | |
| Acceptance (F4) | --> | Q26 | .876 | 0.808 | 0.068 | Fixed | 0.856 | 0.547 | 0.883 |
| | --> | Q27 | .776 | 0.755 | 0.021 | 17.238 | | | |
| | --> | Q28 | .768 | 0.845 | -0.077 | 15.266 | | | |
| | --> | Q29 | .642 | 0.829 | -0.187 | 13.073 | | | |
| | --> | Q30 | .605 | 0.719 | -0.114 | 12.056 | | | |
| Organizational Cultural(F5) | --> | Q31 | .824 | 0.761 | 0.063 | - | 0.850 | 0.654 | 0.854 |
| | --> | Q32 | .837 | 0.795 | 0.042 | 18.673 | | | |
| | --> | Q33 | .764 | 0.807 | -0.043 | 16.335 | | | |
| Subject Career Success(F6) | --> | Q34 | .734 | 0.757 | -0.023 | - | 0.930 | 0.626 | 0.938 |
| | --> | Q35 | .814 | 0.769 | 0.045 | 18.444 | | | |
| | --> | Q36 | .872 | 0.784 | 0.088 | 16.415 | | | |
| | --> | Q37 | .829 | 0.758 | 0.071 | 14.503 | | | |
| | --> | Q39 | .706 | 0.831 | -0.125 | 12.998 | | | |
| | --> | Q40 | .834 | 0.648 | 0.186 | 15.624 | | | |
| | --> | Q41 | .848 | 0.770 | 0.078 | 15.914 | | | |
| | --> | Q45 | .668 | 0.828 | -0.160 | 14.463 | | | |
| CMIN = 2294.280 DF = 700 P= 0.000 Normed Chi-Square = 3.278 RMR = 0.048 RMSEA = 0.080 GFI = 0.954 AGFI = 0.911 NFI = 0.929 RFI = 0.909 IFI = 0.974 TLI = 0.959 CFI = 0.973 | | | | | | | | | |

Source: By the Researcher depending on results of the statistical analysis

Based on the results shown in Table (1), the items (Q1) were deleted from the dimension of Denial, and the items (Q38, Q42, Q43, Q44) were deleted from the variable (Subject Career Success), gradually as the lowest load on the main factors and standard errors of large size, The analysis was carried out after each deletion to ascertain the extent of compatibility and its limits and to maintain the observed variable measurement to the maximum possible extent. This will ultimately serve to reach the highest degree of compatibility of the measurement model

with the sample data through indicators of validity, stability and compatibility and within acceptable limits. Based on the Confirmatory Factor Analysis, the construction validity tests were conducted, which includes two tests, namely:

First: Convergence validity: It contributes to ensuring that the results obtained from two or more items (phrase) used to measure the same concept are results with a high correlation. Convergence validity is divided into two types:

1. **Item Reliability Measure:** it is calculated by (standard path with CLF) and its level of significance through (T-value), and $T\text{-value} \geq \pm 1.96$ is statistically significant, It is clear from Table (1) that all values of the Factor Loading Standardized with CLF for each phrase is greater than or equal to (0.50) which indicating the internal validation of convergence of the research measurement and indicating that the percentage of variance explained by each phrase is due to the variable it is supposed to load on it (MacKenzie et al., 2011). According to the previous table, the measurement tool does not suffer from the problem of bias or Common Method Variance (CMV), as the difference between the parameters of the standard path estimated without CLF, and those estimated by the CLF method does not exceed its value (0.20), which results in the possibility of making more One of the inferential statistical analysis tools to prove research hypotheses. It is also clear through the use of the (T) test that all coefficients of loading the observed variables on the latent factors are statistically significant at a significant level of ≤ 0.01 , which indicates the importance of the observed variables in measuring the latent variables.
2. **Variable Reliability Measure:** Computed by the Composite Reliability (CR) (the ability of the phrases to measure the implicit concept of the variable), It is clear from Table (1) that all the composite reliability values for the implicit factors of the research and their measuring indicators ≥ 0.70 which are the minimum acceptable

(Hair et al., 2010). The values of the research variables ranged from (0.794 to 0.943), which indicates the strength of consistency between the indicators of each variable. Also, Variable Reliability can be determined through the Average Variance Extracted (AVE), which is an estimate of the average variance that explained by the unobserved variable in the observed variables (phrases which measure the variable). The minimum accepted value of the average variance extracted is ≥ 0.5 (Urbach and Ahlemann, 2010). The values of AVE (0.50) ranged from (0.501 to 0.654), reflecting a close approximation between the indicators that measure each variable of the research variables. Also supports the validation of convergence, in addition that all composite reliability values are greater than the average of AVE, which confirms the validation of convergence of the dimensions of the measuring instrument.

Second: Discriminant validity of the research variables: To determine the extent of the ability to distinguish the variable from other variables. (Henseler et al., 2010) have proposed a statistical method based on correlation matrix between unobserved variables which called Heterotrait- Monotrait ratio of the correlations (HTMT). The value of the HTMT test should not exceed 0.85, with a maximum of 0.90 (Kline, 2011), in order to ensure that the discriminant validity of the research measurement. The values of that index ranged between (0.81-0.94), which is close to the typical point, which indicates that there is discriminant validity.

It is worth noting that all indicators of Goodness of Fit model are close to the typical points of the Normed Chi-Square, GFI, AGFI, NFI, RFI, IFI and CFI, indicating the possibility of matching the actual model with the estimated model. The square root values of the RMR, the square root of average square error RMSEA are (0.04), (0.08), respectively, indicating Goodness of Fit indicators of model.

In summary, the estimated model of measurement is valid and consistent with sample data and can therefore be relied upon in the process of structural analysis and hypothesis testing.

Descriptive statistics of the research variables

SPSS V.25 program was used to determine Mean of the research variables and the Standard Deviation of the estimate, as shown in table(2): -

Table (2): Descriptive statistics of the research variables

| Variable | Sample | Mean | Standard Deviation | C.V % |
|-----------------------------|--------|--------|--------------------|-------|
| Glass Ceiling (Denial) | 206 | 3.2019 | 1.132252 | 41.30 |
| Glass Ceiling (Resilience) | 206 | 3.2401 | 1.35549 | 41.83 |
| Glass Ceiling (Resignation) | 206 | 2.6929 | 1.49504 | 55.52 |
| Glass Ceiling (Acceptance) | 206 | 2.6417 | 1.32282 | 50.07 |
| Organizational Culture | 206 | 4.0663 | 0.91800 | 22.58 |
| Subject Career Success | 206 | 3.3734 | 1.52261 | 45.14 |

Source: By the Researcher depending on results of the statistical analysis

Based upon the table above, the general Mean of the sub-dimensions of (perception glass ceiling) is (3.2019) for denial, (3.2401) for resilience, (2.6929) for resignation, and (2.6417) for acceptance. Therefore, the researcher finds that the degree of resilience in the research population is greater than the presence of other sub dimensions. Finally, the researcher finds that the degree of organizational culture in the research population is greater than the presence of other variables, from Table (2) that the general Mean of the variable (organization culture) reaches (4.0663) which indicates the high degree of organizational culture in the research population.

Bivariate linear correlation coefficients between research variables

The Bivariate linear correlation coefficient is used to measure the degree of correlation between two variables and to determine whether there is a significant relationship between the independent variable and the dependent variable. Table (3) provides Bivariate linear correlation coefficients of each variable with the rest of the search variables.

Table (3): Bivariate linear correlation coefficients of the research variables

| Dimension | Denial | Resilience | Resignation | Acceptance | Subject Career Success |
|-------------------------------|-----------------|-------------------|--------------------|-------------------|-------------------------------|
| Denial | 1 | 0.753** | -0.684** | -0.670** | 0.788** |
| Resilience | 0.753** | 1 | -0.781** | -0.686** | 0.851** |
| Resignation | -0.684** | -0.781** | 1 | 0.740** | -0.831** |
| Acceptance | -0.670** | -0.686** | 0.740** | 1 | -0.802 |
| Subject Career Success | 0.788** | 0.851** | -0.831** | -0.802** | 1 |

** Correlation is significant at the 0.01 level.

Source: By the Researcher depending on results of the statistical analysis

The researcher concludes that there is a positive correlation between the external variables related to Denial, Resilience with Subject Career Success, At a significance level (0.01). Therefore, there is a negative correlation between the external variables related to Resignation, Acceptance with Subject Career Success, in Beni-Suef Governorate General Office.

This also indicates the validity of the structural consistency of the research variables. As a result of proving that these correlations correspond to trends of initial hypothesized relationships, it suggests that these relationships can be tested by using the Structural Equation Model.

8- Results of the tests of research hypotheses

The research hypotheses were tested through two models, model(A) to test the direct effect of the independent variables (denial-resilience – resignation – acceptance) on the dependent variable (subject career success) through the structural equations model, and model(B) to test the moderate role of organizational culture in the relationship glass ceiling perception (denial- resilience – resignation – acceptance) and subject career success through the Andrew Hayes technique.

8/1 Hypothesis test (H1, H2, H3, H4)

Model (A): Structural Equation Model

To test the direct effect between the research variables, the researcher relied on structural equation modeling (AMOS), as this method is considered the best method of correlation and multiple regression when testing the hypotheses associated with a multivariate phenomenon (Byrne, 2010). Figure (2) shows path analysis of the structural equations modeling of direct relations between the research variables of the final structural model of the research.

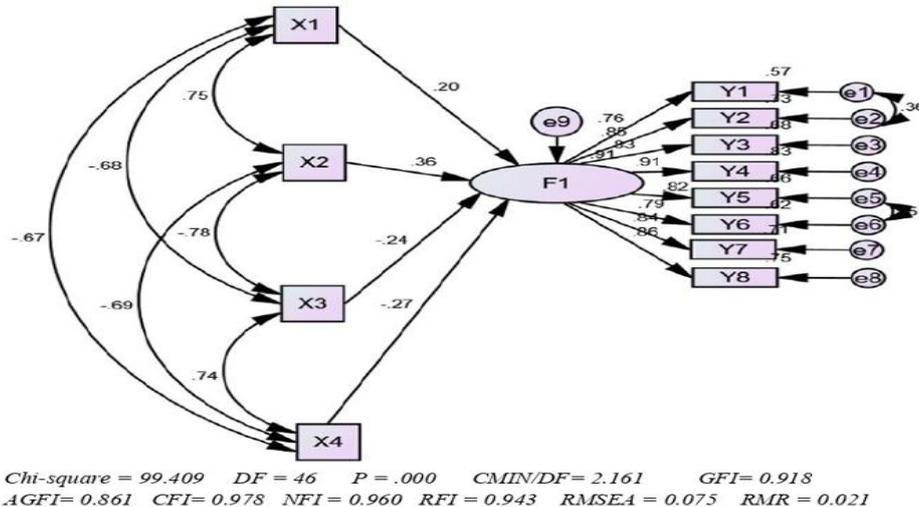


Figure (5): the analysis of the paths of the structural equations modeling of relations between the research variables

In the light of the model quality indicators, the researcher finds that all the indicators are within the acceptable limits, thus the possibility of matching the actual model of the estimated structural model.

The following table (4) discusses the in-depth analysis of the relationships between the research variables. While the research model showed a high level of goodness of fit using the SEM method, which means concurrent compatibility of direct paths.

Table (4): Values of significant paths parameters of the research model.

| Paths | Estimated Path | Standard Path | Standard Error | T-test | Probability Value(P) |
|--------------------------------------|----------------|---------------|----------------|--------|----------------------|
| Denial → Subject career success | .114 | .197 | .026 | 4.383 | *** |
| Resilience → Subject career success | .209 | .364 | .031 | 6.723 | *** |
| Resignation → Subject career success | -.122 | -.236 | .026 | -4.658 | *** |
| Acceptance → Subject career success | -.138 | -.270 | .023 | -5.907 | *** |

Source: By the Researcher depending on results of the statistical analysis.

In light of the previous results, the researcher can discuss the relationship between the variables of research and analyze research hypotheses as follows:

8/1/1 The effect of denial of glass ceiling on subjective career success:

The first hypothesis deals with this relationship, stating that "There is a positive effect relationship with statistical significance between denial of glass ceiling and subjective career success in Beni-Suef Governorate Office". where denial of glass ceiling directly influences subjective career success by a coefficient of value (0.197), and this influence is statistically significant as (P= 0.000), which means that 20% of the variation in subjective career success is due to denial of glass ceiling. And as table (4) shows, the value of the path parameter for this

relationship is (0.197), the standard error is (0.026), the value of (T) is (C. R=4.383), and the significance level is (0.000). The results of table (3) also support Bivariate linear correlation coefficients, as the table shows that the implicit correlation between denial of glass ceiling and subjective career success is positive and the correlation coefficient value is (R = 0.788), which means that there is positive correlation relation between denial of glass ceiling and subjective career success. Which means accepting the first hypothesis of the research hypotheses.

8/1/2 The effect of resilience of glass ceiling on subjective career success

The second hypothesis deals with this relationship, stating that "There is a positive effect relationship with statistical significance between resilience of glass ceiling and subjective career success in Beni-Suef Governorate Office". where resilience of glass ceiling directly influences subjective career success by a coefficient of value (0.364), and this influence is statistically significant as (P= 0.000), which means that 36% of the variation in subjective career success is due to resilience of glass ceiling. And as table (4) shows, the value of the path parameter for this relationship is (0.364), the standard error is (0.031), the value of (T) is (C. R=6.723), and the significance level is (0.000). The results of table (3) also support Bivariate linear correlation coefficients, as the table shows that the implicit correlation between resilience of glass ceiling and subjective career success is positive and the correlation coefficient value is (R = 0.851), which means that there is positive correlation relation between resilience of glass ceiling and subjective career success. Which means accepting the second hypothesis of the research hypotheses.

8/1/3 The effect of resignation of glass ceiling on subjective career success

The third hypothesis deals with this relationship, stating that "There is a negative effect relationship with statistical significance between resignation of glass ceiling and subjective career success in Beni-Suef Governorate Office". where resignation of glass ceiling directly influences subjective career success by a coefficient of value (-0.236),

and this influence is statistically significant as ($P= 0.000$), which means that 24% of the decreasing in subjective career success is due to resignation of glass ceiling. And as table (4) shows, the value of the path parameter for this relationship is (-0.236), the standard error is (0.026), the value of (T) is (C. $R=-4.658$), and the significance level is (0.000). The results of table (3) also support Bivariate linear correlation coefficients, as the table shows that the implicit correlation between resignation of glass ceiling and subjective career success is negative and the correlation coefficient value is ($R = -0.831$), which means that there is negative correlation relation between resignation of glass ceiling and subjective career success. Which means accepting the third hypothesis of the research hypotheses.

8/1/4 The effect of acceptance of glass ceiling on subjective career success

The fourth hypothesis deals with this relationship, stating that "There is a negative effect relationship with statistical significance between acceptance of glass ceiling and subjective career success in Beni-Suef Governorate Office". where acceptance of glass ceiling directly influences subjective career success by a coefficient of value (-0.270), and this influence is statistically significant as ($P= 0.000$), which means that 27% of the decreasing in subjective career success is due to acceptance of glass ceiling. And as table (4) shows, the value of the path parameter for this relationship is (-0.270), the standard error is (0.023), the value of (T) is (C. $R=-5.907$), and the significance level is (0.000). The results of table (3) also support Bivariate linear correlation coefficients, as the table shows that the implicit correlation between acceptance of glass ceiling and subjective career success is negative and the correlation coefficient value is ($R = -0.802$), which means that there is negative correlation relation between acceptance of glass ceiling and subjective career success. Which means accepting the fourth hypothesis of the research hypotheses.

8/2 Hypothesis test (H5, H6, H7, H8)

Model (B): Hayes' Process for SPSS Macro (The Moderate Variable)

The researcher used the tool that developed by (Andrew F. Hayes, 2013), which is a tool that enables the use of the (SPSS) package to conduct "modeling the variable logistic path analysis", and the following are the results of using this tool on the study data:

Table (5): Multiple Linear Regression Model to determine the effect of glass ceiling perceptions and organizational culture on subject career success.

| Interaction | Coefficient | Std. Error | T-Statistic | Prob | R2 | R2-change | VIF |
|---|-------------|------------|-------------|--------|--------|-----------|-------|
| H5: Interaction (intersection of denial with organizational culture) | 0.435 | 0.1260 | 3.452 | 0.0009 | 0.7797 | 0.0033 | 8.35 |
| H6: Interaction (intersection of resilience with organizational culture) | 0.194 | 0.0633 | 3.067 | 0.0018 | 0.8306 | 0.0026 | 8.560 |
| H7: Interaction (intersection of resignation with organizational culture) | -0.364 | 0.1258 | -2.899 | 0.0034 | 0.8052 | 0.0029 | 7.49 |
| H8: Interaction (intersection of acceptance with organizational culture) | -0.137 | 0.0243 | -5.623 | 0.0000 | 0.7521 | 0.0037 | 6.08 |

Source: By the Researcher depending on results of the statistical analysis.

According to the Multiple Regression model using ordinary least squares, it can be concluded that:

- **VIF:** The variance inflation factors are useful measures of multicollinearity. The larger the variance inflation factors, the more severe the multicollinearity. Some authors have suggested that if any variance inflation factors exceed 10, then multicollinearity is a problem. As shown on the above table, the value of VIP is less than 10, therefore the model has not suffering from the multicollinearity problem.
- **The Jarque-Bera Test:** Since the significance value of the Jarque-Bera test statistic (≥ 0.05);(0.653), then we would not reject the null hypothesis (H0): Errors are normally distributed, and we conclude that

the observed distribution corresponds to or equal the theoretical distribution, i.e. the observed errors are normally distributed. Since the Pearson skewness coefficient is less than or equal (1) or greater than or equal (-1), it can be concluded that the data are not significantly skewed. (Allan, 2012)

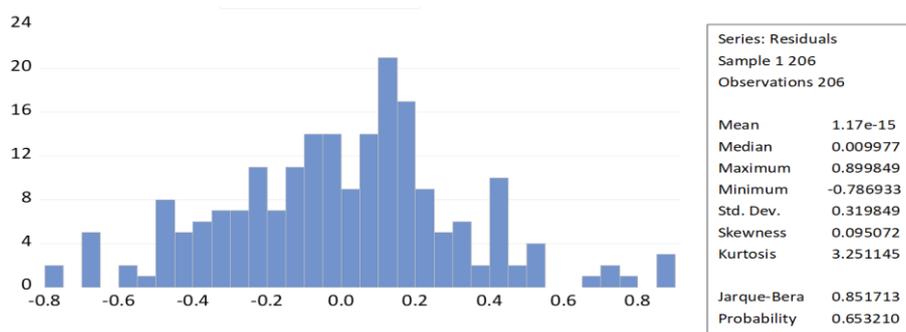


Figure (3): Jarque-Bera Test

- **Theil's inequality coefficient U:** U Theil's inequality to measure the accuracy of the estimates of the fixed effects model. It lies between zero and one, where zero indicates a perfect fit. Since a value reaches to zero (0.09) indicating the goodness of fit of the panel model, at a percent of not less than (91%), as shown in figure (4) equal 95%.

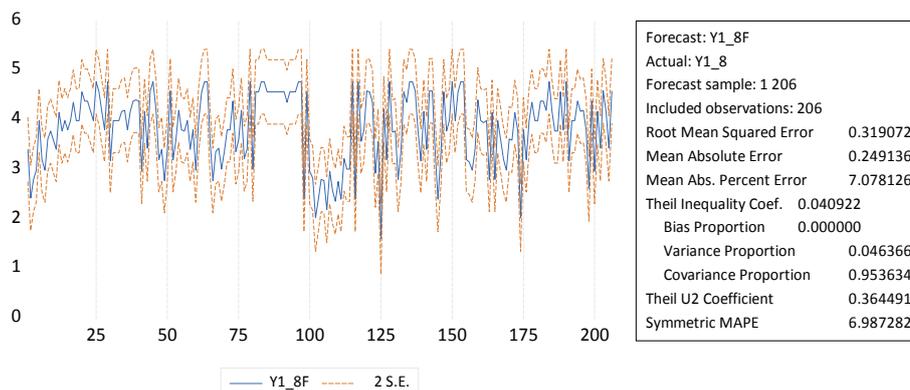


Figure (4): Theil's inequality coefficient

8/2/1 The effect of organizational culture as a moderate variable in the relationship between denial of glass ceiling and subjective career success in Beni-Suef Governorate General Office.

The data of Table No. (5) show that there is a positive effect of the interaction between denial of glass ceiling and organizational culture on subjective career success with a value of (0.435), which is a positive significant effect ($\beta=0.435$; $t = 3.452$; $P\leq 0.05$). And the presence of organizational culture moderate the relationship of denial of glass ceiling with subjective career success, where the value of (R2 change= 0.0033) was a positive significant value, which means that increasing the level of organizational culture increases the positive impact of denial of glass ceiling on subjective career success. Also, The Ramsey Regression Equation Specification Error Test (RESET) was also performed to find a general specification test for the linear regression model. Since the significance value of the t-statistic ‘F-statistic ‘Likelihood ratio test statistic (≥ 0.05); (0.189), then we would not reject the null hypothesis (H0): The functional form is correct, no omitted variables. Which means accepting the fifth hypothesis of the research hypotheses.

8/2/2 The effect of organizational culture as a moderate variable in the relationship between resilience of glass ceiling and subjective career success in Beni-Suef Governorate General Office.

The data of Table No. (5) show that there is a positive effect of the interaction between resilience of glass ceiling and organizational culture on subjective career success with a value of (0.194), which is a positive significant effect ($\beta=0.194$; $t = 3.067$; $P\leq 0.05$). And the presence of organizational culture moderate the relationship of resilience of glass ceiling with subjective career success, where the value of (R2 change= 0.0026) was a positive significant value, which means that increasing the level of organizational culture increases the positive impact of resilience of glass ceiling on subjective career success. Also, (RESET) was also performed to find the significance value of the t-statistic ‘F-statistic

Likelihood ratio test statistic (≥ 0.05); equal (0.113), then we would not reject the null hypothesis (H0): The functional form is correct, no omitted variables. Which means accepting the sixth hypothesis of the research hypotheses.

8/2/3 The effect of organizational culture as a moderate variable in the relationship between resignation of glass ceiling and subjective career success in Beni-Suef Governorate General Office.

The data of Table No. (5) show that there is a negative effect of the interaction between resignation of glass ceiling and organizational culture on subjective career success with a value of (-0.364), which is a positive significant effect ($\beta = -0.364$; $t = -2.899$; $P \leq 0.05$). And the presence of organizational culture moderate the relationship of resignation of glass ceiling with subjective career success, where the value of (-0.364) was a negative significant value, which means that increasing the level of organizational culture increases the negative impact of resignation of glass ceiling on subjective career success. Also, (RESET) was also performed to find the significance value of the t-statistic, F-statistic, Likelihood ratio test statistic (≥ 0.05); equal (0.188), then we would not reject the null hypothesis (H0): The functional form is correct, no omitted variables. Which means accepting the seventh hypothesis of the research hypotheses.

8/2/4 The effect of organizational culture as a moderate variable in the relationship between acceptance of glass ceiling and subjective career success in Beni-Suef Governorate General Office.

The data of Table No. (5) show that there is a negative effect of the interaction between acceptance of glass ceiling and organizational culture on subjective career success with a value of (-0.137), which is a positive significant effect ($\beta = -0.137$; $t = -5.623$; $P \leq 0.05$). And the presence of organizational culture moderate the relationship of acceptance of glass ceiling with subjective career success, where the value of (-0.137) was a negative significant value, which means that increasing the level of

organizational culture increases the negative impact of acceptance of glass ceiling on subjective career success. Also, (RESET) was also performed to find the significance value of the t-statistic ‘F-statistic ‘ Likelihood ratio test statistic (≥ 0.05); equal (0.173), then we would not reject the null hypothesis (H0): The functional form is correct, no omitted variables. Which means accepting the eighth hypothesis of the research hypotheses.

9- Results of the field study

The main objective of this research is to investigate how the female staff’s perceptions of the glass ceiling in Beni-Suef governorate general office affect subjective career success. The research focused on the role of organizational culture as a moderator variable that can modify the effect of the relationship between perception of the glass ceiling and subjective career success. Despite the focus of most of the previous studies on contextual factors that enhance subjective career success in the field of work, but the research interest was limited with regard to independent variables that could negatively affect subjective career success, besides examining the essential role of organizational culture in this relationship.

To fill this research gap, this research relied on (the four-factor model of glass ceiling beliefs) (Khalid and Sekiguchi, 2019). Based on this model, theoretical controversy, and previous studies, we derived several hypotheses for the relationships between the research variables, as following: (1) The female staff’ perceptions of the glass ceiling on the governorate’s general office from both dimensions (denial, resilience) may result on the possibility of increasing the level of subjective career success, while from both dimensions perspective (resignation, acceptance) may result on the possibility of decreasing in the level of subjective career success. (2) organizational culture may modify the positive effect in the relationship between perceptions of the glass ceiling from both dimensions (denial, resilience) and the level of subjective

career success, and that if the organizational culture prefers more the male category, while Organizational culture may modify the negative effect in the relationship between perceptions of the glass ceiling from both dimensions (resignation, acceptance) and subjective career success.

The descriptive results indicate that; The most significant dimension of the glass ceiling is "resilience ". Thus, the degree of existence of resilience in the research population is greater than other dimensions as its general mean value is (3.240) which indicates that as most female employees believe that they could fight for their right to promotion and career advancement, despite their understanding of the existence of glass ceiling, but they tend to be optimistic and try their hard to success in their career. While the variable (organizational culture) was one of the highest variables present in the research population, and this means that female staff realize the importance of organizational culture in the field of work, as support must be generated from senior management.

This research tested (8) hypotheses for the relationship between three variables included in the research model: perceptions of the glass ceiling, organizational culture, and subjective career success. And reached to fully support the validity of 8 hypotheses. Where the results of the field study supported the first two hypotheses, which indicates that there is a direct positive effect of perceptions of the glass ceiling (denial, resilience) on subjective career success, and the field study also supported the validity of the third and fourth hypothesis, which indicates that there is a direct negative effect of perceptions of the glass ceiling (resignation, acceptance) on subjective career success, and these results agree with the findings of the previous studies (Khan and Khan, 2022, Wu et al., 2021, Fathy and Youssif, 2020). The results of the research also concluded that the resilience of glass ceiling is one of the most influential perceptions on the subjective career success of female staff in the governorate general office, and this is because Women in Egypt and worldwide face nonstop challenges in achieving senior positions while

meeting all the requirements associated with unequal professional advancement, so they do their best and try to think in optimistic way to success in their career, so they show resilience perception more than other perceptions.

The main contribution of this research is to verify the role of organizational culture as a moderator variable that lessen the positive impact (denial, resilience) on the subjective career success of female staff in the general office, and also lessen the negative impact (resignation, acceptance) on the subjective career success of female staff in general office. From researcher's point of view these results are due to the role of the moderator variable "organizational culture", which means that: Organizational culture represents an obstacle that has prevented the advancement of women's careers. It has been contended that organizational cultures are predominantly masculine and, as women are excluded from selection processes which is considered a gender biased against women. There is considerable empirical evidence that exclusion practices such as, gender schemes, or prejudiced attitudes are applied in promotion decisions which rule against women career success and support glass ceiling perceptions (Kumar, 2023).

10- Research Recommendations and Future Research

The researcher presented a set of recommendations related to the results that were achieved and were in line with the research objectives and the application of the proposed framework, as well as proposing a set of future study fields, as follows:

10/1 Research Recommendations:

Based on the previous findings of the research, the researcher suggests a set of recommendations, as follows:

First: Recommendation of the research about the first hypothesis and the relationship between glass ceiling perception and subjective career success:

- Identify high-potential women early on in their careers, involve them in planning and decision-making process and provide them with opportunities to direct and lead high profile projects so that they build their competencies and skills to reach to the top level.
- Supporting women's access to leadership positions through senior management of governorate general office, and raising the share of women in leadership positions
- Granting training opportunities internally and externally to female staff who are constantly striving to develop themselves in a way that helps build their capabilities and skills in a way that is commensurate with the nature of their job.
- Make accommodations to women to enable them to manage work and family side by side, such as build a nursery near the governorate general office or inside it to support the working moms.
- Awareness programs regarding glass ceiling should be conducted for female staff in the general office of the governorate and on other governmental entities.
- Women unions should be formed to raise voice against glass ceiling practices on the workplace.
- Government should make strict rules and regulations to check glass ceiling practices, reports should be collected from public organizations regarding promotions and its basis.

Second: Recommendation of the research about the second hypothesis and the moderating role of the organization culture in the relationship between glass ceiling perception and subjective career success:

- Create an environment in the company that is comfortable for women, and which brings confidence in them so that they may easily take decision as and when any situation arises. This will improve their decision taking capability and make them capable to take initiative.
- Organizations should create conducive culture where there is no place for discrimination.
- Continuous review of HR policies and practices to make sure that they are fair and inclusive.
- Examine the governorate general office informal culture that may work against woman.
- Making surveys and focus groups to discover men's and women's perceptions about the organization's culture on the general office.

10/2 Future Research

In light of the current research results, limitations, difficulties, and studies related to the subject of the research, the researcher recommends undertaking several future research relevant, which would like to be carried out by the researcher in a future study, or by other researchers, to serve as a complementary to this research, namely:

- This research dealt with the perceptions of the glass ceiling as one of the preludes by setting it as an independent variable, so it is suggested to conduct more studies and research, which look at the factors that create the glass ceiling among female staff in the governmenta organizations, such as: leadership styles, organizational support.

- This research was limited to the role of organizational culture as a moderator that explains the positive and negative effect of the glass ceiling on subjective career success. However, it is interesting to determine the role of the moral justification for negative work behaviors in the workplace by exploring the role of moral disengagement as a moderator to explain this relationship.
- The research dealt with the organizational culture as a single structure and did not specify any dimensions of the organizational culture that were more influential, so the researcher suggests conducting research concerned with the moderate role of the different dimensions of the organizational culture in the relationship between the glass ceiling and subjective career success.
- Applying the proposed model to a sector of a different nature than the government sector.
- This research did not deal with any controlling variables that might affect the nature of the relationship between its variables, whether demographic or organizational variables, so future research should be interested in exploring the impact of demographic or organizational variables on the relationships between the variables of this research.

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