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Mini Glass Ceilings and Queen Bees in Management of South African Organisations

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Abstract

Gender equality in the workplace remains a business and Government imperative. Although the South African transformation journey had a positive impact to female careers by way of affirmative action policy, female career advancement remains lethargic.

This study delves into the complex challenges hindering female career advancement, focusing on two prominent phenomena: the glass ceiling and queen bee syndrome. The glass ceiling refers to invisible yet formidable barriers that prevent women from ascending to leadership positions within organizations. It encompasses systemic biases, gender stereotyping, and organisational culture discrimination against females, creating a tangible, albeit invisible barrier to women's professional growth. Conversely, the queen bee syndrome describes a phenomenon where senior women have successfully broken through the glass ceiling, but seemingly creates a toxic barrier which inhibit the progress of their junior female counterparts. In combination, these barriers often perpetuate a hostile and toxic work environment underpinned by competition and lack of support.

This quantitative study's aim was to identify and analyse the prevalence of these barriers in South African organisations today. The study's findings indicate that both these phenomena are found in the organisations respondents are employed by, with an indication of positive organisational cultures within these workplaces. Recommendations are proposed encompassing organisational intervention with suitable and targeted initiatives to create awareness, educate and guide all managers in the managerial hierarchy.

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Introduction to the Research

1.1 Background of the Study

Society, cultural norms, and beliefs influenced and shaped gender roles. The interconnected nature of globalisation led to a shift in attitudes towards traditional gender roles. Although the shift is evident, gender transformation in business remains sluggish. Globally, gender inequality has become an imperative to both society and business, as the world strives to become more equitable and environmentally sustainable. Given the importance of global transformation, gender equality is addressed as a sustainable development goal by the United Nations (United Nations, 2015).

South Africa, 30 years into its democratic journey, still contends with numerous issues affecting both business and society at large, gender inequality is one such issue. Important policies such as Employment Equity ("EE") and Broad-Based Black Economic Empowerment ("B-BBEE") was legislated to address historical inequities and to transform the South African economy. Despite good strides made, slow gender transformation in business remain visible. The 2021 South African women in leadership census published by the Businesswomen's Association of South Africa indicate women held 26.9% (2015: 20.8%) director positions at JSE-listed entities (BWASA, 2021). Furthermore, women held a mere 10% (2015: 9.2%) of chairperson positions at JSE-listed entities, whilst a decline was noted in women whom held executive management positions from 29.3% (2015) to 28.1% (2021) at JSE-listed entities (BWASA, 2021). According to the 2023 Sanlam Transformation Gauge report, the management control element monitors not only black female representation on corporate boards in South Africa but also the employee demographic within the management hierarchy (i.e.: junior, middle, senior management). Out of just over fourteen thousand five hundred companies surveyed, both listed and unlisted, these companies achieved a score of 69% in 2023 representing an improvement from 56% (2022) (Intellidex, 2023). Although an improvement was noted, the Balanced Scorecard element remained the worst scoring measurement across all industries, with reasons such as "resistance by corporate South Africa, lack of skills, or a combination of both" reported (Intellidex, 2023, p. 22). Lastly, the financial services industry in South Africa is an important role player in the economy. The Banking Association of South Africa's 2023 Transformation report provides an overview of the banking industry's progress on empowerment and transformation targets as set out in the Financial

Sector Charter (BASA, 2023). A significant increase of 21% (2021) in black women who held top senior positions, when compared to 15% in 2020 is noted (BASA, 2023). Conversely, however a significant decline across the managerial hierarchy was reported, where black women held 17% (2021) of senior management positions, down from 20% (2020), 25% (2021) of middle management positions down from 35% (2020) and 48% (2021) of junior management positions, down from 59% (2020) (BASA, 2023).

The depiction of the published results highlights slow and even regressed progress with a somewhat skewed nature of female representation from the highest to lowest management levels in business. In pursuit of gender equality in the workplace, the afore dynamics are explored. The glass ceiling phenomenon and queen bee syndrome represent persistent challenges that hinder women in their career paths. Despite strides towards inclusivity and diversity, these barriers continue to impede women's career advancement in the managerial hierarchy of South African organisations. The study's purpose is to gain gendered views of these impediments whilst understanding the prevalence of these barriers within South African organisations today.

1.2 Research Problem, Aims and Objectives

The traction of women to the top of the proverbial corporate ladder within South African organisations remain slow and problematic. The industry reports highlight a skewness that exist in the management hierarchy of the organisations surveyed, where females seem to dominate the lower levels of management and dwindle towards the top levels of management (BASA, 2023; BWASA, 2021; Intellidex, 2023).

This study aims to identify and analyse these gender specific impediments to advancement of female careers through the lens of the glass ceiling phenomena and queen bee syndrome theories.

1.3 Delimitations of the Study

The study's delimitations are:

1. The focus area of the study is limited to junior, middle, and senior management and excludes executive management (top management) and C-suite positions.
2. Although traditionally male or female dominated organisations still exist, this study is generic as it does not account for such differences that might be prevalent across sectors.

3. The study sets out to obtain gendered views of managers employed in South African organisations.

1.4 Structure of the Research Report

The report is structured as follows:

- The literature review is done in Chapter two which covers past studies on the topic.
- Chapter three covers the research methodology which outlines the research approach, the design, data collection methods, the population and sample, data analysis strategies, quality assurance and ethical considerations.
- Chapters four and five covers the data analysis and interpretation of the results and findings, respectively, to answer the research problem posed.
- Lastly, Chapter six provides an overall summary and concluding remarks with recommendations and future study avenues.

Literature Review

2.1 Empirical Literature

The introduction to this study highlights the slow traction of female careers in the managerial hierarchy of organisations in South Africa. The glass ceiling phenomenon and queen bee syndrome represent female career barriers in the workplace, which in combination pose a serious threat to female career ascension (Abalkhail, 2020; Johnson & Mathur-Helm, 2011a; Kobus-Olawale et al., 2021; Marinakou, 2014; Mathur-Helm, 2006a; Matotoka & Odeku, 2021). Significant attention was devoted by academia, to understand these career impediments overtime, as these barriers not only represent obstacles to women but perpetuates gender inequality in the workplace (Abalkhail, 2020; Johnson & Mathur-Helm, 2011a; Kobus-Olawale et al., 2021; Marinakou, 2014; Mathur-Helm, 2006b; Matotoka & Odeku, 2021). Whilst a positive link between gender diversity, corporate governance and corporate performance have been evidenced, females remain scantly represented within the upper management structures and boardrooms of organisations globally (Boukattaya et al., 2022; Geyfman et al., 2018; Khatib et al., 2021).

Role congruity theory on the other hand, the perceived incongruity between the female gender role and the female leadership role (Eagly & Karau, 2002) provide a foundation through which the glass ceiling phenomenon can be understood. Social identity theory, the concept of self and identification with social groups, explore the importance of group membership in shaping individual identity (Scheepers & Ellemers, 2019) and provide a foundation through which the queen bee syndrome can be understood. In combination these theories provide a broad spectrum of female career impediments studied and provide valuable insights into female leadership dynamics in the workplace. The theories however lack in fully explaining the complex nature of female career impediments experienced, such as the role of intersectionality and the structural barriers women experience on their career journey, such as unequal opportunities. Many organisational practices have been improved to address gender transformation however entry barriers in male-dominated organisations remain high, but not impossible (Eagly & Carli, 2018).

The literature review aims to explore the existing research on the glass ceiling phenomenon to understand the different societal, organisational, and individual dimensions of the phenomenon. Secondly, the review will explore existing research on the queen bee syndrome,

to understand the nature of this unique barrier which is caused by senior females who discriminate against junior females in organisations.

2.1.1 The Glass Ceiling Theory

The concept of the glass ceiling refers to the invisible barrier that prevents women from advancing into senior management positions and reaching their full career potential (Akkaya, 2020; Manzi & Heilman, 2021; Matotoka & Odeku, 2021). Despite progress in gender equality, women still face numerous barriers in their career advancement. Understanding the intersectionality of these barriers are crucial in addressing the glass ceiling and creating pathways for female career advancement (March et al., 2016).

These barriers can be categorized into three main themes of societal, organizational, and individual factors.

1. Societal barriers encompass cultural norms and biases that perpetuate gender stereotypes and limit women's opportunities for advancement. Societal barriers, such as ingrained gender stereotypes and biases, create an environment where women are often overlooked for leadership positions despite their qualifications and abilities (Manzi & Heilman, 2021; March et al., 2016). These biases not only affect hiring and promotion decisions but also shape the organizational culture, making it difficult for women to thrive in male-dominated environments. The influence of gender stereotypes and cultural norms emerges as a significant barrier to women's career advancement (Marinakou, 2014), whist societal expectations and stereotypes often shape leadership perceptions and contribute to the underrepresentation of women in senior roles (Eagly & Karau, 2002).
2. Organisational barriers is a form of systemic discrimination women encounter in the workplace and emerges in the form of biases in recruitment practices, being held over for a promotion, compensation processes and pay gaps, lack of organisational support and misaligned organisational cultures in traditionally male-dominated organisations (Enid Kiaye & Maniraj Singh, 2013; Mathur-Helm, 2006a; Matotoka & Odeku, 2021). These discriminatory practices perpetuate the glass ceiling and hinder women's career advancement. The act of networking, formally and informally, builds tremendous social capital and a well-entrenched practice with males however largely unexplored by females (Jauhar & Lau, 2018). The prevalence of informal networks, traditionally

referred to as the old boys' club, is an informal network reserved strictly for males from a certain social class and wields vast influence over decisions relating to the organisation (April et al., 2007; Michelman et al., 2022). This network not only present a barrier to women from a decision-making and influence perspective but also accessing influential networks and formal mentoring opportunities, which are crucial for career development and progression (Jauhar & Lau, 2018; Man et al., 2009).

3. Individual factors relate to personal barriers, such as self-perception (confidence and ambition to succeed) and work-life balance challenges. On an individual level, women often face unique challenges that impact their career advancement, such as balancing work and personal life (female dual role) which hinder their ability to fully commit to their careers (Buddhapriya, 2009; Enid Kiaye & Maniraj Singh, 2013; Jauhar & Lau, 2018a). Furthermore, self-perception and confidence can be influenced by societal and organizational barriers, leading to a self-perpetuating cycle of doubt and hesitation when pursuing promotions or high visibility opportunities (Akkaya, 2020).

The consequences of the glass ceiling are far-reaching insofar lack of representation and diversity at the top levels of organizations and limiting the perspective and ideas used in decision-making processes (Ellemers et al., 2012; Osituyo, 2018). This lack of diversity can hinder innovation and the organization's agility in an ever changing fast-paced business landscape, ultimately inhibiting the organisation's growth (Jing et al., 2022; Quintana-García et al., 2022). Secondly, the glass ceiling can lead to a talent drain, as women who are unable to advance in their careers may choose to leave the organization, resulting in a loss of valuable skills and expertise (March et al., 2016; Marinakou, 2014; Mathur-Helm, 2006a; Matotoka & Odeku, 2021).

Whilst organisational practices and traditional hierarchical organisational structures present career barriers to females, self-inflicted career regression barriers also emerge, where women create and possibly perpetuate their own barriers. Personal choices and preferences such as senior women in leadership positions making conscious decisions to exit their careers, driven by a yearning for change and purpose in life factor and typically have the financial freedom and support of the family to do so (Neck, 2015). Whilst prioritizing family responsibilities over career advancement and unwillingness to relocate to advance in their careers (Adhikary, 2016; Akkaya, 2020; Enid Kiaye & Maniraj Singh, 2013; Mathur-Helm, 2006a), is another personal

preference. However, it is important to recognize that these choices may be influenced by societal expectations, such as values, norms, beliefs and behaviours of the society, culture or family unit they belong to and gender roles that have been ingrained in individuals from a young age (Chabaya et al., 2009). Conversely, Jauhar and Lau (2018) found that family responsibilities does not have an impact to female career advancement but rather systemic barriers such as a toxic corporate culture and the persistent impact of informal male networks (old boys club) which are more of a hinderance (Jauhar & Lau, 2018). Women's self-esteem such as lack of confidence and perseverance also impede female career advancement (Akkaya, 2020).

In conclusion, the persistence of the glass ceiling and obstacles to women's career progression in management remains a prevalent issue, despite ongoing attempts to address the inequity. The literature review outlines several reasons behind these challenges, such as rigid hierarchical structures, lack of respect from male counterparts, cultural limitations based on gender, conflicts between domestic and work obligations, inadequate support systems, and restricted access to networking and mentorship programs.

2.1.2 The Queen Bee Theory

Queen bee syndrome refers to a phenomenon where women in senior leadership positions display negative behaviour, such as distancing tactics towards junior women, hindering their advancement and perpetuating gender inequality in the workplace. Queen bees align more closely with men to navigate the challenges and discrimination they face in male-dominated organizations (Faniko et al., 2021).

The syndrome has a destructive three-pronged impact, not only on junior females, but queen bee managers themselves and the organisation at large. Senior women leaders distancing themselves from other women, may gain short-term career success but may ultimately face high costs in terms of poor work conditions, compared to their male peers. These conditions include isolation and lack of support from their peers and subordinates; undermining leadership effectiveness, low team morale and team dissonance (Kobus-Olawale et al., 2021; Sobczak, 2018). Negative behaviours by queen bees towards junior females exhibit as undermining or belittling junior females achievements and/or abilities in the organization, refusing to support or mentor junior women, creating a lack of opportunities for their advancement, engaging in competitive and individualistic behaviours, prioritizing their own

success over supporting junior women, engaging in workplace bullying or hostile behaviours towards junior women and utilizing gatekeeping strategies to limit the visibility and opportunities of junior women in the organization (Kobus-Olawale et al., 2021; Pillay-Naidoo & Vermeulen, 2023; Sobczak, 2018). Queen bees thus create a toxic work environment for both senior and junior females and has the potential to erode the organisation's effectiveness and ultimately the bottom line.

The basis of social identity theory is how individuals derive part of their self-identity from the groups they belong to, in this instance, the female gender group (Scheepers & Ellemers, 2019). Self-distancing behaviour towards junior females is a purposefully displayed distancing tactic by queen bees (Faniko et al., 2016, 2017, 2021), believing their success and achievements are threatened by being a member of a negatively perceived group. Queen bee syndrome is not inherently feminine, but rather a self-group distancing response that can be found in other marginalized groups as well, e.g.: racial minority groups (Ellemers et al., 2012; Pillay-Naidoo & Vermeulen, 2023). From a queen bee perspective, this behaviour can be seen as a response to the social identity threat and discrimination women experience in workplace (Faniko et al., 2016; Harvey, 2018; Johnson & Mathur-Helm, 2011b; Mavin, 2008). According to Faniko et al. (2016, p. 908), queen bees are not in support of policy "targeting junior female", such as gender quotas and considered it as preferential treatment that junior females will gain. This behaviour may be seen as a way for women leaders to fit into the male-dominant culture and gain legitimacy for their roles within their organizations.

Queen bee behaviour is not against all females but particularly against junior females perceived to not have not made the same personal sacrifices as queen bees (Faniko et al., 2016). Queen bees portray solidarity particularly when strong identification with other females exists, e.g.: peers or junior women who made similar personal sacrifices to attain success. Queen bees are thus more likely to support and promote gender equality initiatives such as gender quota policy, in this instance (Derks et al., 2016; Faniko et al., 2016).

The queen bee syndrome is not solely the fault of senior female leaders portraying queen bee behaviour, but stems from traditional male hierarchical organisational structures, which discriminate against females, within organizations. Thus Queen bee syndrome is not a source of gender inequality, but rather a consequence of the gender discrimination and social identity threat that senior women experience in male-dominated organizations (Sterk et al., 2018). Several strategies for combatting queen bee behaviour include implementing diversity

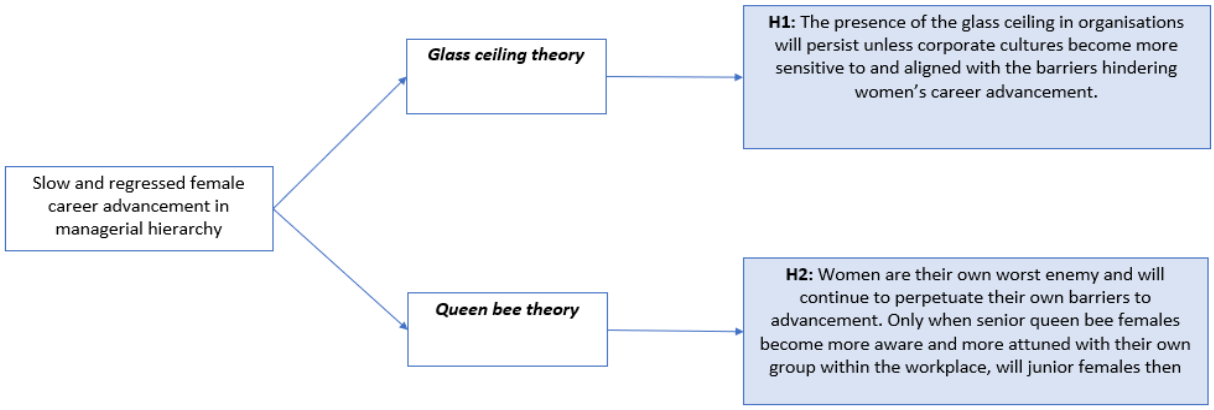
and inclusion initiatives, providing mentorship and sponsorship opportunities for junior women, promoting transparent and fair evaluation processes, fostering a culture that values collaboration and support among women in leadership positions, and challenging gender stereotypes and biases within organizations (Abalkhail, 2020; Harvey, 2018; Johnson & Mathur-Helm, 2011b; Pillay-Naidoo & Vermeulen, 2023).

In conclusion, the literature on the queen bee syndrome provides insights into the underlying factors and consequences of this behaviour in organizations. It highlights the role of gender discrimination, social identity threat, and the existing gender hierarchy in perpetuating the phenomenon. Furthermore, the literature also emphasizes that the queen bee behaviour is not inherently feminine, but rather a response to the relegated status of women in male-dominated environments. The literature also discusses the negative impact of queen bee behaviour on women leaders themselves, as well as on junior women who may experience limitations in their career opportunities and access to resources. The literature suggests various strategies to combat the queen bee syndrome, including creating an inclusive work environment, challenging gender biases and stereotypes, providing mentorship and support for junior women, and implementing diversity and inclusion initiatives. Overall, the literature agrees that the behaviour reflects systemic gender discrimination and gender inequalities within organizations.

2.2 Conceptual Framework

The conceptual framework is an outline to the study's objective. The study's aim is to analyse gendered views to slow career advancement of females in the managerial hierarchy through the lens of the glass ceiling phenomenon and queen bee syndrome barriers.

Figure 1 *Conceptual Framework*



The framework divides these traditional female career barriers into two overarching domains by stating the following hypotheses:

1. The presence of the glass ceiling in organisations will persist unless corporate cultures become more sensitive to and aligned with the barriers hindering women's career advancement.
2. Women are their own worst enemy and will continue to perpetuate their own barriers to advancement. Only when senior queen bee females become more aware and more attuned with their own group within the workplace, will junior females then steadily advance in their management careers.

Research Methodology

3.1 Research Strategy

The conceptual framework identified, and the appropriate research approach guides the answering of the research problem identified. Deductive reasoning, described as "a scientific method to test a theory" follows a logical approach to derive specific conclusions (Bryman & Bell, 2014, p. 62). Deductive reasoning aims to test and/or confirm the hypothesis whilst inductive reasoning is the outcome of research and creation of a new theory (Bryman & Bell, 2014; Ochara, 2016). A deductive reasoning method was followed given the objective was to confirm the hypotheses. This method allows the researcher to narrow down the research scope from general and/or wide range to ultimately reach a true and accurate conclusion based on the data collected.

A positivistic approach underpins the foundation of the study, where a non-experimental quantitative research method was applied (Mohajan, 2020). This method takes a clinical approach as it involves the use of numerical and statistical analysis techniques to reach accurate and quantifiable conclusions to the hypothesis posed (Mohajan, 2020). The application of these techniques is beneficial for the researcher to understand why females within management hierarchies experience impediments to career advancement.

3.2 Research Design

A research design is a plan that guides the collection and analysis of the data the researcher plans to collect and considered a structured framework (Bougie & Sekaran, 2020; Bryman & Bell, 2014). A descriptive research design was followed as the design allows the researcher to systematically answer the what, where and how questions stemming from the research question posed (Mohajan, 2020). The advantage of deploying this design permits the researcher to identify, observe and measure the variables in an uncontrolled and undisturbed manner with high external validity, given the research was conducted within the respondent's natural setting (Bougie & Sekaran, 2020) and could provide a foundation for future research by directing future policy-making decisions about women's career progression within the management ecosystem of organisations.

3.3 Population and Sample

3.3.1 Population

According to Bougie and Sekaran (2020), the target population can be described as the entire population or group that the researcher is interested in researching.

In the case of this study, the population identified was managers across the managerial hierarchy, active in South African organisations. Registered post graduate students at the University of Witwatersrand, South Africa, was used as the target population. These students are economically active and in managerial positions (historic and/or current) of South African businesses across various sectors.

3.3.2 Sample

A sample is a sub-set of the population aimed to be a representative sample that the researcher will draw conclusions from and a sampling frame being the accessible population (Bougie & Sekaran, 2020; Ochara, 2016). A non-probabilistic sampling approach was taken allowing the researcher to apply judgement to the population pool selection, where the respondents met certain specification criteria relevant to the research objectives of this study. The sampling frame for this study consisted of managers of South African businesses across various sectors. The sampling method applied was convenience sampling, Ochara (2016) highlights that this method is simplistic, convenient and allows the researcher to survey whoever is easily available. A key drawback to this method is its reliability, meaning the study may not be generalisable to the population (Bougie & Sekaran, 2020; Ochara, 2016).

Thirty-four post graduate students responded to the survey, of which twenty-five responses were considered viable for use in this study. Nine responses were excluded from the study, as the response fields were either blank or semi-answered.

3.4 Data Collection Method and Research Instrument

A survey design methodology is the foundation to the study's data collection method and the research instrument being a survey. A survey is a popular research tool used to gather information and data used to answer research questions posed from a sample sub-set of the population which could be generalised to the population group (Bougie & Sekaran, 2020; Mohajan, 2020; Ochara, 2016).

An online web-based software tool, Qualtrics, was used to generate and distribute the survey, via an online in-application generated link. The link was distributed to the target population

via the University's in-house department which ensures no interference from the researcher. The questions were randomised so respondents could answer the statements as openly and honestly as possible without any preconceived notions about the study's hypotheses.
The survey consisted of the following three sections:

a. The **first section** comprised general type personal information. These were gender; marital status; dependents; whether respondents had dual income households; management level; number of years at the management level; the sectors respondents were employed in and education level.
b. The **second section**, the crux of the study, comprised closed-ended questions which directly relates to the hypotheses posed in this study. Thirty-one closed-ended statements were posed.

   A seven-point Likert Scale design was used which offers prepopulated answers. This rating scale allows for the tracking of subtle nuances and trends associated with large sample sizes. The answer range was as follows: 1. Strongly agree; 2. Somewhat agree; 3. Agree; 4. Neither agree nor disagree; 5. Disagree; 6. Somewhat disagree; and 7. Strongly disagree. The points allocation was in line with the afore numbering order of the pre-populated answers.
c. The **third section** was a free text section. Two (2) open-ended questions were posed which respondents could respond to. This allowed respondents to express their experience and thoughts around gender concentration and own career barriers experienced whilst simultaneously allowing the researcher to gain depth of insights to the closed-ended statements posed. The free text box word limitation was set to one hundred and forty characters.

The survey was open for four weeks over the South African summer holiday period. As indicated, only thirty-four respondents participated in the survey. The sample size was thus considered small considering the scope of the study and the nature of the survey structure.
Taking account of the afore, the scope of the study was reduced. Initially, three hypotheses were posed, these covered female career advancement barriers through the glass ceiling phenomenon and queen bee syndrome, the intensity of the impediments experienced in the management hierarchy and lastly the intersections that interplay. The scope was condensed

to two hypotheses and limited to only the career advancement barriers experienced by females through the lens of the glass ceiling phenomenon and queen bee syndrome barriers. Similarly in re-designing the scope, a decision was made to reduce the Likert Scale measurement from seven to three and group the categories as follows: 1. Agree; 2. Neither agree nor disagree and 3. Disagree. The points allocation range also mimicked this order.

3.5 Data Analysis and Interpretation Strategy

Quantitative data analysis is a systematic process that allows the researcher to deploy statistical methods for analysing and interpreting the numerical data collected (Bougie & Sekaran, 2020; Ochara, 2016).

The raw data collected was exported from the Qualtrics platform and numerically coded in excel in preparation for the statistical analysis. The IBM SPSS software tool was used to statistically analyse the coded data. The analysis methods used were two-fold:

1. "Frequencies, descriptives, histograms, and cross tabulations" were used to assist with unpacking the data collected (Garth, 2008, pp. 14–42).
2. A "T-test" was used to aid the interpretation of the results and to determine the statistical significance (or lack thereof) of statements posed to respondents (Garth, 2008, pp. 44–47).

During this phase of the research, a problem with the survey questions was detected. The study's aim was to obtain views from both male and female managers on female career advancement barriers experienced. The intention of including males in the study was to obtain a sense of organisational culture change to organisational barriers females encounter in the workplace. Some of the statements were however posed in a manner where males considered the statements based on their own career journey.

3.6 Ethical Considerations

Consent was obtained from the University to allow postgraduates to participate in this study. The survey did not include respondent names and the names of the organisations they are employed by, as this is of no interest to the researcher. Furthermore, given the proposed population and sample, the sample are postgraduate students and economically active adults and considered part of the country's working population hence no vulnerable groups are included.

The data collected will be stored on the researcher's computer, where access to the computer is with a passcode. The data will be kept for a maximum of two years after which deleted from the researcher's computer files.

3.7 Limitations

The following limitations to this study have been identified:

1. The possibility of respondents not answering truthfully and refrain from answering key questions posed, as these factors may hinder the data interpretation and analysis.
2. The age differences within the management ecosystems of South African businesses may impact the responses received, the data interpretation and hinder the generalisability of the study.
3. The geographically centred nature of the respondents. Students are assumed to primarily study, live and work in the Gauteng province, thus hindering perspectives of managers from other provinces.
4. The small sample size together with the restrictive dynamic relative to the sectors respondents work in, may hinder generalisability of this study.
5. The statement construction which seems problematic, given male responses. The intention of the statements posed was to solicit both male and female managers perceptions of the female career progression barriers. In hindsight, the statement construction could be valuable with emergent male views that may emanate from the male responses.
6. The Likert Scale point allocation possibly skewing the statistics.
7. A qualitative or mixed method research design with a larger sample size could have been better suited for this study, which would have allowed for depth of responses.

Data Analysis

4.1 Introduction to the Analysis

A detailed analysis of the data collected was performed, specifically focusing on the barriers to career advancement for women in management roles. The dataset, encompassing responses from 25 participants (n = 25), offers insights into the experiences and perceptions of individuals across various management levels and educational backgrounds.

Given the nature of this study, the gender distribution lays the groundwork for the study as the aim was to obtain views from both genders on females' career advancement barriers. The gender distribution has a slight predominance of female participants (n=16), whilst males represent the remainder (n=9).

By presenting these findings, the study aims to understand whether the glass ceiling phenomenon and the queen bee syndrome remain present within South African organizations today. From a glass ceiling perspective, the study assesses the fit (i.e.: firmly or loosely) of the proverbial ceiling, by understanding the perceptions of both males and females on an array of aspects relating to the theory. The same methodology was applied to the queen bee syndrome, which centers on senior female discriminatory tactics towards junior females within organizations. Obtaining views from female managers across the spectrum of management levels should illuminate the complexity and presence of this phenomenon within South African organizations.

4.2 Key Demographics to the Study

The biological data provides information on the respondents to the survey. Although generic non-identifiable information was collected, of particular interest to the study was the gender of the participants, the managerial positions held, and their marital status as these demographic variables underscore the crux of the study. A cross-tabulation of the information was done (i.e.: grouping different variables), so to gain a deeper sense of the respondents' background which is useful when analysing the statements posed (Garth, 2008). The individual demographic variables can be found annexed to this report.

4.2.1 Gender, Marital Status, and Dependents

Marital status and dependents vs. unmarried individuals with no dependents are key factors to consider when analyzing the statements posed to respondents, given the impact of family responsibilities on respondents' careers.

Table 1 *Cross-tabulation: Gender, Marital status, Dependents*

Dependents	Gender	Marital Status			
		Never Married	Divorced	Married	In a domestic partnership
Yes	Male	3	0	3	0
	Female	4	0	6	2
	Total	**7**	**0**	**9**	**2**
No	Male	0	0	2	0
	Female	3	1	0	0
	Total	**3**	**1**	**2**	**0**

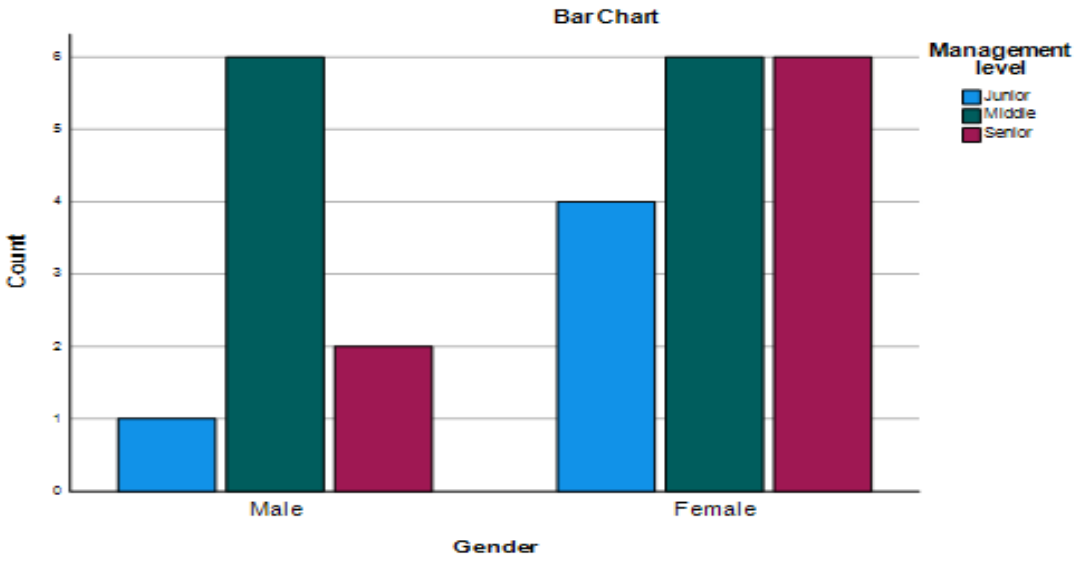
Note. One respondent did not respond to the dependents option.

Most respondents (72% or 18 respondents) have dependents, of which eleven (11) are either married or in domestic partnerships. Included are four (4) unmarried females with dependents. In the minority are three (3) respondents are unmarried with no dependents, whilst two (2) respondents are married with no dependents.

4.2.2 Gender, Management Level and Education

Gender and management level are important aspects within the glass ceiling and queen bee domains. The bar chart below indicates that twelve (12) of the sixteen female managers (75%) hold positions of power, i.e.: middle and senior managers.

Figure 2 *Gender and Management Level*



The data indicates that the largest group of respondents (gender insensitive), 48%, are in middle management positions, followed by 32% of respondents in senior management roles, and 20% in junior management positions. Whilst the female manager composition is 25% junior management, 38% middle management and 38% senior management.

Table 2 *Management Composition*

Management level		Frequency	Percent (%)
Valid	Junior	5	20,0
	Middle	12	48,0
	Senior	8	32,0

The healthy mix of respondents in middle and senior management offers crucial insights to this study to unearth aspects of the queen bee syndrome and glass ceiling phenomenon.

Table 3 *Cross-tabulation: Gender, Management level, Number of Years in Management Level*

No of years in level	Gender	Management level		
		Junior	Middle	Senior
5 years and less	Male	0	3	0
	Female	3	2	3
	Total	**3**	**5**	**3**
Between 5 and 10 years	Male	0	2	1
	Female	0	3	1
	Total	**0**	**5**	**2**
More than 10 years	Male	0	1	1
	Female	0	0	1
	Total	**0**	**1**	**2**
More than 15 years	Male	1	0	0
	Female	1	1	1
	Total	**2**	**1**	**1**
Total	Male	1	6	2
	Female	4	6	6
	Total	**5**	**12**	**8**

Career stagnation is another important aspect to the theories mentioned above. Eight (8) out of sixteen females (50%) have been at the same management level for more than five years. This is significant to the study to understand the prevalence of the glass ceiling within organizations the respondents are employed in.

Collectively understanding the gender, management composition, and educational achievements of respondents are important aspects in the study when analyzing respondent responses.

Table 4 *Formal Educational Achievement*

	Education	Frequency	Percent (%)
Valid	Undergraduate	1	4,0
	Honors	11	44,0
	Masters	11	44,0
	Doctoral	2	8,0

The findings reveal that the respondents predominantly hold either an honors or a master's degree, each account for 44% of the total participants. This indicates a high level of academic achievement among the respondents. Additionally, 8% of the participants have attained a Doctoral Degree, and 4% an Undergraduate Degree.

4.3 Data Analysis Results and Frequencies

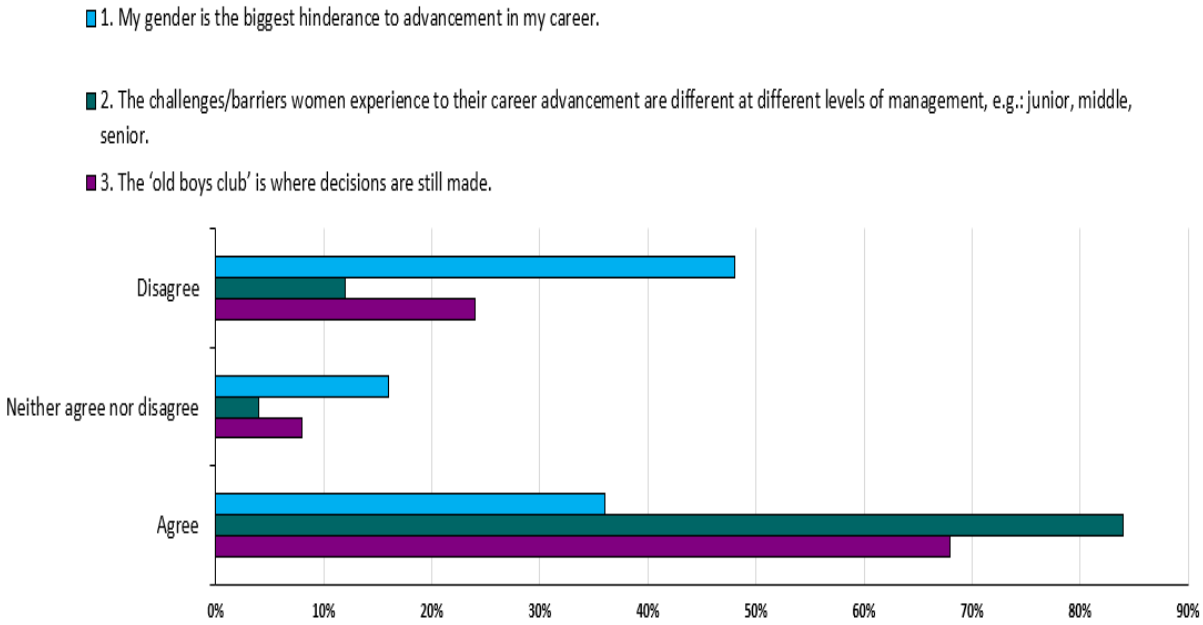
This part of the data collection analysis section focuses on the results and findings of the study. The results are reported based on the two identified domains, namely, 1. Aspects of the glass

ceiling, and 2. Aspects of queen bee syndrome. The findings henceforth are presented within the two domains identified.

4.3.1 The Glass Ceiling Phenomenon

This section of the study consists of eleven statements each relating to aspects of glass ceiling literature. The statements in this section were grouped to obtain an overall feel for the data collected and to provide context to the statements posed, thus providing a basis for the interpretation section that follows.

Figure 3 *Glass Ceiling Phenomenon: Responses to Career Advancement Hinderances*



Statements 1 to 3 aims to gain a sense of the barriers hindering female career advancement.

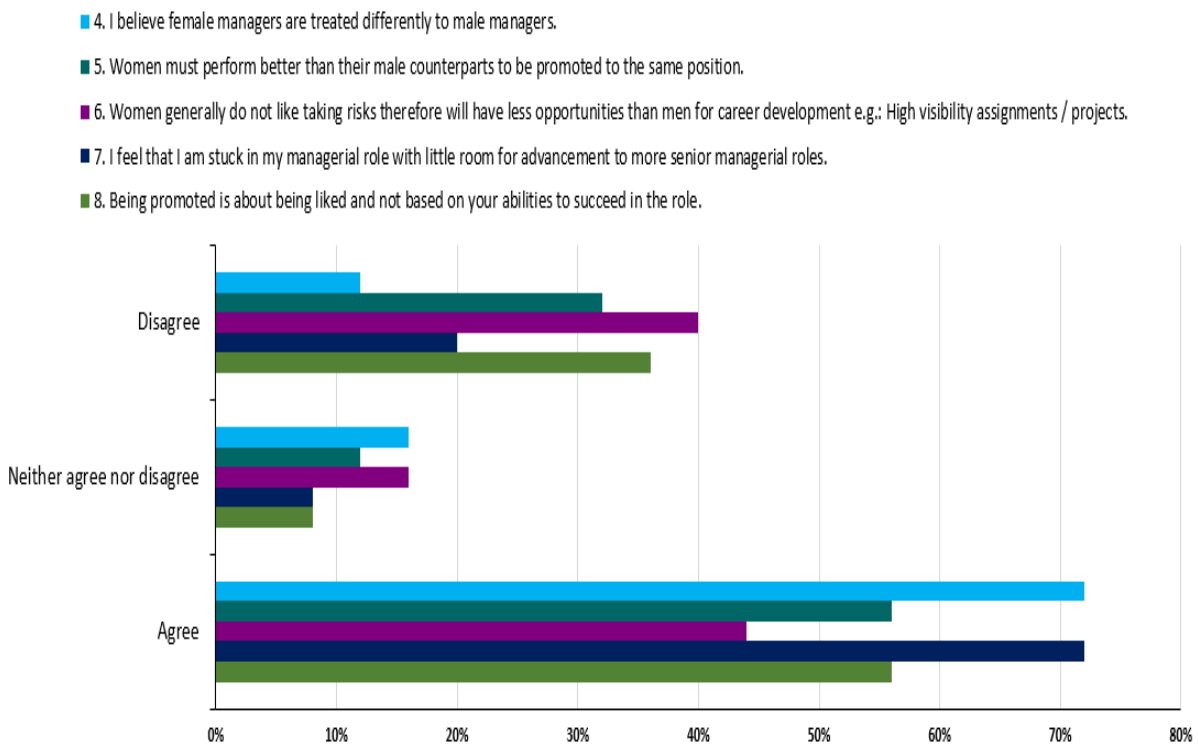
Gender as a Career Hindrance: According to Eagly and Carli (2018), the glass ceiling is described as a range of invisible barriers which primarily impact females and their career advancement. This statement thus aims to understand whether gender is a career advancement hinderance, given discrimination against females in the workplace because of their gender (Braun et al., 2017).

Career Advancement Challenges Varying by Management Level: Females experience career barriers not only vertically (e.g.: "Glass ceiling") but also horizontally (e.g.: "Sticky floors" and "Glass walls") (Grangeiro et al., 2022). This statement aims to obtain gendered views as to whether these barriers are different for females in the managerial hierarchy.

Influence of 'Old Boys Club': Networking is an important part of business and builds tremendous social capital amongst peers and leaders. The old boys club, a professional network traditionally white and older male who hold positions of power and/or influence within organizations, is exclusionary to females and younger individuals (Jauhar & Lau, 2018). The aim of the statement is to understand whether a more gender diverse organization has dismantled this informal network.

High overall agreement noted for statements 2 and 3, where the genders acknowledge that female career barriers vary by management level and the prevalence of influential networks still influencing business decisions. Conversely, high disagreement is noted to statement 1, gender as a career hinderance, and could be interpretation of the statement by males considering their own career barriers experienced.

Figure 4 *Glass Ceiling Phenomenon: Responses to Career Mobility*



The following five statements, provide an indication of the treatment of females and career mobility in the workplace. The glass ceiling theory addresses various aspects relating to the afore, such as females being overlooked for promotion (Mathur-Helm, 2006a) and male-

dominated organizational cultures underpinned in gender stereotyping which disadvantages females (Jauhar & Lau, 2018).

Perception of Treatment of Female Managers: The statement addresses the heart of the glass ceiling theory, where males traditionally are allowed entry to top echelon positions whilst females stare upwards trapped below the proverbial ceiling (Jauhar & Lau, 2018; Marinakou, 2014; Mathur-Helm, 2006). Given the focus on gender transformation, this statement was posed to ascertain if respondents perceive females to get preferential treatment (e.g.: promotions and high visibility projects) based on their gender or their ability.

Performance Comparison for Promotion: This statement interlinks with the afore statement and aims to understand whether increased female efforts are needed compared to their male counterparts to prove that they to qualify for a promotion. Braun et al. (2017) argues that the female gender role is culturally linked to that of a follower. This cultural norm stigma disadvantages females especially when being considered for promotions and leadership roles. Eagly and Karau (2002) highlight that role incongruence is a major factor why females are less preferred for leadership promotion positions.

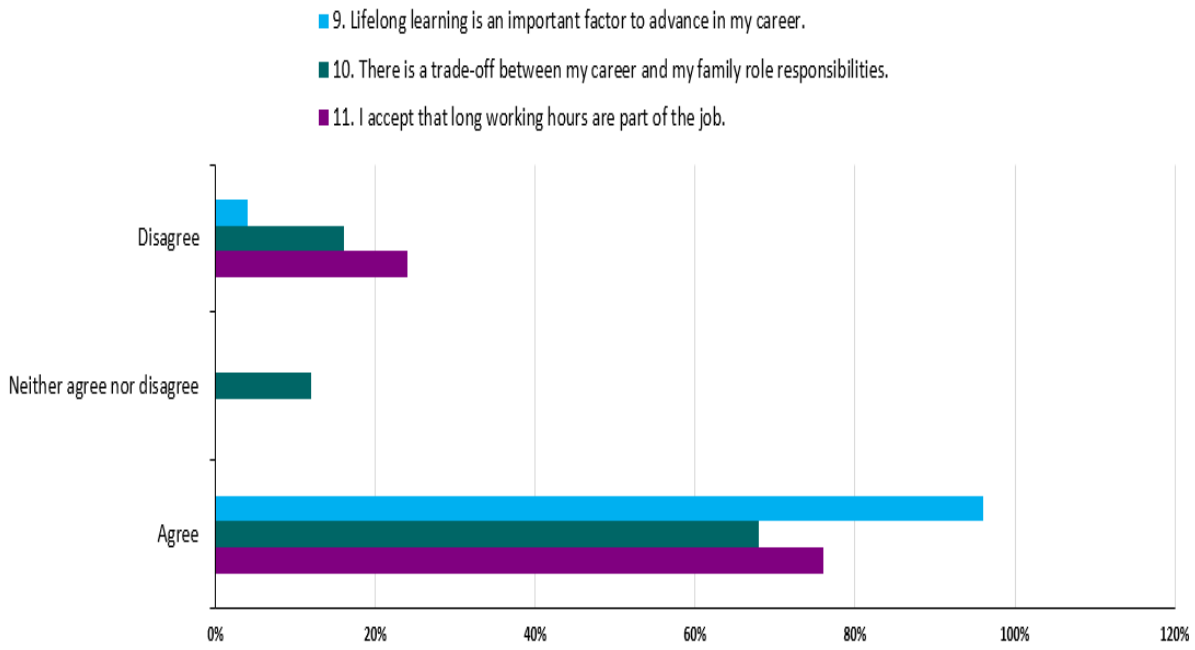
Risk Aversion and Career Opportunities: This statement aims to understand whether stereotypical gender traits, such as lack of confidence, low ambition and risk aversion, still play an influential part within the workplace in light of career development opportunities (Jauhar & Lau, 2018). High visibility projects and opportunities could involve a measure of risk inclination and is advantageous given a project's success may propel managers into the limelight.

Feeling Stuck in Managerial Roles: The statement aims to understand whether females are stuck in their current managerial positions. This statement builds on the afore statements insofar assessing female career mobility.

Promotion Based on Likability: This statement intertwines with stereotypical gender roles in male-dominated industries and interlinks with statements 4 to 7. Combined, these statements' underlying intention is to understand the prevalence of gender inequality in South African organizations currently (corporate cultures).

Generally, the genders primarily agree with the statements posed. The sample agree that female managers are treated differently to their male counterparts, with aspects such as, females having to outperform males for the same promotion and female risk aversion (to a lesser extent), adding to female career immobility.

Figure 5 *Glass Ceiling Phenomenon: Responses to Career Sacrifices*



Importance of Lifelong Learning: Lifelong learning offers the necessary qualifications, skills, knowledge, and confidence to overcome career ascension hinderances and considered an essential tool females use to bring credibility to their corporate positions (Buddhapriya, 2009). The value and importance of lifelong learning is thus accessed by this statement.

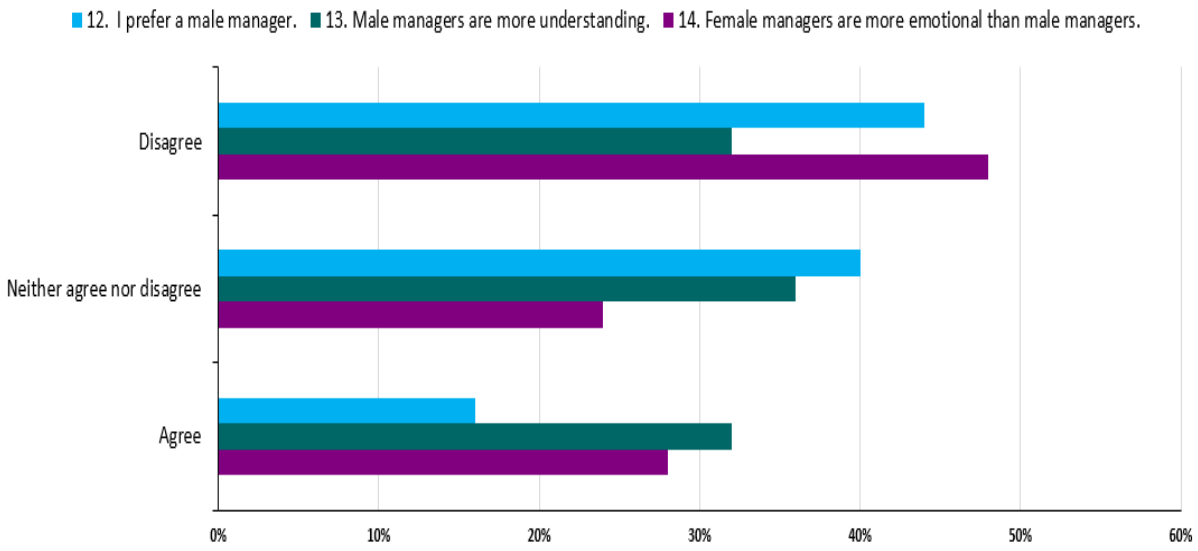
Statements 10 and 11, explores organizational cultures and work-life balance trade-off, considering the female duality role and the acceptance of long working hours to progress on the career journey.

Overall, respondents value lifelong learning on their career path. Respondents also agree to the harsh realities between a work-life balance and accepting the organization culture focused on productivity.

4.3.2 The Queen Bee Syndrome

This section of the study also consists of eleven statements each relating to aspects of queen bee syndrome. Queen bees, born from the glass ceiling, is an important consideration aspect in understanding female career progression barriers, given its highly destructive nature. As with above, the statements group to obtain a sense of the data collected and to provide context to the statements posed, which will form the foundation for the interpretation section that follows.

Figure 6 *Queen Bee Syndrome: Responses to Preference for Males*



Statements 12 to 14, solicits gendered views relating to the preference for male managers opposed to female managers.

Preference for Male Managers: This statement aims to understand the intersection between queen bee syndrome and the old boys club, given the dominant nature of such influential informal networks and the impact on females who are mentored by males belonging to such professional networks. Females in positions of power could emulate such power structures inevitably perpetuating the gender discrimination cycle (Ramnund-Mansingh, 2022). Furthermore, Faniko et al. (2021) highlight the alignment of queen bees to males in male-dominated organizations given the challenges they face.

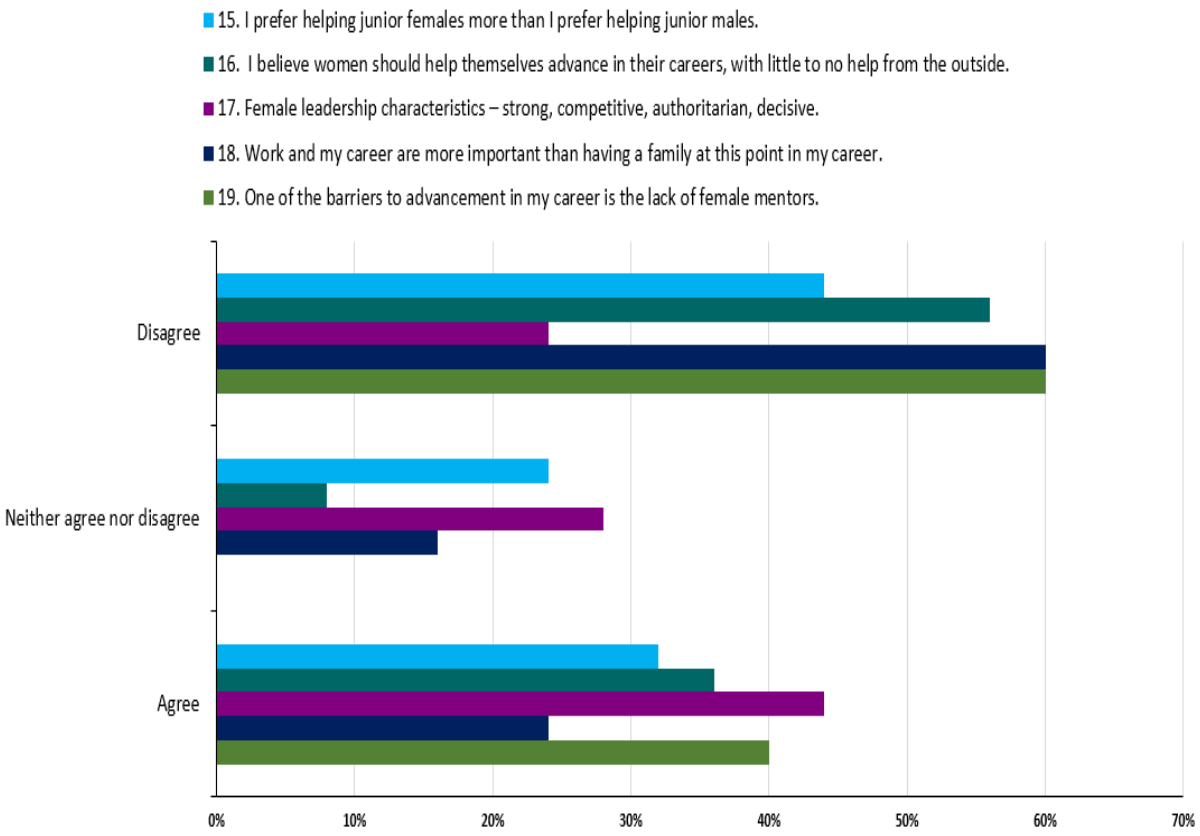
Perception of Male Managers as Understanding: The statement's aim is to solicit respondents' perception about the female managers rationality (e.g.: decisive decision making and assertiveness), vis-a-vis their emotions (e.g.: emotional outbursts) in

comparison to male managers. Role congruity theory suggests male leaders are assertive, decisive and in control of their emotions whilst females display warmth, empathy and are emotionally expressive (Eagly & Karau, 2002). The cultural expectation therefore is that females are more understanding, nurturing and caring, whether in the home setting or in the office. Synonymous with queen bee syndrome are females in position of power who display emotional outbursts and grandeur status, inevitability reinforcing this destructive syndrome within organizations (Şengül et al., 2019).

Emotional perception of Female Managers: The statement interlocks queen bee behavior with role congruity theory where female managers are perceived to be emotional in comparison to their male counterparts which could reinforce the queen bee syndrome within organizations.

Overall, most managers seem to prefer female managers with a strong disagreement to female managers being more emotional than their counterparts, whilst some support noted for females being more understanding.

Figure 7 *Queen Bee Syndrome: Reponses to Queen Bee Distancing Tactics*



The next five statements aim to solicit respondent views about typical queen bee behavior.

Preference for Helping Junior Females: This statement explores the respondents' inclination towards assisting junior female employees. Key to queen bees are their distancing behavior from junior females which includes a lack of support and/or mentorship (Johnson & Mathur-Helm, 2011b).

Women's Independence in Career Advancement: Shared amongst queen bees is the belief of self-reliance, struggle, and sheer grit to advance in their careers with little to no outside assistance (Kark et al., 2023). This statement's aim is to understand respondents' perception of the afore.

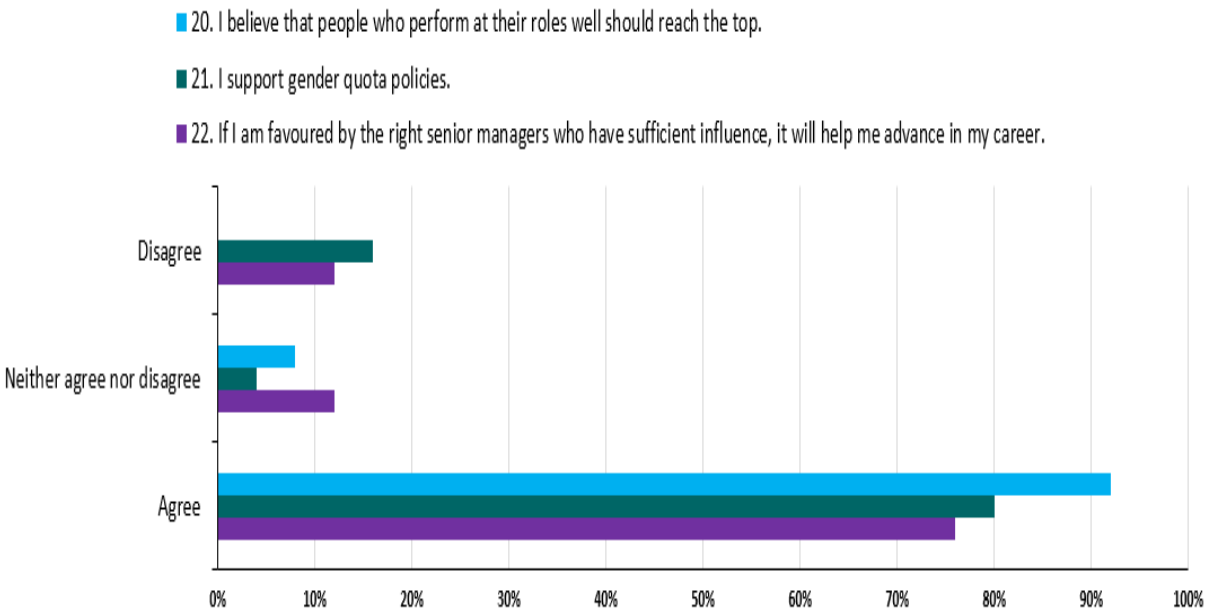
Perceptions of Female Leadership Characteristics: This statement is designed to gauge respondents' perceptions of female leadership characteristics, specifically whether females are seen as strong, competitive, authoritarian, and decisive, which are traditionally masculine leadership characteristics (Faniko et al., 2016).

Work-Life Priorities: Queen bees tend to be ambitious and driven individuals motivated by recognition and success in their careers and thus queen bees prioritize their careers (Derks et al., 2016; Faniko et al., 2016). This statement aims to understand the importance of a career.

Lack of Female Mentors: The general aim to this statement is to understand the lack of female mentors as a barrier specifically to female career advancement in the management hierarchy (Derks et al., 2016; Ellemers et al., 2012; Faniko et al., 2017; Ramnund-Mansingh, 2022).

Overall, it appears most managers agree female leaders should possess masculine leadership traits, with some agreement that women should take full control and responsibility for their career journey. A preference for assisting junior males emerges, with strong disagreement to a lack female mentors. The latter however could be skewed, given male respondents would have answered considering their own career trajectories.

Figure 8 *Queen Bee Syndrome: Responses to Belief in Meritocracy*



Meritocracy: Central to queen bee behavior is the statement "If I made it on my own, so can you" (Kark et al., 2023). Queen bees believe that all professional women should advance their careers on their own. Females seeking assistance (e.g. mentoring) are perceived as helpless and not in control of their careers by queen bees (Faniko et al., 2017). Queen bees deemed this assistance as a weakness, where inevitably distance themselves. This statement aims to gauge perceptions considering the afore statement.

Gender Quota Policies: Although South African legislation is not overly prescriptive (i.e.: a legislated gender quota policy), the legislation does make provision via the B-BBEE policy regarding gender transformation in the workplace. According to Faniko et al. (2017), queen bees perceive junior females to gain an unfair advantage through a gender quota policy, consider the personal sacrifices queen bees made for their careers.

Overall, respondents strongly agree with all the statements posed. The views where from the respondent's own career journey vantage point and suggest meritocracy coupled with the right support (fair labor policy and sponsorship), should positively impact on careers.

4.4 Summary of the Data Analysis

The results of this study provide a complex view of the challenges and dynamics encountered by professionals, particularly women. The findings reveal a landscape marked by diverse

perceptions and experiences, highlighting the complex interplay of gender, career advancement, and organizational culture. A significant portion of respondents recognize the existence of gender-specific barriers and the influence of traditional male-dominated networks in career progression. There is a strong consensus on the value of lifelong learning and professional development, suggesting a universal acknowledgment of their importance in navigating a constantly evolving and fast-paced business landscape.

Interpretation of Results and Findings

5.1 Introduction to the Interpretation

This section provides a detailed interpretation of the key findings. Given the small sample size (n=25), a T-test was used to compare the means of two independent groups. Generally, T-tests are used to determine whether the means of two independent groups are significantly different from each other (Garth, 2008). In the case of this study, the gender groups are male and female. Respondents were given the option to choose "Other" should a conflict arise between the available choices.

The approach used to answer the research question was with the use of two hypotheses. The null and alternative hypothesis offer divergent ways to answer the question posed based on the data set (Garth, 2008). Accepting or rejecting the hypothesis depends on the P and T values attained. These values are consideration factors used in conjunction with additional influencing factors such as, in the case of this study, marital status and/or number of dependents and/or number of years in a managerial position. A probability value ("P-value") is a statistical measure used to validate the hypotheses. To understand whether the gender views are statistically significant, the P-value is used against a common benchmark of 0.05 or less. A low P-value suggests data is inconsistent with the null hypothesis and can thus be rejected, in this instance the alternative hypothesis will apply (Garth, 2008).

The T-statistic ("T-value") is a statistical measure derived from the T-Test and considered in conjunction with the P-value. The general benchmark of 2 or more indicates that the data is inconsistent with the null hypothesis and can thus be rejected, i.e. low P-value and high T-value, the null can be rejected. In instances where a high P-value and low T-value combinations exist, suggests that the null hypothesis cannot be rejected.

As with the results and findings section, the interpretation discussion that follows will be divided into two domains. The first hypothesis posed, addressing the glass ceiling phenomenon and the second, addressing the queen bee syndrome.

5.1.1 The Glass Ceiling Phenomenon

H0: *The presence of the glass ceiling in organisations will persist unless corporate cultures become more sensitive to and aligned with the barriers hindering women's career advancement.*

Table 5 *T-Test Results Glass Ceiling Phenomenon*

	T-value	P-Value (2-sided)		Agee	Neither agree nor disagree	Disagree
1. My gender is the biggest hinderance to advancement in my career.	2.880	0.008	Male	0	3	6
			Female	9	1	6
			Total	**9**	**4**	**12**
2. The challenges/barriers women experience to their career advancement are different at different levels of management, e.g.: junior, middle, senior.	1.348	0.205	Male	6	1	2
			Female	15	0	1
			Total	**21**	**1**	**3**
3. The 'old boys club' is where decisions are still made.	-0.019	0.985	Male	6	1	2
			Female	11	1	4
			Total	**17**	**2**	**6**
4. I believe female managers are treated differently to male managers.	-0.350	0.731	Male	7	1	1
			Female	11	3	2
			Total	**18**	**4**	**3**
5. Women must perform better than their male counterparts to be promoted to the same position.	0.937	0.363	Male	4	1	4
			Female	10	2	4
			Total	**14**	**3**	**8**
6. Women generally do not like taking risks therefore will have less opportunities than men for career development e.g.: High visibility assignments / projects.	-0.763	0.455	Male	4	3	2
			Female	7	1	8
			Total	**11**	**4**	**10**
7. I feel that I am stuck in my managerial role with little room for advancement to more senior managerial roles.	0.770	0.455	Male	6	0	3
			Female	12	2	2
			Total	**18**	**2**	**5**
8. Being promoted is about being liked and not based on your abilities to succeed in the role.	-0.991	0.335	Male	6	1	2
			Female	8	1	7
			Total	**14**	**2**	**9**
9. Lifelong learning is an important factor to advance in my career.	-1.000	0.333	Male	9	0	0
			Female	15	0	1
			Total	**24**	**0**	**1**
10. There is a trade-off between my career and my family role responsibilities.	-2.157	0.044	Male	8	1	0
			Female	9	2	4
			Total	**17**	**3**	**4**
11. I accept that long working hours are part of the job.	-1.233	0.231	Male	8	0	1
			Female	11	0	5
			Total	**19**	**0**	**6**

Note. Likert Scale Ratings: 1 - Agree, 2 - Neither agree nor disagree; 3 - Disagree

The eleven statements posed was to analyse behaviours associated with the glass ceiling occurrence in respondents' respective organisations. The findings to the individual statements (in statements posed order) are as follows:

1. **Gender as a Career Hindrance:** A statistically significant difference (2.880, p=0.008) indicates that the null hypothesis can be rejected. However, just over half of females agree with this statement (56%) which supports the glass ceiling hypothesis. On the other hand, males either disagreed or where neutral to this statement. This, however, could be related to how males interpreted the question, namely, answered this question considering their own barriers to their career advancement and not considering female career barriers experienced.
2. **Career Advancement Challenges Vary by Management Level for females:** The results indicate no significant difference between gender views in the belief that career

advancement challenges for women vary by management level (1.348, p=0.205), the null hypothesis thus cannot be rejected. Females strongly agree (94%), acknowledging barriers in the managerial hierarchy exist and differ by managerial level. Given statement 1, the gender barrier forms part of a host of barriers women experience. This statement is considered consistent with the glass ceiling theory. Interestingly, six males (67%) agreed with this statement and signals heightened male awareness to the career barriers female experience.

3. **Influence of Old Boys Club:** There is no significant gender-based difference in the perception of the old boys' club influencing decision-making (-0.019, p=0.985), which indicates that the null hypothesis cannot be rejected. Strong agreement noted by both genders (76%) acknowledging the continued existence and influence of such informal networks within the workplace. This informal network is considered a major female career barrier, most females agree (69%) not only to its continued existence but also the weight of its influence, firmly supporting the glass ceiling theory. Most males (67%) agreed with this statement and possibly indicative of younger and/or inexperienced males' (possibly of color) exclusion from such networks.
4. **Perception of Treatment of Female Managers:** No significant difference in the views between genders for the perception of difference in treatment between male and female managers (-0.350, p=0.731), thus the null hypothesis cannot be rejected. The uniform nature of the gender responses (72% of the sample) suggests female managers are treated differently when compared to male managers. Most females agreed with this statement (69%), which signals presence of glass ceiling. Most males (78%) agreed with this statement and could be interpreted as heightened male awareness possibly through organizational culture initiatives.
5. **Performance Comparison for Promotion:** This hypothesis cannot be rejected implying that there is agreement that women are expected to go the extra mile for promotion (0.937, p=0.363). Females primarily agree with this statement and is consistent with glass ceiling literature. However, the male audience is divided on this statement (44% agree and 44% disagree). Considering statement 4, whilst males acknowledge female managers are treated differently, 44% males disagree that women must outperform for the same promotion. The disagreement could signal that males perceive meritocracy and equal gender footing to be primary consideration factors when

promotion decisions are made, however for this statement males seem to be blind to the impact of the glass ceiling on female career progression in their respective workplaces. A limiting factor could be the industries in the South African private sector these males work for e.g.: male-dominated industries.

6. **Risk Aversion and Career Opportunities:** No significant differences were found in the perception that women's risk aversion limits their career opportunities (-0.763, p=0.455), this statement thus cannot be rejected. However, a difference of views exists in the sample as 44% of the sample agreed, whilst 40% disagreed. Just under half of females (44%) agreed with this statement which supports the individual barriers females experience, compounding the effects of the glass ceiling. Half of the females (50%) disagreed with this statement, which presents an interesting find considering the glass cliff literature (sub segment of the glass ceiling). Often the failure rate of women in such positions are high, however when successful, women in these positions propel into the limelight (Grangeiro et al., 2022). The latter theory describes how women accept highly precarious and risky positions in poor performing organizations, whilst men decline such positions.
7. **Feeling Stuck in Managerial Roles:** The analysis reveals no significant gender-based difference in feeling stuck in current roles (0.770, p=0.455), thus the null hypothesis cannot be rejected. Female respondents primarily agree with this statement (75%) and could be the effect of the glass ceiling in action in their respective organizations. Interestingly, the feeling of non-progression by males (6 males agree or 67%) could be perceived as males also facing a glass ceiling, given the statement was interpreted from their own perspective.
8. **Promotion Based on Likability:** There is no significant gender difference in the belief that promotions are based more on likability than ability (-0.991, p=0.335) hence the statement cannot be rejected. However, eight females (or 50%) agree with this statement and could suggest evidence of the glass ceiling. Males on the other hand primarily agree with this statement signifying males agree with likability rather than meritocracy. This suggests a contradiction with male views to statement 5 and might add to the glass ceiling reinforcement in their respective workplaces i.e.: "Playing the game" to get ahead. Again, males' interpretation of the statement was considering their own careers.

9. **Importance of Lifelong Learning:** There is no significant gender difference regarding the importance of lifelong learning (-1.000, p=0.333) hence the statement cannot be rejected. Strong overall agreement with this statement signifying the importance of lifelong learning in career advancement.
10. **Career-Family Trade-Off:** Strong overall agreement with this statement whilst a statistically significant difference in gender views is detected (-2.157; p=0.04) which suggests that the statement can be rejected. The result seems skewed as 17 respondents (or 68%) agree that a trade-off exists. The skewed statistic could be two-fold, the small sample size, and the Likert Scale coding. The latter dynamic therefore suggests, theoretically, the statement cannot be rejected.
11. **Acceptance of Long Working Hours:** There is no significant gender difference in the acceptance of long working hours (-1.233, p=0.231) thus the statement cannot be rejected. Strong overall agreement with this statement. Corporate culture has an acute part it plays in this statement and identified as a key barrier in the glass ceiling literature to the progression of females on their career journey. The high agreement to this statement by both genders could signify inhospitable organizational cultures in these respective workplaces.

Overall, the findings highlight similarities in perceptions across genders on several key workplace issues. There is sufficient evidence from the survey results to suggest that the glass ceiling phenomenon is evident. Organizational barriers hindering both male and females emerge from the responses. Barriers such as exclusion from informal professional networks, the acceptance of long working hours, absent work-life balance, and limited organizational support in the form of career development. A positive trend emerging is male awareness of female impediments experienced on their career ascension. Whilst two of the eleven statements posed can be rejected, in both instances the statement construction conflicted with the intention of the statements, coupled with possible problematic data analysis methods and a small sample size. These aspects obscure the outcomes, meaning theoretically these statements cannot be rejected.

5.1.2 The Queen Bee Syndrome

H0: *Women are their own worst enemy and will continue to perpetuate their own barriers to advancement. Only when senior queen bee females become more aware and more in tune with their 'own group' within the workplace, will junior females then steadily advance in their management careers.*

Table 6 *T-Test Results Queen Bee Syndrome*

	T-value	P-Value (2-sided)	Agee		Neither agree nor disagree	Disagree
12. I prefer a male manager.	1.610	0.121	Male	0	4	5
			Female	4	6	6
			Total	**4**	**10**	**11**
13. Male managers are more understanding.	-0.476	0.641	Male	4	2	3
			Female	4	7	5
			Total	**8**	**9**	**8**
14. Female managers are more emotional than male managers.	-0.369	0.717	Male	3	2	4
			Female	4	4	8
			Total	**7**	**6**	**12**
15. I prefer helping junior females more than I prefer helping junior males.	0.441	0.664	Male	2	3	4
			Female	6	3	7
			Total	**8**	**6**	**11**
16. I believe women should help themselves advance in their careers, with little to no help from the outside.	0.508	0.619	Male	3	0	6
			Female	6	2	8
			Total	**9**	**2**	**14**
17. Female leadership characteristics – strong, competitive, authoritarian, decisive.	-0.062	0.951	Male	4	3	2
			Female	7	4	4
			Total	**11**	**7**	**6**
18. Work and my career are more important than having a family at this point in my career.	0.360	0.723	Male	2	1	6
			Female	4	3	9
			Total	**6**	**4**	**15**
19. One of the barriers to advancement in my career is the lack of female mentors.	1.420	0.172	Male	2	0	7
			Female	8	0	8
			Total	**10**	**0**	**15**
20. I believe that people who perform at their roles well should reach the top.	0.381	0.709	Male	8	1	0
			Female	15	1	0
			Total	**23**	**2**	**0**
21. I support gender quota policies.	-0.714	0.483	Male	8	0	1
			Female	12	1	3
			Total	**20**	**1**	**4**
22. If I am favoured by the right senior managers whom have sufficient influence, it will help me advance in my career.	-0.858	0.400	Male	7	2	0
			Female	12	1	3
			Total	**19**	**3**	**3**

Note. Likert Scale Ratings: 1 - Agree, 2 - Neither agree nor disagree; 3 - Disagree

Eleven statements were posed to analyse behaviours associated with queen bee syndrome. Given the nature of the theory, female responses are the centre of focus. The interpretation to the findings to the individual statements (in statements posed order) are as follows:

12. **Preference for Male Managers:** Hypothesis cannot be rejected as no significant difference between male and female responses regarding the preference for a male manager (1.610, p=0.121) is evident. According to Faniko et al. (2021), queen bees associate closely with males in male-dominated organizations given discrimination and challenges they face. Furthermore, the literature also highlights queen bees mentored

by old boys' club members and how these tactics resonate with queen bees. Female respondents are divided on this statement (25% agreed, 38% neutral and 38% disagreed). The high neutral stance indicates these females are unsure about the preference of a male manager. Whilst 38% disagreed, indicating a stronger preference for female managers, with most of these females holding junior and mid-level management positions. The afore nuance is thus not supportive of the queen bee theory, however more in line with the glass ceiling theory.

13. **Perception of Male Managers as Understanding:** The analysis shows no significant difference in the perception that male managers are more understanding (-0.476, p=0.641), thus the null hypothesis cannot be rejected. As with statement 12, females are divided on this statement as well (25% agreed, 44% neutral and 31% disagreed). The 31% disagreement by females supports the glass ceiling theory, given masculine leadership traits (competitive, authoritarian and productivity driven). It must be noted that a quarter of females agree (25%) with this statement, which suggests female managers are less understanding than male managers. This suggests senior female leaders in these organizations might portray leadership traits which are considered more masculine than their male counterparts. This female (25%) agreement thus provides some support to the queen bee hypothesis.
14. **Emotional perception of Female Managers:** The findings show no significant gender difference in the perception of female managers being more emotional (-0.369, p=0.717) thus the null hypothesis cannot be rejected. Half of the female sample (50%) disagreed with this statement and in conjunction with statement 13, offer some support to the queen bee theory.
15. **Preference for Helping Junior Females:** The null hypothesis cannot be rejected as the results indicate no significant difference in preference for helping junior females over junior males (-0.473, p=0.642). A typical characteristic of queen bee behavior is their distancing tactics towards junior women (Derks et al., 2016). Just under half of females (44%) disagreed with this statement where these females hold middle to senior level management positions. Support for the queen bee theory is evidenced through the disagreement for this statement.
16. **Women's Independence in Career Advancement:** The result indicates no significant gender difference in the belief that women should independently advance in their

careers (0.508, p=0.619), therefore the null hypothesis cannot be rejected. Half of females (50%) disagreed with this statement. These females believe that additional assistance is beneficial to their careers. However, 38% of females agreed with this statement, believing females should be self-sufficient in their career journeys, which is consistent with the female disagreement displayed in statement 15, thus provides strong evidence which supports the queen bee theory.

17. **Perceptions of Female Leadership Characteristics:** The result similarly indicates no significant gender-based difference in perceptions of female leadership characteristics (-0.062, p=0.951), thus the null hypothesis cannot be rejected. Only 25% of females disagreed with this statement, whilst 44% of females agreed. The high agreement by females to this statement is indicative of the masculine traits successful female leaders adopt to survive in male-dominated environments (Faniko et al., 2016). This agreement by females provides further support to the queen bee hypothesis.
18. **Work-Life Priorities:** The analysis shows no significant gender difference in responses regarding the priority of work over family (0.360, p=0.723), therefore the null hypothesis cannot be rejected. Although in the minority, 25% of females agree that their careers are more important, signaling subtle support for queen bee theory.
19. **Lack of Female Mentors:** No significant difference in gender views is observed in the responses about the lack of female mentors being a career barrier (1.420, p=0.172), thus the null hypothesis cannot be rejected. Interestingly, females are divided in their responses (50% agree and 50% disagree). Support for the queen bee theory is evident in the females who agree with the lack of female mentors in the workplace, interestingly these females hold junior to mid-level manager positions. Conversely, females who disagree with the statement primarily hold senior level positions and suggests these females could possibly be mentors to junior females in their respective organizations.
20. **Meritocracy:** No significant difference in gender views is observed in the responses about performance and career advancement (0.381, p=0.709), thus the null hypothesis cannot be rejected. Strong female agreement (94%) which indicates strong support for meritocracy when promotion decisions are made in the workplace. However, according to Faniko et al. (2017) queen bee behavior is evoked when queen

bees perceive junior females to obtain preferential treatment in their career journeys. Thus, the high agreement to this statement offers no support for the queen bee theory.

21. **Gender Quota Policies:** The analysis shows no significant difference in the perception of gender quota policies being instituted within organizations (-0.714, p=0,483), thus the null hypothesis cannot be rejected. Most females (75%) agree with this statement. Faniko et al. (2017) further highlights that queen bees only support these policies when they perceive these policies as favorable to females who have made similar sacrifices for success in their careers. However, queen bees are not in support of any affirmative action policies when they perceive junior females to gain an unfair advantage (Faniko et al., 2017). To this end, support for the queen bee theory is somewhat obscured. On the other hand, 19% of females, primarily holding senior management positions, does not support gender quota policy, hence consistent with the queen be theory.
22. **Influence of Senior Managers:** The analysis shows no significant difference in the perception of gender quota policies being instituted within organizations (-0.714, p=0,483), thus the null hypothesis cannot be rejected. Strong overall female (75%) agreement with the statement and testament to the strong role of sponsorship in career growth. However, as with statement 21, although in the minority, 19% of females, primarily occupying senior management positions, disagree with this statement thus aligns with the queen bee theory.

Overall, the results primarily show no significant difference in the perceptions of males and females with the various statements. Gaining female views was critical to understand the prevalence of queen bee behavior in South African organizations. Responses to statements such as lack of female mentorship, female leaders portraying masculine traits and possible distancing tactics, given the statement preference for helping junior females, indicate sufficient evidence also exists in the study to support the queen bee syndrome. Male disagreement to statements such as female managers being more emotional and belief that females should help themselves gives some indication of positive organizational culture impact on male awareness. However, where males agree with female leadership characteristics to mirror masculine leadership traits, could be a product of male-dominated organizational cultures still prevalent, which inevitably perpetuates the queen bee barrier junior females experience.

5.2 Summary to the Interpretation

The focus of the study was to understand female career barriers to advancement within the management hierarchy. The scope of the statements was limited to testing aspects of the glass ceiling phenomenon and queen bee syndrome and prevalence of these barriers within South African organizations given the destructive nature of these barriers in combination to female careers. The prevalence of organizational barriers emerged from the gendered responses indicating evidence of both the glass ceiling and queen bee syndrome evident in the study. This implies that these barriers remain a career impediment to females whilst the glass ceiling also appears to impact males within the workplace. Interestingly, males appear to show heightened awareness of female career barriers and suggests active organizational awareness interventions.

An interesting theme emerging, was male perceptions to statements 2, 3, 4 and 7. Although the statement construction and the intention of the questions conflict, inadvertently a different perception trend emerges from males which could signal males possibly perceive themselves to be on the disadvantaged end of gender inequality.

Conclusion, Recommendations and Future Research

This chapter aims to encapsulate the essence of the research, reflecting on the implications of the findings, offering recommendations based on the evidence gathered, and suggesting avenues for future research.

The glass ceiling and queen bee syndrome, in combination are formidable career barriers impeding females' growth and perpetuate gender inequality in the workplace. Despite the small sample, sufficient evidence emerged from the study which supports the prevalence of both these barriers inhibiting females from progressing on their career paths. Several gender specific impediments emerged from the study in respect of the glass ceiling and includes the persistence of traditional male-dominated networks, the double bind experienced by females, and the disproportionate burden of the work-life balance, which is amplified by ingrained societal and organizational biases. From the queen bee syndrome perspective, sufficient evidence also emerged from the study where junior females seem to be discriminated against whilst the traditional nature of male-dominated organizations, still perceive strong leadership traits to be associated to traditional masculine traits.

The following recommendations could be considered by organisations:

1. Leadership and development training interventions: these programmes should be tailored to the audience it aims to target:
    a. Managers (gender neutral) - increased awareness efforts specific to the prevalence of existing career barriers females experience and the impact of societal and cultural norms especially within male-dominated environments and how these barriers pose a threat to the success of the organisation.
    b. Female managers - tailoring programmes specifically to educate female managers, which not only create awareness but also impart skills, confidence building techniques and networking opportunities.
2. Mentorship and sponsorship programmes: formal, active participation and deliberate organisational support programmes to be instituted. Participation and support for these programmes should form part of management's key performance indicators.
3. Active identification and awareness of the queen bee syndrome: this behaviour requires head-on intervention by the organisation.

a. Training and awareness interventions specifically tailored for females across the managerial hierarchy to create awareness.
b. Organisations could consider making available an internal anonymous reporting and support hot line for females, where women can report such behaviour but also gain support in identifying and overcoming these barriers experienced.

This study opens avenues for further research to deepen the understanding of gender dynamics in South African organizations. Future research could explore:

1. **Longitudinal Studies:** Conducting longitudinal studies to track the career progression of women over time, providing insights into the long-term effectiveness of implemented strategies.
2. **Comparative Analysis Across Industries:** Comparing the experiences of women with those in other sectors could offer a broader perspective on gender-specific challenges and effective interventions.
3. **Global Perspectives:** Examining these issues in different cultural and geographical contexts to understand how global trends and local practices intersect in shaping women's career advancement.
4. **Impact of Technology and Innovation:** Exploring how technological advancements and innovative practices in business influence the career paths of women.

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Annexures

Figure 9 *SPSS Demographic Information*

Gender		*Frequency*	*Percent (%)*
Valid	Male	9	36,0
	Female	16	64,0

Management level		*Frequency*	*Percent (%)*
Valid	Junior	5	20,0
	Middle	12	48,0
	Senior	8	32,0

Marital status		*Frequency*	*Percent (%)*
Valid	Never Married	11	44,0
	Divorced	1	4,0
	Married	11	44,0
	In a domestic partnership	2	8,0

Number		*Frequency*	*Percent (%)*
Valid	5Y and less	11	44.0
	Between 5-10 Y	7	28.0
	More than 10 Y	3	12.0
	More than 15 Y	4	16.0

Dependents		*Frequency*	*Percent (%)*
Valid	Yes	18	72,0
	No	6	24,0
	Total	24	96,0
Missing	System	1	4,0

Sector		*Frequency*	*Percent*
Valid	Private	20	80.0
	Public	4	16.0
Missing	System	1	4.0

Dual income households		*Frequency*	*Percent (%)*
Valid	Yes	11	44,0
	No	14	56,0

Education		*Frequency*	*Percent (%)*
Valid	Undergraduate	1	4,0
	Honors	11	44,0
	Masters	11	44,0
	Doctoral	2	8,0

Table 7 *Survey Data: Glass Ceiling Phenomenon*

Respondent	Gender	Marital status	Independents	Disability	Higest education level	Management position	No of years position held	Dual income household	Sector	1: My gender is the biggest hinderance to advancement in my career.	2: The challenges / barriers women experience to their career advancement are different at different levels of management, e.g.: junior management level, middle management level, senior management level.	3: The 'old boys club' is where decisions are still made. i.e.: men still make the decisions.	4: I believe that female managers are treated differently to male managers.	5: Women must perform better than their male counterparts to be promoted to the same position.	6: Women generally do not like taking risks therefore will have less opportunities than men for career development e.g.: High visibility assignments / projects.	7: I feel that I am stuck in my managerial role with little room for advancement to more senior managerial roles.	8: Being promoted is about being liked and not based on your abilities to succeed in the role.	9: Lifelong learning is an important factor to advance in my career.	10: There is a trade-off between my career and my family role responsibilities.	11: I accept that long working hours are part of the job.
1	Female	domestic partnershi	Yes	No	Honors Degree	Middle management	5 - 10 Years	Yes	Private	Agree	Agree	Agree	Agree	Disagree	Disagree	Agree	Agree	Agree	Disagree	Agree
2	Female	Married	Yes	No	Masters Degree	Junior management	5 years and less	Yes	Private	Disagree	Agree	Disagree	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Disagree	Disagree	Agree	Neither agree nor disagree	Agree
3	Female	Never Married	No	No	Masters Degree	Junior management	5 years and less	No	Private	Agree	Agree	Agree	Agree	Agree	Agree	Neither agree nor disagree	Agree	Agree	Disagree	Disagree
6	Female	Never Married	No	No	Honors Degree	Middle management	5 years and less	No	Private	Disagree	Agree	Disagree	Neither agree nor disagree	Disagree	Disagree	Disagree	Neither agree nor disagree	Agree	Neither agree nor disagree	Agree
7	Female	Never Married	No	No	Masters Degree	Middle management	5 years and less	No	Private	Agree	Agree	Agree	Agree	Disagree	Disagree	Agree	Disagree	Agree	Agree	Agree
10	Female	Married	Yes	No	Honors Degree	Junior management	more than 15 years	Yes	Public	Neither agree nor disagree	Agree	Agree	Agree	Agree	Disagree	Agree	Agree	Agree	Agree	Agree
12	Female	Married	Yes	No	Honors Degree	Middle management	5 - 10 Years	Yes	Private	Agree	Agree	Agree	Agree	Agree	Disagree	Neither agree nor disagree	Agree	Agree	Agree	Disagree
13	Female	Divorced	No	No	Honors Degree	Senior management	5 years and less	No		Disagree	Agree	Disagree	Agree	Agree	Agree	Agree	Disagree	Agree	Agree	Agree
14	Female	domestic partnershi	Yes	No	Doctoral Degree	Senior management	more than 15 years	Yes	Private	Disagree	Disagree	Neither agree nor disagree	Disagree	Neither agree nor disagree	Agree	Agree	Agree	Disagree	Disagree	Agree
15	Female	Married	Yes	Yes	Honors Degree	Middle management	more than 15 years	Yes	Private	Disagree	Agree	Agree	Neither agree nor disagree	Agree	Agree	Agree	Agree	Agree	Agree	Disagree
17	Female	Never Married	Yes	No	Doctoral Degree	Senior management	5 - 10 Years	No	Private	Agree	Agree	Agree	Agree	Agree	Disagree	Agree	Agree	Agree		Agree
18	Female	Married	Yes	No	Masters Degree	Senior management	5 years and less	Yes	Private	Agree	Agree	Agree	Disagree	Agree	Agree	Agree	Disagree	Agree	Agree	Disagree
20	Female	Never Married	Yes	No	Masters Degree	Senior management	more than 10 years	No	Private	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Disagree	Agree	Agree	Agree
21	Female	Married	Yes	No	Masters Degree	Junior management	5 years and less	Yes	Private	Agree	Agree	Disagree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
24	Female	Never Married	Yes	No	Honors Degree	Senior management	5 years and less	No	Public	Disagree	Agree	Agree	Agree	Disagree	Disagree	Agree	Disagree	Agree	Disagree	Disagree
25	Female	Never Married	Yes	No	Masters Degree	Middle management	5 - 10 Years	No	Private	Agree	Agree	Agree	Agree	Agree	Disagree	Agree	Disagree	Agree	Agree	Agree

Respondent	Gender	Marital status	Independents	Disability	Higest education level	Management position	No of years position held	Dual income household	Sector	1: My gender is the biggest hinderance to advancement in my career.	2: The challenges / barriers women experience to their career advancement are different at different levels of management, e.g.: junior management level, middle management level, senior management level.	3: The 'old boys club' is where decisions are still made. i.e.: men still make the decisions.	4: I believe that female managers are treated differently to male managers.	5: Women must perform better than their male counterparts to be promoted to the same position.	6: Women generally do not like taking risks therefore will have less opportunities than men for career development e.g.: High visibility assignments / projects.	7: I feel that I am stuck in my managerial role with little room for advancement to more senior managerial roles.	8: Being promoted is about being liked and not based on your abilities to succeed in the role.	9: Lifelong learning is an important factor to advance in my career.	10: There is a trade-off between my career and my family role responsibilities.	11: I accept that long working hours are part of the job.
4	Male	Married	Yes	No	Honors Degree	Middle management	5 - 10 Years	Yes	Private	Disagree	Disagree	Agree	Agree	Disagree	Agree	Agree	Agree	Agree	Agree	Agree
5	Male	Married	No	No	Honors Degree	Senior management	5 - 10 Years	No	Private	Disagree	Agree	Agree	Agree	Agree	Neither agree nor disagree	Disagree	Agree	Agree	Agree	Agree
8	Male	Married	Yes	No	Undergraduate Degree	Middle management	5 years and less	Yes	Private	Neither agree nor disagree	Disagree	Disagree	Disagree	Disagree	Neither agree nor disagree	Agree	Disagree	Agree	Agree	Agree
9	Male	Never Married		No	Masters Degree	Middle management	more than 10 years	No	Public	Neither agree nor disagree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
11	Male	Never Married	Yes	No	Masters Degree	Middle management	5 years and less	No	Private	Disagree	Agree	Agree	Neither agree nor disagree	Disagree	Disagree	Agree	Agree	Agree	Agree	Agree
16	Male	Never Married	Yes	No	Honors Degree	Middle management	5 years and less	No	Private	Neither agree nor disagree	Agree	Agree	Agree	Neither agree nor disagree	Neither agree nor disagree	Agree	Agree	Agree	Agree	Disagree
19	Male	Never Married	Yes	No	Masters Degree	Senior management	more than 10 years	No	Public	Disagree	Agree	Agree	Agree	Agree	Disagree	Disagree	Disagree	Agree	Agree	Agree
22	Male	Married	Yes	No	Honors Degree	Junior management	more than 15 years	No	Private	Disagree	Neither agree nor disagree	Neither agree nor disagree	Agree	Agree	Agree	Disagree	Neither agree nor disagree	Agree	Agree	Agree
23	Male	Married	No	No	Masters Degree	Middle management	5 - 10 Years	Yes	Private	Disagree	Agree	Disagree	Agree	Disagree	Agree	Agree	Agree	Agree	Neither agree nor disagree	Agree

Table 8 *Survey Data: Queen Bee Syndrome*

Respondent	Gender	Marital status	Independents	Disability	Higest education level	Management position	No of years position held	Dual income household	Sector	12. I prefer a male manager.	13. Male managers are more understanding.	14. Female managers are more emotional than male managers.	15. I prefer helping junior females more than I prefer helping junior males.	16. I believe women should help themselves advance in their careers, with little to no help from the outside.	17. Female leadership characteristics can be described as strong, competitive, authoritarian, decisive.	18: Work and my career are more important than having a family at this point in my career.	19. One of the barriers to advancement in my career is the lack of female mentors.	20. I believe that people who perform well at their roles, should reach the top.	21. I support gender quota policies.	22. If I am favored by the right senior managers whom have sufficient influence, it will help me advance in my career.
1	Female	domestic partnership	Yes	No	Honors Degree	Middle management	5 - 10 Years	Yes	Private	Disagree	Disagree	Disagree	Disagree	Agree	Agree	Disagree	Disagree	Agree	Agree	Agree
2	Female	Married	Yes	No	Masters Degree	Junior management	5 years and less	Yes	Private	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Agree	Agree	Disagree	Disagree	Agree	Disagree	Neither agree nor disagree
3	Female	Never Married	No	No	Masters Degree	Junior management	5 years and less	No	Private	Neither agree nor disagree	Agree	Disagree	Agree	Disagree	Disagree	Disagree	Agree	Agree	Agree	Agree
6	Female	Never Married	No	No	Honors Degree	Middle management	5 years and less	No	Private	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Disagree	Agree	Neither agree nor disagree	Disagree	Agree	Agree	Agree
7	Female	Never Married	No	No	Masters Degree	Middle management	5 years and less	No	Private	Disagree	Neither agree nor disagree	Disagree	Disagree	Agree	Neither agree nor disagree	Agree	Agree	Agree	Agree	Agree
10	Female	Married	Yes	No	Honors Degree	Junior management	more than 15 years	Yes	Public	Disagree	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Agree	Disagree	Disagree	Agree	Agree	Agree	Agree
12	Female	Married	Yes	No	Honors Degree	Middle management	5 - 10 Years	Yes	Private	Neither agree nor disagree	Neither agree nor disagree	Agree	Agree	Disagree	Neither agree nor disagree	Agree	Agree	Agree	Agree	Agree
13	Female	Divorced	No	No	Honors Degree	Senior management	5 years and less	No		Agree	Disagree	Agree	Disagree	Agree	Agree	Agree	Disagree	Agree	Disagree	Agree
14	Female	domestic partnership	Yes	No	Doctoral Degree	Senior management	more than 15 years	Yes	Private	Agree	Agree	Agree	Agree	Agree	Neither agree nor disagree	Neither agree nor disagree	Disagree	Neither agree nor disagree	Disagree	Agree
15	Female	Married	Yes	Yes	Honors Degree	Middle management	more than 15 years	Yes	Private	Disagree	Disagree	Neither agree nor disagree	Disagree	Neither agree nor disagree	Disagree	Disagree	Agree	Agree	Agree	Agree
17	Female	Never Married	Yes	No	Doctoral Degree	Senior management	5 - 10 Years	No	Private	Agree	Agree	Disagree	Disagree	Disagree	Agree	Disagree	Disagree	Agree	Agree	Agree
18	Female	Married	Yes	No	Masters Degree	Senior management	5 years and less	Yes	Private	Disagree	Disagree	Disagree	Agree	Disagree	Neither agree nor disagree	Disagree	Agree	Agree	Agree	Agree
20	Female	Never Married	Yes	No	Masters Degree	Senior management	more than 10 years	No	Private	Agree	Disagree	Disagree	Disagree	Disagree		Agree	Disagree	Agree	Agree	Disagree
21	Female	Married	Yes	No	Masters Degree	Junior management	5 years and less	Yes	Private	Neither agree nor disagree	Neither agree nor disagree	Agree	Agree	Disagree	Agree	Disagree	Agree	Agree	Agree	Agree
24	Female	Never Married	Yes	No	Honors Degree	Senior management	5 years and less	No	Public	Disagree	Agree	Disagree	Disagree	Neither agree nor disagree	Disagree	Disagree	Disagree	Agree	Neither agree nor disagree	Disagree
25	Female	Never Married	Yes	No	Masters Degree	Middle management	5 - 10 Years	No	Private	Neither agree nor disagree	Neither agree nor disagree	Disagree	Agree	Disagree	Agree	Neither agree nor disagree	Agree	Agree	Agree	Disagree

Respondent	Gender	Marital status	Independents	Disability	Higest education level	Management position	No of years position held	Dual income household	Sector	12. I prefer a male manager.	13. Male managers are more understanding.	14. Female managers are more emotional than male managers.	15. I prefer helping junior females more than I prefer helping junior males.	16. I believe women should help themselves advance in their careers, with little to no help from the outside.	17. Female leadership characteristics can be described as strong, competitive, authoritarian, decisive.	18: Work and my career are more important than having a family at this point in my career.	19. One of the barriers to advancement in my career is the lack of female mentors.	20. I believe that people who perform well at their roles, should reach the top.	21. I support gender quota policies.	22. If I am favored by the right senior managers whom have sufficient influence, it will help me advance in my career.
4	Male	Married	Yes	No	Honors Degree	Middle management	5 - 10 Years	Yes	Private	Disagree	Disagree	Agree	Disagree	Disagree	Agree	Agree	Disagree	Agree	Agree	Agree
5	Male	Married	No	No	Honors Degree	Senior management	5 - 10 Years	No	Private	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Disagree	Neither agree nor disagree	Disagree	Disagree	Agree	Agree	Agree
8	Male	Married	Yes	No	uate Degree	Middle management	5 years and less	Yes	Private	Disagree	Disagree	Disagree	Neither agree nor disagree	Disagree	Neither agree nor disagree	Disagree	Disagree	Agree	Agree	Agree
9	Male	Never Married		No	Masters Degree	Middle management	more than 10 years	No	Public	Disagree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree	Agree
11	Male	Never Married	Yes	No	Masters Degree	Middle management	5 years and less	No	Private	Neither agree nor disagree	Disagree	Disagree	Disagree	Disagree	Disagree	Disagree	Disagree	Agree	Agree	Neither agree nor disagree
16	Male	Never Married	Yes	No	Honors Degree	Middle management	5 years and less	No	Private	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Neither agree nor disagree	Disagree	Neither agree nor disagree	Disagree	Disagree	Agree	Agree	Agree
19	Male	Never Married	Yes	No	Masters Degree	Senior management	more than 10 years	No	Public	Disagree	Agree	Agree	Disagree	Disagree	Disagree	Disagree	Disagree	Agree	Agree	Agree
22	Male	Married	Yes	No	Honors Degree	Junior management	more than 15 years	No	Private	Disagree	Agree	Disagree	Disagree	Agree	Agree	Neither agree nor disagree	Agree	Neither agree nor disagree	Agree	Agree
23	Male	Married	No	No	Masters Degree	Middle management	5 - 10 Years	Yes	Private	Neither agree nor disagree	Agree	Disagree	Agree	Agree	Agree	Disagree	Disagree	Agree	Disagree	Neither agree nor disagree