

## **Stumbling blocks to career advancement: A study with reference to working women in Chennai city**

**Seetha. S<sup>1</sup> and S. Poornima<sup>1</sup>**

**Abstract:** *Career advancement can imply a vertical movement; in other words, upward mobility in an organization. It means that a person moves onwards in this work life, by means of a promotion, a transfer or a new job in a higher position in another company. It may also involve a lateral move with more responsibilities. In the dual-career family, one of the members especially women might face the problem of career advancement due to the transfer of the spouse, over-work load, etc., The present study observed various impediments for development of career advancement. Since women have more responsibilities in family and to do job as well, hence, they are only targeted for the study. The researchers attempted to analyse the problems faced by working women for their career development. Lack of career guidance, and minimal provision of training and education programs lead to gaps in some career development initiatives. Women considered that though both men and women are treated equally, there are certain things which hinder them to develop their career plan. A sample 120 working women are selected in Chennai city. Data have been tested with the help of statistical tools such as percentage analysis, Friedman Rank Test and Kruskal Wallis Test. The study gives some valid suggestions for overcoming barriers to career advancement.*

**Keywords:** Career advancement, working women, stumbling blocks, lack of opportunities, equality.

### **Introduction**

Women have entered the workforce long time ago and somewhat positioned themselves in management in organisations they are still mostly responsible for family obligations, confirmed by the fact that 70% of women spend more time than men caring for children and elderly members of the family. Despite the huge challenges of dual career women still face the traditional career development model based on continuous work, progress and promotion. Although many organisations have implemented different support programs to overcome the imbalance between professional and private commitments (flexible working hours, kindergarten within the company, etc.,) this does not tackle the essence of the problem.

Women are still perceived as persons who are primary focused on private, they care of others and in great measure their career path and progress depend on influence of different relations and the roles they have in those relations. Institutionalised male dominance in business sector and especially management positions make it difficult for women to make progress towards management position, especially higher management.

---

<sup>1</sup> Assistant Professor, PG Department of Commerce, SDNB Vaishnav College for Women

**Corresponding author:** Seetha. S can be contacted at: sseethaselvam@gmail.com

Any remaining errors or omissions rest solely with the author(s) of this paper.

### **Theoretical Background**

Compared to several decades past, women have made leaps in terms of advancing toward senior executive positions formerly monopolized by men. However, career advancement opportunities for women still lag considerably compared to the men. Tharenou (1999) estimates that although women in developing countries make up almost half of the entire workforce, only 5 percent of them are situated in top executive positions. A worrisome fact is that while there seems to be equal opportunities for men and women in entry-level positions, the road toward the more senior levels are unfortunately blocked for women. While it is undeniable that the greater workforce composition of women is one of the most positive social changes in the twenty-first century, struggle for equal opportunity persists as women are still excluded from the top positions in the organizational hierarchy.

This phenomenon has been referred to as the “glass ceiling,” a term originally used in 1986 by a Wall Street journalist to connote the status of women in the corporate world. The term was coined as a description of the complex barriers that block women's opportunities to break through the top levels in the organization. This “glass ceiling” is especially evident when one looks at the rarity of female senior executives in organizations of virtually all disciplines.

Individual traits and skills are often attributed for laggard career advancement among females. Individual factors such as age, educational attainment, skills, experience, proficiency, or ability are related to advancement. Apart from these, there are other factors obstructing the career advancement such as no proper knowledge about the work methods, training, problem of selecting mentors, balancing family as well as job responsibilities etc.,

Francis Ofunya Afande (2015) stated that there is considerable evidence that women have more difficulty in obtaining personal support than do men. Managerial women should be given similar opportunities for training and development as men. It is not uncommon for women to receive less training and development, less visible challenging and risky job assignments, jobs that use skills such as nurturing which are both traditionally female and historically less valued. It is also important for organizations to assess the level of challenge and demands placed on managerial women since additional outside-of-work home and family responsibilities shouldered by some women, coupled with less support in the organization, may prove overwhelming for some. Wenwen Deng (2017) said that most of the answers for obstacles to career advancement are related to work-life balance, pregnancy and children, which means that these three points were considered as the important points hindering women's career advancement by employees.

With this background the present study attempted to know about the various stumbling blocks for career advancement among working women.

### **Objectives of the Study**

- To examine the factors that constraint to career advancement.
- To identify the difference between demographic profiles and problems encountered for career advancement.
- To analyse the gender issues at work place.
- To offer suggestions to the women employees for enhancing their career development based on the findings of the study.

### **Research Methodology**

The research study comprises of descriptive in nature. The study describes the various obstacles to career advancement among working women. Purposive random sampling technique was

Stumbling blocks to career advancement: A study with reference to working women in Chennai adopted for selecting the sample units. Only working women are targeted to evaluate their problems on career path. Sample units have been selected by randomized approach. A sample size 120 working women in Chennai city have been chosen and a structured questionnaire had been distributed to the selected target group.

### Data Analysis

The data so collected are examined with the help of statistical techniques using SPSS Package Version 18. The tools applied are;

- Percentage Analysis
- Friedman Rank Test
- Kruskal Wallis Test

### Results and Discussion

#### Percentage Analysis

**Table 1: Demographic Distribution**

Demographic Details		Frequency	Percent
Age	21-30	56	40.6
	31-40	35	25.4
	41-50	20	14.5
	51-60	9	6.5
	Total	120	87.0
Qualification	Graduate	52	37.7
	Post Graduate	51	37.0
	Professional	8	5.8
	Others	9	6.5
	Total	120	87.0
Designation	Teacher	56	40.6
	Analyst	19	13.8
	Accountant	36	26.1
	Supervisor	9	6.5
	Total	120	87.0
Experience	>3	47	34.1
	3-5	39	28.3
	6-8	29	21.0
	>8	5	3.6
	Total	120	87.0
Type of Family	Joint Family	16	11.6
	Nuclear Family	104	75.4
	Total	120	87.0
Marital Status	Married	68	49.3
	Unmarried	52	37.7
	Total	120	87.0
Geographical Region	Rural	18	13.0
	Urban	58	42.0
	Semi Urban	44	31.9
	Total	120	87.0

**Source:** Primary Data

Table 1 shows the demographic distribution of the collected sample units. The profile includes age, qualification, designation, experience, type of family, marital status and locality of the sample group.

## Friedman Rank Test

**Table 2: Factors Constraining Career Advancement**

Factors Constraining Career Advancement	Mean Rank	
Being a single Parent	4.41	<b>Prime Constraints</b>
Being Married	4.99	
Lack of Role Models	5.17	
Lack of Supportive System at Work	6.04	
Lack of Mentoring	7.38	<b>Reasonable Constraints</b>
Inadequate Job Knowledge	7.85	
Childcare Responsibilities	7.85	
Lack of Equity in Training	8.14	<b>Minor Constraints</b>
Lack of Equity in Promotion	8.43	
Conflicts with Family Responsibilities	8.55	
Difficulties in Establishing Credibility	8.73	
Job Nature	8.84	
Lack of Equity in Pay	9.25	
Sexual Harassment	9.37	

**Source:** Primary Data

Table 2 shows the constraints of the career advancement. The major constraints for career advancement are single parent, married, lack of role models and lack of supportive systems at work place. The logical complexities of career advancement are lack of mentoring, inadequate job knowledge and childcare responsibilities. The feeble factors restricting career advancement are unequal training and promotion policies, family responsibilities, lack of credibility, job nature, unequal pay scale and sexual harassment.

### **Kruskal Wallis Test – Factors Constraining Career Advancement and Demographics**

Kruskal Wallis Test was applied to know the difference between demographics of respondents on factors constraining career advancement. Demographic details include geographical area of respondents, age, qualification, designation, experience, marital status and family type of respondents.

**H<sub>0</sub>:** there is no significant difference between demographic profiles of respondents on factors constraining career advancement.

**H<sub>a</sub>:** there is significant difference between demographic profile of respondents on factors constraining career advancement.

**Table 3: Between Geographical Area and Factors Constraining Career Advancement**

Factors Constraining Career Advancement	Chi-Square	ν	Asymp. Sig.	Significant/ Insignificant	Mean Rank Area		
					Rural	Urban	Semi-Urban
Difficulties in Establishing Credibility	8.730	2	.013	Significant	53.17	58.22	<b>66.50</b>
Conflicts with Family Responsibilities	9.974	2	.007	Significant	54.67	56.62	<b>68.00</b>
Job Nature	8.779	2	.012	Significant	52.17	59.29	<b>65.50</b>
Lack of Equity in Pay	17.291	2	.000	Significant	52.00	<b>62.00</b>	<b>62.00</b>
Lack of Equity in Training	16.173	2	.000	Significant	58.17	52.88	<b>71.50</b>
Lack of Equity in Promotion	11.371	2	.003	Significant	55.67	55.55	<b>69.00</b>
Sexual Harassment	5.667	2	.059	Insignificant	--	--	--
Inadequate Job Knowledge	22.376	2	.000	Significant	60.67	50.21	<b>74.00</b>
Lack of Mentoring	34.798	2	.000	Significant	64.67	45.93	<b>78.00</b>
Lack of Role Models	34.430	2	.000	Significant	73.67	44.24	<b>76.55</b>
Being Married	30.019	2	.000	Significant	68.50	45.74	<b>76.68</b>
Being a single Parent	15.018	2	.001	Significant	<b>73.50</b>	50.74	68.05
Childcare Responsibilities	22.376	2	.000	Significant	60.67	50.21	<b>74.00</b>
Lack of Supportive System at Work	8.457	2	.015	Significant	<b>69.5</b>	52.26	67.68

Source: Primary Data

Table 3 depicts that respondents from rural, urban and semi-urban differ in their opinion with regard to factors constraining career advancement. People from semi-urban area face more difficulties in career advancement than people from rural and urban area. The major difficulties faced by people from rural area are due to single parent and lack of supportive system at work place. The main difficulty faced by urban people is that lack of equity in payment system.

**Table 4: Between Age and Factors Constraining Career Advancement**

Factors Constraining Career Advancement	Chi-Square	ν	Asymp. Sig.	Significant/ Insignificant	Mean Rank Age			
					21-30	31-40	41-50	51-60
Difficulties in Establishing Credibility	15.111	3	.002	Significant	53.64	<b>66.50</b>	<b>66.50</b>	<b>66.50</b>
Conflicts with Family Responsibilities	19.429	3	.000	Significant	51.93	<b>68.00</b>	<b>68.00</b>	<b>68.00</b>
Job Nature	12.364	3	.006	Significant	54.79	<b>65.50</b>	<b>65.50</b>	<b>65.50</b>
Lack of Equity in Pay	3.487	3	.322	Insignificant	--	--	--	--
Lack of Equity in Training	30.531	3	.000	Significant	47.93	<b>71.50</b>	<b>71.50</b>	<b>71.50</b>
Lack of Equity in Promotion	22.447	3	.000	Significant	50.79	<b>69.00</b>	<b>69.00</b>	<b>69.00</b>
Sexual Harassment	1.143	3	.767	Insignificant	--	--	--	--
Inadequate Job Knowledge	39.484	3	.000	Significant	45.07	<b>74.00</b>	<b>74.00</b>	<b>74.00</b>
Lack of Mentoring	56.000	3	.000	Significant	40.50	<b>78.00</b>	<b>78.00</b>	<b>78.00</b>
Lack of Role Models	59.066	3	.000	Significant	49.86	47.29	<b>97.00</b>	<b>97.00</b>
Being Married	82.397	3	.000	Significant	38.50	64.21	<b>98.50</b>	<b>98.50</b>
Being a single Parent	98.070	3	.000	Significant	43.50	52.07	<b>103.50</b>	<b>103.50</b>
Childcare Responsibilities	39.484	3	.000	Significant	45.07	<b>74.00</b>	<b>74.00</b>	<b>74.00</b>
Lack of Supportive System at Work	111.512	3	.000	Significant	29.50	86.07	<b>89.50</b>	<b>89.50</b>

Source: Primary Data

Table 4 represents that there is difference in facing difficulties between different age groups. Above forty one years of age group people face all the difficulties mentioned. Respondents between 31 and 40 stated that they had major difficulties in establishing credibility, family and child care responsibilities, job nature, lack of training and promotion, inadequate knowledge and lack of mentors. People in the age group of less than thirty years have very less difficulties for their career advancement.

**Table 5: Between Qualification and Factors Constraining Career Advancement**

Factors Constraining Career Advancement	Chi-Square	ν	Asymp. Sig.	Significant/ Insignificant	Mean Rank Qualification			
					UG	PG	Professional	Others
Difficulties in Establishing Credibility	17.291	3	.001	Significant	52.65	<b>66.50</b>	<b>66.50</b>	<b>66.50</b>
Conflicts with Family Responsibilities	22.231	3	.000	Significant	50.69	<b>68.00</b>	<b>68.00</b>	<b>68.00</b>
Job Nature	14.147	3	.003	Significant	53.96	<b>65.50</b>	<b>65.50</b>	<b>65.50</b>
Lack of Equity in Pay	3.990	3	.263	Insignificant	--	--	--	--
Lack of Equity in Training	34.934	3	.000	Significant	46.12	<b>71.50</b>	<b>71.50</b>	<b>71.50</b>
Lack of Equity in Promotion	25.684	3	.000	Significant	49.38	<b>69.00</b>	<b>69.00</b>	<b>69.00</b>
Sexual Harassment	1.308	3	.727	Insignificant	--	--	--	--
Inadequate Job Knowledge	45.179	3	.000	Significant	42.85	<b>74.00</b>	<b>74.00</b>	<b>74.00</b>
Lack of Mentoring	27.981	3	.000	Significant	45.69	69.76	<b>78.00</b>	<b>78.00</b>
Lack of Role Models	30.328	3	.000	Significant	48.54	61.71	89.50	<b>97.00</b>
Being Married	18.586	3	.000	Significant	47.73	69.09	68.50	<b>78.50</b>
Being a single Parent	12.781	3	.005	Significant	52.73	62.32	73.50	<b>83.50</b>
Childcare Responsibilities	45.179	3	.000	Significant	42.85	<b>74.00</b>	<b>74.00</b>	<b>74.00</b>
Lack of Supportive System at Work	3.659	3	.301	Insignificant	--	--	--	--

**Source:** *Primary Data*

There is difference between qualification in facing difficulties for career advancement which is shown in table 5. People who have stated other qualification details have all difficulties for career advancement. Post graduates and professionals are the next category finding difficulty for their career advancement. They find difficulty in establishing credibility, family and childcare responsibilities, job nature, partiality in training and promotion, inadequate knowledge of job, and lack of mentoring. Undergraduates do not face much difficulty for their career advancement.

**Table 6: Between Designation and Factors Constraining Career Advancement**

Factors Constraining Career Advancement	Chi-Square	ν	Asymp. Sig.	Significant/ Insignificant	Mean Rank Designation			
					Teacher	Analyst	Accountant	Supervisor
Difficulties in Establishing Credibility	15.111	3	.002	Significant	53.64	<b>66.50</b>	<b>66.50</b>	<b>66.50</b>
Conflicts with Family Responsibilities	19.429	3	.000	Significant	51.93	<b>68.00</b>	<b>68.00</b>	<b>68.00</b>
Job Nature	12.364	3	.006	Significant	54.79	<b>65.50</b>	<b>65.50</b>	<b>65.50</b>
Lack of Equity in Pay	3.487	3	.322	Insignificant	--	--	--	--
Lack of Equity in Training	30.531	3	.000	Significant	47.93	<b>71.50</b>	<b>71.50</b>	<b>71.50</b>
Lack of Equity in Promotion	22.447	3	.000	Significant	50.79	<b>69.00</b>	<b>69.00</b>	<b>69.00</b>
Sexual Harassment	1.143	3	.767	Insignificant	--	--	--	--
Inadequate Job Knowledge	39.484	3	.000	Significant	45.07	<b>74.00</b>	<b>74.00</b>	<b>74.00</b>
Lack of Mentoring	32.180	3	.000	Significant	46.93	59.05	<b>78.00</b>	<b>78.00</b>
Lack of Role Models	46.988	3	.000	Significant	46.64	46.47	80.33	<b>97.00</b>
Being Married	36.999	3	.000	Significant	46.00	57.45	<b>83.50</b>	65.17
Being a single Parent	22.486	3	.000	Significant	51.00	52.97	<b>76.83</b>	70.17
Childcare Responsibilities	39.484	3	.000	Significant	45.07	<b>74.00</b>	<b>74.00</b>	<b>74.00</b>
Lack of Supportive System at Work	12.111	3	.007	Significant	56.29	48.45	<b>74.50</b>	56.17

**Source:** *Primary Data*

Table 6 infers that there is difference in facing difficulties between different designated people. Accountants and supervisors have many hindrances for their career advancement. Analysts come in the next category. Teachers mentioned less favourism towards various factors constraining their career advancement.

Table 7 shows that there is difference in facing difficulties between different experienced people. Persons with above eight years of experience have major difficulties for developing their career advancement. Three-six years of experienced people have obstruction for career advancement due to poor credibility, responsibilities in family, job difficulties, and lack of mentoring and training facilities. Persons with less than 3 years of experience did not feel much difficulty for their career advancement.

**Table 7: Between Experience and Factors Constraining Career Advancement**

Factors Constraining Career Advancement	Chi-Square	ν	Asymp. Sig.	Significant/ Insignificant	Mean Rank Experience			
					< 3	3-5	6-8	> 8
Difficulties in Establishing Credibility	20.537	3	.000	Significant	51.18	<b>66.50</b>	<b>66.50</b>	<b>66.50</b>
Conflicts with Family Responsibilities	26.404	3	.000	Significant	48.85	<b>68.00</b>	<b>68.00</b>	<b>68.00</b>
Job Nature	16.803	3	.001	Significant	52.73	<b>65.50</b>	<b>65.50</b>	<b>65.50</b>
Lack of Equity in Pay	4.739	3	.192	Insignificant	--	--	--	--
Lack of Equity in Training	41.492	3	.000	Significant	43.41	<b>71.50</b>	<b>71.50</b>	<b>71.50</b>
Lack of Equity in Promotion	30.506	3	.000	Significant	47.30	<b>69.00</b>	<b>69.00</b>	<b>69.00</b>
Sexual Harassment	1.553	3	.670	Insignificant	--	--	--	--
Inadequate Job Knowledge	53.660	3	.000	Significant	39.53	<b>74.00</b>	<b>74.00</b>	<b>74.00</b>
Lack of Mentoring	76.106	3	.000	Significant	33.32	<b>78.00</b>	<b>78.00</b>	<b>78.00</b>
Lack of Role Models	46.366	3	.000	Significant	39.55	66.23	80.45	<b>97.00</b>
Being Married	87.246	3	.000	Significant	38.50	53.88	<b>98.50</b>	<b>98.50</b>
Being a single Parent	65.016	3	.000	Significant	43.50	54.27	89.02	<b>103.50</b>
Childcare Responsibilities	53.660	3	.000	Significant	39.53	<b>74.00</b>	<b>74.00</b>	<b>74.00</b>
Lack of Supportive System at Work	72.209	3	.000	Significant	33.33	67.96	<b>89.50</b>	<b>89.50</b>

Source: Primary Data

**Table 8: Between Marital Status and Factors Constraining Career Advancement**

Factors Constraining Career Advancement	Chi-Square	ν	Asymp. Sig.	Significant/ Insignificant	Mean Rank Marital Status	
					Married	Single
Difficulties in Establishing Credibility	2.932	1	.087	Insignificant	--	--
Conflicts with Family Responsibilities	6.231	1	.013	Significant	<b>64.47</b>	55.31
Job Nature	1.224	1	.269	Insignificant	--	--
Lack of Equity in Pay	2.333	1	.127	Insignificant	--	--
Lack of Equity in Training	16.113	1	.000	Significant	<b>67.97</b>	50.73
Lack of Equity in Promotion	8.783	1	.003	Significant	<b>65.47</b>	54.00
Sexual Harassment	.765	1	.382	Insignificant	--	--
Inadequate Job Knowledge	24.644	1	.000	Significant	<b>70.47</b>	47.46
Lack of Mentoring	40.837	1	.000	Significant	<b>74.47</b>	42.23
Lack of Role Models	9.887	1	.002	Significant	<b>67.88</b>	50.85
Being Married	52.684	1	.000	Significant	<b>77.32</b>	38.50
Being a single Parent	35.977	1	.000	Significant	<b>73.50</b>	43.50
Childcare Responsibilities	24.644	1	.000	Significant	<b>70.47</b>	47.46
Lack of Supportive System at Work	97.276	1	.000	Significant	<b>84.21</b>	29.50

Source: Primary Data

Stumbling blocks to career advancement: A study with reference to working women in Chennai

Table 8 discloses that there is difference in facing difficulties between married and unmarried women. Hence, it can be stated that only married women faced with the problems of career advancement than unmarried women.

**Table 9: Between Family Type and Factors Constraining Career Advancement**

Factors Constraining Career Advancement	Chi-Square	ν	Asymp. Sig.	Significant/ Insignificant	Mean Rank Family Type	
					Joint	Nuclear
Difficulties in Establishing Credibility	4.577	1	.032	Significant	51.50	<b>61.88</b>
Conflicts with Family Responsibilities	2.615	1	.106	Insignificant	--	--
Job Nature	6.657	1	.010	Significant	50.50	<b>62.04</b>
Lack of Equity in Pay	19.833	1	.000	Significant	50.75	<b>62.00</b>
Lack of Equity in Training	.543	1	.461	Insignificant	--	--
Lack of Equity in Promotion	1.767	1	.184	Insignificant	--	--
Sexual Harassment	6.500	1	.011	Significant	57.25	<b>61.00</b>
Inadequate Job Knowledge	.066	1	.798	Insignificant	--	--
Lack of Mentoring	.154	1	.695	Insignificant	--	--
Lack of Role Models	4.183	1	.041	Significant	<b>74.50</b>	58.35
Being Married	1.402	1	.236	Insignificant	--	--
Being a single Parent	4.233	1	.040	Significant	<b>73.50</b>	58.50
Childcare Responsibilities	.066	1	.798	Insignificant	--	--
Lack of Supportive System at Work	.860	1	.354	Insignificant	--	--

**Source:** *Primary Data*

There is difference between family type on these constraints which is shown in table 9. For the other factors there is no significant exists. Women from joint family system find difficulty in establishing career advancement because of lacking in role models and brought up by a single parent. Women from nuclear find such difficulties due to poor credibility, job nature, unequal pay structure and sexual harassment problems.

### Friedman Rank Test

**Table 10: Testing about Treating Men and Women Equally at Workplace**

Work Environment	Both Men and Women Considered Equally	Men Treated Less Favourably	Women Treated Less Favourably	Total
Recruitment	105	8	7	120
Training and Development	112	3	5	120
Remuneration	96	13	11	120
Performance Appraisal	113	7	0	120
Promotion	106	8	6	120

**Source:** *Primary Data*

The results of Friedman rank test shown in table 10. The majority of the respondents agreed that both men and women are treated equally at workplace.

### **Suggestions**

There is a need for protective laws that would limit employed women's working hours. Facilities shall be arranged for inculcating knowledge about the job, work-family responsibilities are to be considered well in advance so as to avoid confusion and lacking in ability for advancement. Top level management must identify their challenges, acknowledge their talents, and develop program and policies to decrease the barriers women face regarding career advancement.

### **Conclusion**

Career advancement is an important aspect for the employees to improve themselves and for the organization to be successful. By having good career development both of the employees and the organisation will be able to achieve and accomplish their goals and objectives. Career development plan should be updated and changed every year because the goals of the employees are changing and the objectives of the organisation do not stay the same for a long time.

Organisation need to design employee oriented policies, which will take care of their work and personal life. Flexibility is the key in designing the policies. Inability to design employee oriented policies will lead to competitive disadvantage.

The researchers finally conclude by suggesting that 'everyone should have career development plan, even if the organisation that you are working does not care about it. You should have one for yourself. You should draw and plan you career development, because you are the only and the best one to know what are your strengths and weakness'.

### **Limitations of the Study**

The sample of this study is limited to the working women in South Chennai, and not those who may have resigned earlier. This may exclude some valuable opinions of women who may have resigned due to their experience of career obstacle within the organizational environment. Only the stumbling block of career advancement of working women have been considered in this study.

### **Scope for further Research**

The present study will contribute to the existing body of knowledge and form basis for future researchers. The current study focused on responses from the working women in general and no specific nature of work has been concentrated. Future studies shall focus on responses from the top executives and specific work culture shall be taken into consideration. Future studies shall also seek to establish the nature, extent and adoption of supportive measures to women's career advancement.

### **References**

- Allen, Natalie J. and Meyer, John P (1993), "Organizational Commitment: Evidence of Career Stage Effects?" *Journal of Business Research*, Vol.26, No.1, P. 49.
- Andrew, C., C. Coderre and A. Denis (1990), "Stop or Go: Reflections of Women Managers on Factors Influencing Their Career Development", *Journal of Business Ethics*, Vol.9, No.4-5, P. 361.
- Bratkovich, Jerrold R. Bernadette Steele and Thomas Rollins (1999), "Develop New Career Management Strategies", *Personnel Journal*, Vol.69, No.9, P. 98.
- Ciabattari, Jane (1989), "Moving Into Senior Management", *Working Woman*, Vol.14, No.5, P.104.

Stumbling blocks to career advancement: A study with reference to working women in Chennai

Francis Ofunya Afande (2015), "Factors Affecting Career Development of Women Employees in the Banking Industry in Kenya", *Research on Humanities and Social Sciences*, Vol.5, No.5, pp.1-37.

Wenwen Deng (2017), "Factors affecting women's career advancement in Guanghou's 5-star hotels", Auckland University.pp.1-93.

Leslie Clevenger & Neha Singh (2013), "Exploring Barriers That Lead to the Glass Ceiling Effect for Women in the U.S. Hospitality Industry", *Journal of Human Resources in Hospitality & Tourism*, Vol. 12, Issue.4.