

The Effect of Gender Stereotypes and Organizational Culture on Women's Career Advancement: The Mediating Role of Organizational Commitment in the Company X Group, a Tourism Enterprise in the Riau Islands

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Keywords	Abstract
career advancement, gender stereotypes, organizational culture, organizational commitment	The low representation of women in managerial positions is still a challenge in various organizations, including in the tourism sector, even though women's participation in the world of work continues to increase. This study used a quantitative approach with a survey method of 159 female employees who are the entire research population, so that the sampling technique used is census. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The results showed that gender stereotypes had a negative and significant effect on organizational commitment ($\beta = -0.496$; $p < 0.001$) and career advancement ($\beta = -0.352$; $p < 0.001$). On the other hand, organizational culture had a positive and significant effect on organizational commitment ($\beta = 0.466$; $p < 0.001$) and career advancement ($\beta = 0.265$; $p < 0.001$). Organizational commitment has also been shown to have a positive and significant effect on career progression ($\beta = 0.385$; $p < 0.001$). In addition, organizational commitment acts as a partial mediator on the relationship between gender stereotypes and career advancement ($\beta = -0.191$), as well as between organizational culture and career advancement ($\beta = 0.179$). These findings show that the lower gender stereotypes and the stronger the supportive organizational culture, the organizational commitment will increase, which will have a positive impact on women's career progress.

INTRODUCTION

The role of women in the world of work continues to experience positive development from year to year. Increased access to education, employment opportunities, and awareness of the importance of gender equality have encouraged more and more women to participate in various sectors of the economy. Women's career advancement is a strategic determinant in encouraging the creation of an organization that is fair and highly competitive. Although women's participation rates in the workforce show significant trends, their representation at the leadership level remains disproportionate, indicating persistent structural and cultural barriers, such as gender stereotypes, limited access to mentoring and sponsorship mechanisms, and the dominance of more paternalistic organizational cultures (Aldabbas et al., 2023; Ramadhan et al., 2024).

Based on data from UNWTO (2020), the tourism sector employs around 58% of female workers. Despite this, UNWTO (2024) reports that only 7% of CEO positions in the travel & tourism industry are held by women, even though women workers make up about half of the total

workforce. This condition confirms the existence of a gender gap in leadership that is contrary to the sustainable development goals of SDG 5 (gender equality). According to EIGE (2017), women only account for 18.5% of the total board members of tourism companies in the European Union, which is 99 women out of a total of 526 positions.

This phenomenon also occurs in Group X which operates in the XYZ Batam Special Economic Zone (SEZ). Internal data show a gap between promotions and salary increases based on gender, where men are promoted more often than women. In addition, the proportion of women occupying managerial positions is still much lower than men, even though at the operational level the proportion of female employees is relatively large. The condition of gender representation in these companies is presented in Table 1.

Table 2 Gender Proportion in Group X Tourism Sector

Yes	Departments	Number of Female Employees	Percentage (%)
To1	Director	1	0,6%
2	Manager	14	8,8%
3	Supervisor	18	11,3%
4	Staff	66	41,5%
5	Non-Staff	60	37,7%
Total		159	100%

Source: Processed data (2025)

The data in Table 1 shows that although the number of female employees is quite large at the operational level (Non Staff 37.7% and Staff 41.5%), the representation of women in director positions is only 0.6% of the total female employees. This reflects the structural obstacles that women still face in achieving strategic leadership positions. The turnover rate of female employees, which tends to be higher than that of men in some subsidiaries, also indicates that there are factors that affect the commitment of women's organizations.

These barriers are allegedly related to gender stereotypes, organizational culture, and organizational commitment. Gender stereotypes that associate men with leadership traits and women with domestic roles create biases in the assessment of potential and competence in the workplace (Heilman et al., 2024). Meanwhile, organizational culture that is not fully inclusive can hinder women from accessing career development opportunities. This study examines the influence of gender stereotypes and organizational culture on women's career advancement with organizational commitment as a mediating variable, based on Social Exchange Theory (Blau, 1964) and Role Congruity Theory (Eagly & Karau, 2002).

In the perspective of Social Exchange Theory (SET), the relationship between employees and the organization is formed through a mechanism of mutual exchange that is based on an individual's perception of the fairness, support, and reward that the organization provides (Johansson, 2023; Kulkarni et al., 2023). Employees who feel treated fairly are more likely to reciprocate through increased commitment, loyalty, and positive contributions. Role Congruity Theory (Eagly & Karau, 2002) states that society has certain expectations of gender roles: women are associated with communal characters (empathy, caring), while leadership positions are

associated with masculine characteristics (assertiveness, dominance). This inconsistency creates an evaluation bias against women who occupy strategic positions.

Gender stereotypes refer to a set of social beliefs, expectations, and assumptions regarding the characteristics, behaviors, and roles that are considered appropriate for men and women (Galsanjigmed & Sekiguchi, 2023). These stereotypes are formed through the process of socialization and are maintained by social norms. Bem (1981, 1993) and Eagly (1987, 2012) identified three dimensions of gender stereotypes: (1) Agency, i.e. action-oriented, independent, and leadership traits that are generally associated with men; (2) Communal, which is the nature oriented towards social relationships, empathy, and care that is generally associated with women; and (3) Competence, which includes the ability to innovate, creativity, and intelligence.

Organizational culture refers to the pattern of values and norms that all members follow to achieve organizational goals effectively, reflected in employee behavior, leadership style, and daily work practices (Santoso et al., 2023). Wahyuningtyas and Sule (2017) stated that effective leadership and a supportive organizational culture enable organizations to achieve their strategic goals and sustain long-term performance. They emphasized that organizational culture plays a key role in helping organizations accomplish their objectives. According to Robbins & Judge (2018), there are seven dimensions of organizational culture: (1) Innovation and Risk Taking; (2) Attention to Detail; (3) Results Orientation; (4) People Orientation; (5) Team Orientation; (6) Aggressiveness; and (7) Stability. An organizational culture that supports innovation, results-oriented, people-oriented, and stability can create a fairer work environment so that women have greater opportunities to get promoted and develop their careers.

Organizational commitment is how closely employees feel attached and identify with their company (Cooper et al., 2018). Meyer & Allen (1991) divide it into three dimensions: (1) Affective Commitment, which is the individual's emotional bond with the organization; (2) Continuous Commitment, which is consideration of the costs and benefits of leaving the organization; and (3) Normative Commitment, which is a sense of moral responsibility to remain in the organization. In this study, organizational commitment was positioned as a mediating variable that explains the mechanism of how gender stereotypes and organizational culture affect women's career progress. Wahyuningtyas and Firmansyah (2025) found that effective human resource management practices, such as career development, competitive compensation, a positive work environment, and organizational support, significantly improve employee commitment and loyalty. Therefore, organizations should support career growth and employee engagement to retain talented employees. Wahyuningtyas et al. (2015) suggested that employees' decisions to stay with or leave an organization are influenced by factors such as career development opportunities, organizational support, job satisfaction, and effective human resource management practices. Therefore, organizations should provide a supportive work environment and clear career development opportunities to strengthen employee commitment, increase loyalty, and reduce turnover intentions.

Career advancement is the accumulation of positive work experience that continues to grow over time. Liu et al. (2020) divide career advancement into two dimensions: (1) Institutional Guarantee, which is structural support from organizations such as fair promotion policies and equal career opportunities; and (2) Measure Guarantee, which is performance-based objective evaluation

including leadership training programs and work-family balance support. This study adopts the dimension of Liu et al. (2020) because it is relevant to the tourism industry.

The measurement of career progress in this study includes two main dimensions. First, the Institutional Guarantee measures institutional guarantees in the form of equal career opportunities, a fair recruitment and promotion process, and opportunities to occupy managerial positions. Second, the Measure Guarantee measures measurable support in the form of leadership training programs and family-work balance support. Extrinsic factors of career advancement—such as salary, promotion, and status—are relatively more tangible than intrinsic factors such as job satisfaction and career commitment. The selection of the model by Liu et al. (2020) was based on the suitability of the characteristics of the tourism and hospitality industries that have similar contexts to this study.

Previous studies referenced in this study have examined various aspects of gender stereotypes, organizational culture, organizational commitment, and women's career advancement in various sectors and countries. Here is a summary of relevant previous research:

Table 1 Summary of Previous Research

Yes	Researcher (Year)	Purpose	Method	Key Results
1	Babic & Hansez (2021)	Investigating the consequences of glass ceilings on the well-being of female managers	Questionnaire, n=320	Glass ceilings are directly related to job satisfaction and the intention to quit
2	Tremmel & Wahl (2023)	Identify content and evaluate gender stereotypes against leaders	Online surveys, n=194	Gender stereotypes still affect the perception of female leadership
3	Ramos et al. (2022)	Identifying barriers to women's access to management	Mixed methods, European Management Journal	Structural barriers, gender stereotypes, and lack of organizational support as major barriers
4	Shrestha et al. (2023)	Analyzing the impact of cultural barriers on women's careers in Nepalese banks	Quantitative SEM, n=288	Corporate culture ($\beta=-0.313$) and corporate practices ($\beta=-0.507$) had a significant negative effect
5	Ramli et al. (2024)	The influence of organizational culture on women's career progression in the technology sector	Quantitative surveys	Inclusive culture has a positive effect on women's career progression
6	Maringa (2023)	Organizational culture and women's career advancement in hotels	Quantitative surveys	Traditional/masculine culture limits women's opportunities for promotion
7	Nafillah (2024)	The influence of career development on performance with organizational commitment as a mediator	Quantitative, Path Analysis	Organizational commitment mediates the influence of career development on performance

Yes	Researcher (Year)	Purpose	Method	Key Results
8	Galsanjigmed & Sekiguchi (2023)	Integrative review of women's challenges in leadership careers	Literature review	Stereotypes, glass ceilings, sticky floors form a vicious cycle that hinders women
9	Mousa et al. (2023)	Explore organizational practices that support women's careers	Qualitative	Mentoring, sponsorship, and leadership support effectively encourage women's promotion
10	Mucheru et al. (2024)	Identify effective interventions to accelerate women's careers in the health sector	Realist review	Mentoring, sponsorship, and cultural change reduce structural barriers

Source: Processed data (2025)

Based on previous research, there are still several gaps that need to be filled. Contextually, there are few studies that examine the tourism sector in the Riau Islands. Methodologically, quantitative studies with the PLS-SEM structural model approach and organizational commitment mediation variables are still limited. This research is here to fill these gaps through a model that integrates gender stereotypes, organizational culture, organizational commitment, and women's career advancement in one comprehensive framework.

H1: Gender stereotypes negatively affect organizational commitment. **H2:** Organizational culture has a positive effect on organizational commitment. **H3:** Gender stereotypes negatively affect career progression. **H4:** Organizational culture has a positive effect on career progression. **H5:** Organizational commitment has a positive effect on career progression. **H6:** Organizational commitment mediates the influence of gender stereotypes on career progression. **H7:** Organizational commitment mediates the influence of organizational culture on career progression.

RESEARCH METHODS

Types and Research Approaches

This study used a survey-based quantitative method based on the philosophy of positivism. This approach was chosen because it is systematic, planned, and structured so that it is able to quantify research variables numerically and allow generalization of results (Sugiyono, 2023). The data collection instrument used a questionnaire with a Likert scale of 5 points, from Strongly Agree (1) to Strongly Agree (5). Data analysis was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4 software.

3.2 Population and Sample

The population in this study is all female employees in Group X of the tourism sector which totals 159 people. Given the relatively small population and all members can be reached, the sampling technique used is census, which involves all members of the population as respondents. This technique aims to obtain data that represents the condition of the population as a whole and eliminates sampling errors (Arikunto, 2013; Sugiyono, 2019). According to Hair et al. (2019), the minimum number of samples is 100, so that 159 respondents have met the requirements.

Variable Operationalization

Table 3 Operationalization of Research Variables

Variable	Dimensions	Number of Indicators	Source
Gender Stereotypes (X1)	Agency, Communal, Competence	7	Bem (1993); Eagly (2012)
Organizational Culture (X2)	Innovation & Risk Taking, Attention to Detail, Results Orientation, People Orientation, Team Orientation, Aggressiveness, Stability	19	Robbins & Judge (2018); Satria (2025)
Organizational Commitment (M)	Affective Commitment, Sustainable Commitment, Normative Commitment	9	Meyer & Allen (1991); Restiani & Indiyati (2024)
Career Advancement (Y)	Institutional Guarantee, Measure Guarantee	5	Liu et al. (2020)

Source: Processed data (2025)

Data Analysis Techniques

The outer model testing includes: (1) Convergent Validity with an outer loading value of > 0.70 ; (2) Discriminant Validity using Heterotrait-Monotrait Ratio (HTMT) < 0.90 and Average Variance Extracted (AVE) > 0.50 ; and (3) Construct Reliability through Composite Reliability > 0.70 and Cronbach's Alpha > 0.70 . The inner test of the model includes R-Square, f-Square, Q-Square, and hypothesis tests through t-statistical values (> 1.96) and p-values (< 0.05). The mediation effect was tested using the bootstrapping method.

RESULTS AND DISCUSSION

Respondent Profile

Table 4 Profile of the Study Respondents (N = 159)

Characteristics	Categories	Frequency	Percentage (%)
Age	20 – 29 Years	49	31%
	30 – 39 Years	64	40%
	40 – 49 Years	30	19%
	50 – 59 Years Old	13	8%
	60 Years and Above	3	2%
Education	Elementary School (SD)	1	1%
	Junior High School (SMP)	5	3%
	High School/Equivalent	56	35%
	Diploma	39	25%
	Bachelor (S1)	58	36%
Departments	Non-Staff	60	38%
	Staff	66	41%
	Supervisor	18	11%
	Manager	14	9%

Characteristics	Categories	Frequency	Percentage (%)
	Director	1	1%

Source: Research data processed (2026)

Based on Table 3, the majority of respondents are 30–39 years old (40%) and have a bachelor's degree (36%). The dominance of respondents at the operational level (Staff 41% and Non-Staff 38%) reflects the demographic structure of the workforce in the tourism sector and shows that women occupying higher positions are still very limited.

Descriptive Analysis

Table 5 Results of Descriptive Statistical Analysis of Research Variables

Variable	N	Actual Score	Percentage (%)	Categories
Gender Stereotypes (X1)	159	3.377	61%	Medium
Organizational Culture (X2)	159	10.773	71%	Height
Organizational Commitment (M)	159	4.764	66%	Medium
Career Advancement (Y)	159	2.707	68%	Enough

Source: Research data processed (2026)

Based on Table 4, gender stereotypes are in the medium category (61%), which indicates that gender stereotypes are still perceived but not dominant. Organizational culture is in the high category (71%), indicating that organizational values have been well implemented. Organizational commitment is in the medium category (66%), while career advancement is in the moderate category (68%). These findings are consistent with the hypothesis that persistent gender stereotypes can lower organizational commitment and hinder career advancement.

Testing Outer Model

1. Convergent Validity

Table 6 Outer Loading Results

Indicator	Gender Stereotypes (X1)	Organizational Culture (X2)	Organizational Commitment (M)	Career Advancement (Y)
X1.1	0.820	-	-	-
X1.2	0.824	-	-	-
X1.3	0.838	-	-	-
X1.4	0.855	-	-	-
X1.5	0.851	-	-	-
X1.6	0.795	-	-	-
X1.7	0.851	-	-	-
X2.1 – X2.19	-	0.705 – 0.798	-	-
M.1	-	-	0.767	-
M.2	-	-	0.783	-

Indicator	Gender Stereotypes (X1)	Organizational Culture (X2)	Organizational Commitment (M)	Career Advancement (Y)
M.3	-	-	0.767	-
M.4	-	-	0.748	-
M.5	-	-	0.766	-
M.6	-	-	0.761	-
M.7	-	-	0.788	-
M.8	-	-	0.770	-
M.9	-	-	0.774	-
Y.1	-	-	-	0.859
Y.2	-	-	-	0.857
Y.3	-	-	-	0.858
Y.4	-	-	-	0.847
Y.5	-	-	-	0.818

Source: Research data processed (2026)

All outer loading values are above 0.70, so all indicators are declared valid for further analysis.

2. Discriminant Validity

Table 7 Heterotrait-Monotrait Ratio (HTMT)

Variable	Organizational Commitment	Gender Stereotypes	Organizational Culture	Career Advancement
Organizational Commitment	-			
Gender Stereotypes	0.545	-		
Organizational Culture	0.502	0.091	-	
Career Advancement	0.756	0.599	0.480	-

Source: Research data processed (2026)

Table 8 Average Variance Extracted (AVE)

Variable	AVE	Remarks
Gender Stereotypes (X1)	0.695	Meet (>0.50)
Organizational Culture (X2)	0.557	Meet (>0.50)
Organizational Commitment (M)	0.592	Meet (>0.50)
Career Advancement (Y)	0.719	Meet (>0.50)

Source: Research data processed (2026)

The entire HTMT value < 0.90 and the AVE value > 0.50, so that the entire construct has good discriminant validity.

3. Construct Reliability

Table 9 Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's Alpha	Remarks
Gender Stereotypes (X1)	0.929	0.927	Reliable
Organizational Culture (X2)	0.958	0.956	Reliable
Organizational Commitment (M)	0.915	0.914	Reliable
Career Advancement (Y)	0.903	0.902	Reliable

Source: Research data processed (2026)

All variables have a Composite Reliability value and Cronbach's Alpha above 0.70, so all research variables are declared reliable.

Structural Model Testing (Inner Model)

1. Coefficient of Determination (R-Square)

Table 10 R-Square Values

Variable	R-Square	R-Square Adjusted	Categories
Organizational Commitment (M)	0.472	0.465	Moderate
Career Advancement (Y)	0.579	0.570	Moderate

Source: Research data processed (2026)

The R-Square value for organizational commitment of 0.472 indicates that 47.2% of organizational commitment variations can be explained by gender stereotypes and organizational culture. The R-Square value for career progression of 0.579 indicates that 57.9% of the variation in career progression can be explained by all three variables in the model. The Q-Square value obtained is 0.778 indicating good goodness of fit.

2. Size Effect (f-Square)

Table 11 f-Square Values

Variable Relationships	f-Square	Categories
X1 (Gender Stereotypes) → M (Organizational Commitment)	0.466	Medium
X2 (Organizational Culture) → M (Organizational Commitment)	0.412	Strong
X1 (Gender Stereotypes) → Y (Career Advancement)	0.200	Medium
X2 (Organizational Culture) → Y (Career Advancement)	0.118	Medium
M (Organizational Commitment) → Y (Career Advancement)	0.186	Medium

Source: Research data processed (2026)

3. Hypothesis Testing

Table 12 Hypothesis Test Results

Hypothesis	Variable Relationships	Coefficient (β)	T-Statistics	P-Value	Verdict
H1	X1 → M	-0.496	9.840	0.000	Accepted
H2	X2 → M	0.466	9.105	0.000	Accepted

Hypothesis	Variable Relationships	Coefficient (β)	T-Statistics	P-Value	Verdict
H3	X1 $\rightarrow$ Y	-0.352	5.925	0.000	Accepted
H4	X2 $\rightarrow$ Y	0.265	4.513	0.000	Accepted
H5	M $\rightarrow$ Y	0.385	6.146	0.000	Accepted
H6	X1 $\rightarrow$ M $\rightarrow$ Y (Indirect)	-0.191	> 1.96	< 0.05	Accepted
H7	X2 $\rightarrow$ M $\rightarrow$ Y (Indirect)	0.179	> 1.96	< 0.05	Accepted

Source: Research data processed (2026)

The Influence of Gender Stereotypes on Organizational Commitment

The results of the H1 test showed that gender stereotypes had a negative and significant effect on organizational commitment ($\beta = -0.496$; $T = 9,840$; $p = 0.000$). This finding is in line with Social Exchange Theory (Blau, 1964), which explains that employees will make greater commitments if they feel they are treated fairly. When women feel gender stereotypes in the work environment, they consider that the organization has not fully rewarded their competencies, thus lowering the quality of social exchange and organizational commitment. These findings are also supported by Ahmad et al. (2023) who found that gender issues in the workplace are closely related to the level of organizational commitment of employees.

The Influence of Organizational Culture on Organizational Commitment

H2 results show that organizational culture has a positive and significant effect on organizational commitment ($\beta = 0.466$; $T = 9.105$; $p = 0.000$). A strong and positive organizational culture is able to create a sense of security, trust, and emotional attachment in individuals. Relevant cultural dimensions include: (1) support for innovation that provides space for women to contribute; (2) orientation to individual welfare that places justice as a priority; (3) team orientation that encourages inclusive cooperation; and (4) meritocracy-based objectivity. These findings are consistent with studies by Dunger (2023) and Ardebilpour et al. (2024) which found that a conducive organizational culture increases employee engagement and commitment.

The Influence of Gender Stereotypes on Career Advancement

H3 results showed that gender stereotypes had a negative and significant effect on women's career advancement ($\beta = -0.352$; $T = 5.925$; $p = 0.000$). In the context of Group X, gender stereotypes emerge in the form of the assumption that leadership positions are more suitable for men to hold. This condition has the potential to affect the process of job promotion, strategic assignments, and access to mentoring programs. These findings are in line with Tabassum & Nayak (2021) and Huaman-Morillo et al. (2024) who identified the glass ceiling as a real obstacle for women in achieving leadership positions. Firdausia et al. (2020) also showed that gender stereotypes contribute significantly to the emergence of glass ceilings.

The Influence of Organizational Culture on Career Advancement

H4 results show that organizational culture has a positive and significant effect on career advancement ($\beta = 0.265$; $T = 4.513$; $p = 0.000$). A positive organizational culture opens up greater opportunities for employees to develop their careers through a transparent promotion system,

competency development programs, and a network of employment relationships that support access to strategic opportunities. These findings are in line with Ramli et al. (2024) who found that inclusive culture has a positive effect on women's career progression in the technology industry, and Maringa (2023) who found that traditional/masculine culture limits women's promotion opportunities in the hospitality industry.

The Influence of Organizational Commitment on Career Advancement

H5 results show that organizational commitment has a positive and significant effect on career advancement ($\beta = 0.385$; $T = 6,146$; $p = 0.000$). Highly committed employees tend to be more engaged, more proactive, and more trusted by the organization, so their chances of career advancement increase. Al Balushi et al. (2022) found that organizational commitment plays an important role in driving career growth, while Zhu & Song (2022) found that affective commitment plays an important role in the career development process.

The Role of Mediation of Organizational Commitments

Results H6 and H7 show that organizational commitment partially mediates the relationship between gender stereotypes and career advancement ($\beta = -0.191$), as well as between organizational culture and career advancement ($\beta = 0.179$). These findings confirm that gender stereotypes not only have a direct impact on career progression, but also work through the psychological mechanisms of organizational commitment. The higher the perceived gender stereotype, the lower the organization's commitment, and this condition can ultimately hinder career progress. Instead, a positive organizational culture increases commitment, which in turn drives career advancement. This is in line with the findings of Nafillah (2024) and Purnawati et al. (2021) which show the organization's commitment as a significant mediator.

CONCLUSION

This study concludes that gender stereotypes are proven to have a negative and significant effect on organizational commitment ($\beta = -0.496$) and women's career advancement ($\beta = -0.352$), while organizational culture has a positive and significant effect on organizational commitment ($\beta = 0.466$) and career advancement ($\beta = 0.265$), as well as organizational commitment has a positive and significant effect on career advancement ($\beta = 0.385$). Organizational commitment has been shown to partially mediate the influence of gender stereotypes ($\beta = -0.191$) and organizational culture ($\beta = 0.179$) on career progression, meaning that social and organizational factors influence career progression not only directly, but also through the formation of employee commitment. The condition of women's career advancement in Group X is still in the sufficient category, so efforts are still needed. Based on these findings, it is recommended that organizations: (1) create an inclusive work culture with a transparent competency-based promotion system and meritocracy; (2) minimize gender bias through gender equality training and consistent anti-discrimination policies; (3) increasing the commitment of female employees through career development, mentoring programs, and structured sponsorship; (4) expanding women's access to leadership training programs and strategic assignments; and (5) conduct periodic evaluations of the

implementation of gender equality policies to ensure their consistency and effectiveness, so that women's career advancement can develop optimally and sustainably in the tourism sector.

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