

## ORGANIZATIONAL CULTURE FEMALE WORKERS GLASS CEILING: THE EFFECTS ON CAREER SATISFACTION AND WORK ENGAGEMENT

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### Abstract

**Background** – One crucial aspect that needs constant improvement is the calibre of human resources. Quality resources that are in line with recent advancements, particularly digital transformation, are required in the present 4.0 era. Men and women still participate in the workforce at a significantly different rate. It is imperative that continuous efforts be made to increase women's employability.

**Aim** – Analyzing and identifying the organizational culture of the glass ceiling for female workers career satisfaction and work engagement is the goal of this study.

**Design /Methodology /Approach** – Up to 340 female employees who worked by or had status as workers in a company took part the survey. Purposive sampling, formerly known as sampling based on judgement, was the sample strategy employed. A 5-point Likert scale survey had been used to collect data, and it was distributed online via a Google Form. SMART-PLS was used for SEM analysis, and SPSS was used for descriptive analysis.

**Findings** – Glass Ceiling is influenced by Organization Culture, Glass Ceiling influences Career Satisfaction and Work Engagement, and Organization Culture influences Career Satisfaction and Work Engagement. In this way, Glass Ceiling acts as a mediator between Organization Culture and Career Satisfaction. This indicates that glass ceiling can operate as a mediator between Organizational culture and career satisfaction. Next, Glass ceiling acts as a mediator connecting Organization Culture and Work Engagement, showing that Glass ceiling can act as a mediator between Organization Culture and Work Engagement.

**Conclusion** - This study also found that organizational culture not only directly influences job satisfaction and engagement, but also indirectly through the mediating role of the glass ceiling. This means that a non-inclusive organizational culture reinforces these barriers, which then negatively impacts women's work experiences.

**Research Implications** – According to this study, a non-inclusive corporate culture perpetuates the glass ceiling, which has a detrimental effect on women's involvement and job happiness. It follows that companies must reassess promotion policies, foster a gender-equal workplace culture, and assist women in advancing their careers. Policies that promote a more equal and inclusive workplace for people of all genders can also be influenced by these findings.

**Research Limitations** – The collection of data has been limited to female employees, and there are currently limited samples, requiring more comprehensive studies on a greater proportion of female employees.

**Keywords:** Organization Culture, Glass Ceiling, Career Satisfaction, Work Engagement, and Female Worker.

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## **Abstrak**

**Latar Belakang** – Salah satu aspek krusial yang perlu terus ditingkatkan adalah mutu sumber daya manusia. Sumber daya berkualitas yang sejalan dengan kemajuan terkini, khususnya transformasi digital, sangat dibutuhkan di era 4.0 saat ini. Pria dan wanita masih berpartisipasi dalam angkatan kerja dengan tingkat yang jauh berbeda. Sangat penting untuk terus berupaya meningkatkan lapangan kerja bagi perempuan.

**Tujuan** – Tujuan dari penelitian ini adalah menganalisis dan mengidentifikasi budaya organisasi dengan batasan "glass ceiling" bagi kepuasan karir dan keterlibatan kerja pekerja perempuan.

**Desain /Metodologi /Pendekatan** – Sebanyak 340 karyawan perempuan yang bekerja atau berstatus sebagai pekerja di sebuah perusahaan turut ambil bagian dalam survei ini. Pengambilan sampel secara purposif, yang sebelumnya dikenal sebagai pengambilan sampel berdasarkan penilaian, merupakan strategi pengambilan sampel yang digunakan. Kriteria eksklusi meliputi karyawan yang berstatus magang atau pekerja lepas, karyawan yang sedang cuti panjang, serta responden yang mengisi kuesioner secara tidak lengkap atau tidak valid. Survei skala Likert 5 poin telah digunakan untuk mengumpulkan data, dan survei tersebut didistribusikan secara daring melalui Google Form. SMART-PLS digunakan untuk analisis SEM, dan SPSS digunakan untuk analisis deskriptif.

**Temuan** – Glass Ceiling dipengaruhi oleh Budaya Organisasi, Glass Ceiling memengaruhi Kepuasan Karier dan Keterlibatan Kerja, dan Budaya Organisasi memengaruhi Kepuasan Karier dan Keterlibatan Kerja. Dengan cara ini, Glass Ceiling bertindak sebagai mediator antara Budaya Organisasi dan Kepuasan Karier. Hal ini menunjukkan bahwa glass ceiling dapat berfungsi sebagai mediator antara budaya organisasi dan kepuasan karier. Selanjutnya, Glass ceiling bertindak sebagai mediator yang menghubungkan Budaya Organisasi dan Keterlibatan Kerja, yang menunjukkan bahwa Glass ceiling dapat bertindak sebagai mediator antara Budaya Organisasi dan Keterlibatan Kerja.

**Kesimpulan** - Penelitian ini juga menemukan bahwa budaya organisasi tidak hanya memengaruhi kepuasan dan keterlibatan kerja secara langsung, tetapi juga secara tidak langsung melalui peran mediasi glass ceiling. Artinya, budaya organisasi yang tidak inklusif memperkuat hambatan-hambatan tersebut, yang kemudian berdampak negatif terhadap pengalaman kerja perempuan.

**Implikasi Penelitian** – Menurut penelitian ini, budaya perusahaan yang tidak inklusif melanggengkan batasan yang membatasi, yang berdampak buruk pada keterlibatan dan kebahagiaan kerja perempuan. Oleh karena itu, perusahaan harus menilai kembali kebijakan promosi, menumbuhkan budaya tempat kerja yang setara gender, dan membantu perempuan dalam memajukan karier mereka. Kebijakan yang mempromosikan tempat kerja yang lebih setara dan inklusif bagi semua jenis kelamin juga dapat dipengaruhi oleh temuan ini.

**Batasan Penelitian** – Pengumpulan hanya terbatas pada karyawan perempuan, dan saat ini jumlah sampelnya pun terbatas, sehingga memerlukan penelitian yang lebih komprehensif terhadap proporsi karyawan perempuan yang lebih besar.

**Kata Kunci:** Budaya Organisasi, Langit-Langit Kaca, Kepuasan Karier, Keterlibatan Kerja, dan Pekerja Perempuan.

## **INTRODUCTION**

One crucial aspect that requires continuous enhancement is the calibre of human resources. Quality capabilities that are in line with the most recent developments, especially digital transformation, are needed in the present 4.0 era. Equal and equitable education and training for all HR personnel

can enhance their skills and abilities to meet the demands of implementing the digital transformation, hence improving the quality of human resources. The percentage of the workforce that is employed can be calculated by the employment rate. Based on the existing theories in Social Role Theory, Social Exchange Theory, While men are typically the



primary breadwinners in Indonesia, there is a higher percentage of men than women working. The perception that women should handle every household responsibility and general discrimination based on gender are other variables that contribute to the relatively small number of women in the workforce. In both urban and rural areas, the average salary of female employees is lower than that of male employees. Sunaryo, et.al (2024).

Women experience challenges to career because of disparities between backgrounds and skill. Men and women continue to participate in labour markets at substantially different rates. In order to increase women's employability, efforts must be made continuously. Based on data from the Central Statistics Agency (BPS), 52.74 million Indonesian women were employed in 2022. In Indonesia, the ratio of female employees is 38.98% of the in general population. The sales force hires the greatest proportion of women in official jobs (28.44%). Moreover, women who work in the fields of forestry, fishery, livestock, plantations, and agriculture (24.6%). However, according to BPS data from 2022, just 0.78% of Indonesian women hold management and leadership positions.

Furthermore, 6.2% of female employees are women who go on to become executive, administrative duties, and similar officials. Every employee has a fundamental right to a

safe, healthy, and equitable working atmosphere at their place of work. According to BPS statistics from February 2023, 39.88 percent of Indonesians were working in the official sector, with 65.90 percent of these individuals being men and 34.10 percent being women. In the meantime, more than 60.12% of people are working in the unorganized sector, with 42.67 percent of women and 57.33 percent of males.

In terms of society, women's lives have been significantly impacted by the culture of the workplace. Following to research by Richa Chandra and Shiv Kumar (2024), it is important to encourage an inclusive culture that actively supports women's career development and well-being in while also recognizing diversity. Elacqua et al. proposed more research into extra factors that might affect how men and women are seen to be treated differently as well as the Glass Ceiling. "Cultures that promote disparate views and treatment of men and women are the source of the Glass Ceiling and its perceptions" (Elacqua et al., 2009, p. 293).

Even with enhancements, women remain dealing with numerous barriers. They are under-represented in executive and technical positions, and they frequently run into a Glass Ceiling that keeps them from successfully advancing in their careers. Corporate cultures that have not made full commitments to diversity and inclusion are the root cause of this ongoing disparity. A

situation like this supports the female pay disparity, offers few opportunities for career growth, and encourages discriminatory hiring and retention practices. When taken together, these elements have a detrimental effect on women in the industry's performance and career goals in addition to demotivating them. Resolving the concerns mentioned involves effective policies, attempts to alter culture, and cooperation between legislators, business, and academia. Abraham Ansong et al., (2024).

The Glass ceiling issue is growing in work environments as a result of a small proportion of women in senior management roles. Women continue to face obvious obstacles that hinder their potential to advance up critical career ladders in businesses or organizations. A phenomenon known as the "glass ceiling" occurs when women encounter obvious restrictions or challenges in their pursuit of professional advancement and specific roles within organizations. For women, the glass ceiling challenge is more complicated than just a personal challenge. The situation where women are still allowed to move up the career ladder by looking up is known as the "glass ceiling." Although women have been granted room, a glass barrier still stands in their way. In the end, women are limited to staring up at the glass wall while they observe men who are more capable of climbing the corporate ladder. Women will still face obstacles in

their pursuit of better employment possibilities (Cahyani, 2019). Haryanti R.H. and Septiana A.N. (2023).

The possibilities and difficulties that people encounter when moving up the levels of a professional career hierarchy are referred to as career advancement opportunities and barriers. Establishing a diverse and inclusive workplace requires an understanding of the mechanics of professional advancement. All workers, regardless of gender, will have an equal chance to grow in their careers and contribute to the organization's success if obstacles are identified and removed. Every person has the drive and potential to grow, and the process of development can be achieved with greater zeal in the duties and responsibilities of his job with the ability and capacity. If this is done, it must be carefully planned so that he can eventually be promoted and moved to a higher position. When employees are satisfied with the degree to which career values are being achieved, it will have a positive impact on the perceived value of career success. Career satisfaction is the state in which people are content with their current line of work and hope that their level of contentment will continue to rise in accordance with their desires. Amiruddin, Mohammed (2019).

According to Robbins and Judge (2015), employee engagement is the degree to which people are involved, satisfied, and

enthusiastic about the work they undertake. When someone exhibits personal initiative, flexibility, effort, and perseverance towards organizational goals, others can see their sense of purpose and focus energy. Windy Putri Arianti, Musa Hubeis & Herien Puspitawati (2020). In a wider scope such as ASEAN countries, the glass ceiling phenomenon is still found, especially in companies in the Hospitality industry (Hotels, Restaurants, and Leisure). Less than 40% of women in this sector are successful in obtaining management roles. Then those who succeed in occupying the position of general manager are still at a low percentage, namely below 20%. This is further exacerbated by the low opportunities for women to rise to the top position. The chances of women becoming directors in this profession are only 5–8%. The author of the study focusses on a fascinating topic: in order to ensure equitable assessment and acknowledgement of abilities, stereotypes and biases particularly those that impact women in leadership roles need constant attention and mitigation measures. Integrating female employees and their workplace culture are subsequently mediated by the obstacles encountered, also known as the "glass ceiling," which will impact engagement and career fulfilment.

## **LITERATURE REVIEW**

### **Social Role Theory**

Social Role Theory explains that behavioral differences between men and women are not solely due to biological factors, but rather due to differences in social roles assigned by society (Minanga, 2011). Men and women are shaped by social norms, cultural expectations, and the traditional division of labor that places men more dominant in public roles (e.g., leaders or breadwinners), while women are more directed to domestic roles (e.g., caregivers and household managers).

This theory emphasizes that gender discrimination in careers such as limited promotions, underrepresentation in managerial positions, and job satisfaction gaps is rooted in different social expectations between men and women. When women enter the workforce, they often face structural and cultural barriers, including the glass ceiling phenomenon, because organizations still reflect gender-biased values and norms.

### **Social Exchange Theory**

The basic principle of this theory is that humans act rationally to maximize benefits and minimize losses in every relationship. If a relationship is perceived as providing more benefits than costs, it is more likely to be maintained. Conversely, if costs outweigh benefits, individuals will feel dissatisfied and may end the relationship. In an

organizational context, Social Exchange Theory explains that employees will evaluate interactions with a company based on the extent to which the organization provides support, fairness, development opportunities, and rewards (Saleh, 2019). If an organization creates an inclusive work culture, supports gender equality, and provides fair career opportunities for women, female employees will perceive that the benefits they receive (support, promotion opportunities, recognition) outweigh the costs (workload, discrimination, structural barriers). This will foster career satisfaction and work engagement.

Conversely, if an organization has a discriminatory or non-inclusive culture, a glass ceiling phenomenon will emerge, an invisible barrier that prevents women from reaching higher positions. Within the SET framework, the glass ceiling is a form of imbalanced exchange: significant costs (competence, hard work, loyalty) are not matched by equivalent rewards (promotion, recognition, leadership opportunities). This situation decreases career satisfaction and weakens women's work engagement.

Social Exchange Theory becomes an important foundation in this research because it provides a conceptual framework to understand how organizational culture influences perceptions of social exchange justice, how the glass ceiling emerges as a form of exchange distortion, and how this

ultimately impacts career satisfaction and work engagement of female employees.

### **Organization Culture**

Employee behavior is influenced by the culture of the organization, which represents the company's values, customs, and values (Ginting et al., 2025). Strong organizational cultures can boost employee involvement in accomplishing the business's goals and objectives, foster loyalty, and deliver a positive work environment. (Afrizal et al., 2025).

### **Glass Ceiling**

The glass ceiling restricts access to critical resources like mentorship and career opportunities due to women's dual burden at home and work or employers' assumptions that marriage and motherhood reduce their availability (Pan, 2023). Women who want to be leaders deal with essentially insurmountable barriers in professions like educational institutions and healthcare, particularly pharmaceuticals. The term "glass ceiling," which refers to the invisible barriers that many women encounter as they rise through the ranks of their chosen fields but can only go so far before they're stopped in their attempts to reach the higher levels, is frequently employed to describe women's predicament in the workforce. The under-representation of women in positions of power is ultimately caused by a number of variables that support and, in some

circumstances, perpetuate the glass ceiling, despite movements for social change and evolving rules and practices.

### **Career Satisfaction**

Career satisfaction is a multifaceted outcome shaped by various individual and organizational factors. Across the studies reviewed, several recurring themes emerge, highlighting the importance of leadership dynamics, personal competencies, workplace support, and technological adaptation in influencing how satisfied individuals feel about their career trajectories (Ceyhan & Çiçek, 2024). One major contributor to career satisfaction is the quality of leader-member exchange (LMX). Employees who enjoy supportive and respectful relationships with their supervisors tend to report higher levels of career satisfaction. This satisfaction, in turn, serves as a crucial link to other positive outcomes, such as innovative work behavior (Yeronica & Laulita, 2024). Interestingly, the effect of LMX on career satisfaction varies depending on an employee's industry experience. Those with less experience tend to report higher satisfaction, while more seasoned employees may feel less fulfilled—perhaps due to unmet career expectations or stagnation over time (Herachwati et al., 2015).

Another critical factor is emotional intelligence, particularly among working women. Emotional intelligence alone does not directly guarantee career satisfaction,

but when it is combined with perceived organizational support (POS) and social support, it significantly enhances one's sense of fulfilment at work. These supportive resources act as mediators, strengthening the link between emotional awareness and career contentment. The presence of workplace relationships and institutional support systems enables women to better navigate challenges and pursue growth, ultimately contributing to their satisfaction and success (Ardini et al., 2024).

Career development opportunities provided by organizations also play a crucial role. Employees who perceive that their employers invest in their professional growth tend to feel more satisfied with their careers. These opportunities not only increase career satisfaction but also strengthen employees' commitment to the organization. However, it's important to note that while development efforts promote organizational commitment, they do not always reduce employees' intentions to leave, suggesting that satisfaction alone may not be enough to retain talent (Demirer & Kaya, 2020).

In today's digitally transforming workplaces, digital skills and technological adoption have emerged as key elements in shaping career satisfaction. Employees who are adept with digital tools and feel supported in their efforts to learn and grow in a tech-driven environment often experience greater career advancement. In this context, job

satisfaction acts as a mediator, linking digital proficiency to perceptions of career growth. Moreover, when employees feel that their organizations support their digital learning and transformation, the positive impact on career satisfaction is even stronger (Takawira, 2025).

Taken together, these findings show that career satisfaction is not achieved in isolation. It is the result of complex interactions between personal attributes like emotional intelligence, workplace dynamics such as leadership quality, and broader organizational factors including career development and technological support. Organizations that recognize and cultivate these dimensions—by building trust-based leadership, providing development pathways, supporting emotional well-being, and fostering digital competencies—are more likely to nurture a satisfied, committed, and forward-looking workforce (Bawazir et al., 2025).

### **Engagement**

Work engagement has emerged as a vital psychological construct in modern organizational research, encompassing employees' vigor, dedication, and absorption in their work. This concept reflects more than just job satisfaction—it signifies a deep, energetic connection to one's role and a willingness to go beyond formal job requirements. Drawing from recent international studies, including diverse

contexts such as education, healthcare, and enterprise environments, work engagement is shown to be influenced by a complex interplay of personal, emotional, cognitive, and organizational factors (Keykha et al., 2025).

One critical finding across the studies is the positive relationship between emotional intelligence and work engagement. Individuals with higher emotional intelligence tend to navigate workplace stress more effectively, regulate their emotions with greater ease, and maintain stronger engagement in their work (Gao et al., 2024). In the Chinese enterprise context, research revealed that emotional intelligence acts as a mediator and moderator in the link between negative traits like rumination (contemplation) and work engagement. In this case, emotionally intelligent individuals are better at shielding themselves from the disengaging effects of overthinking or fixating on negative work experiences (Bakotić & Alvir, 2024).

Similarly, in the educational field, especially among primary and secondary school teachers in China, work engagement acts as a protective factor. Studies show that high work stress negatively affects well-being, but work engagement serves as a mediating buffer. Teachers who remain engaged despite stress report higher psychological well-being, underscoring the need for strategies that foster engagement to

mitigate burnout and dissatisfaction (Y. Zhao et al., 2025).

In the healthcare sector, particularly among clinical nurses, mental health literacy and character strengths (traits like self-control, curiosity, and empathy) significantly contribute to work engagement. Nurses with high mental health awareness are more engaged, and this relationship is further mediated by character strengths (Wang & Hu, 2025). This finding highlights how intrinsic psychological resources, if nurtured, can enhance job performance and satisfaction—even in high-pressure environments (Shao et al., 2025).

Another dimension explored in Croatian organizations reveals that job satisfaction and personal values are also central to work engagement. In this study, job satisfaction emerged as the most powerful predictor of engagement, followed by individual values such as universalism, achievement, benevolence, and power. The results imply that engagement is not only a function of external conditions but also of deeply held personal beliefs and the emotional satisfaction one derives from work (J. Zhao, 2024).

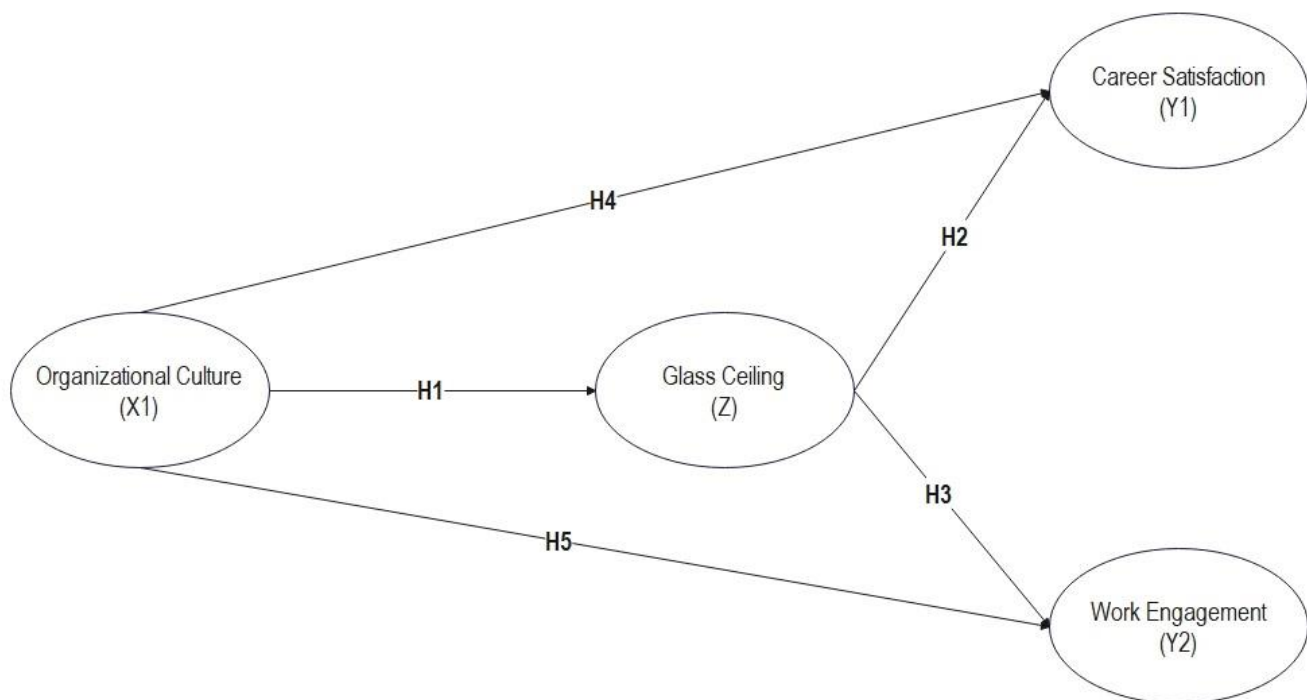


Figure 1. Research Framework

## **RESEARCH METHOD**

The research method used is quantitative with SEM analysis techniques and data processing using Smart PLS software. Respondent data was obtained directly from respondents by distributing research questionnaires in the form of google forms.

The selection of sampling in this study using Purposive Sampling (Judgment Sampling) was carried out because sampling here is limited to certain types of people who can provide the desired information, or they meet several criteria set by the researcher (Sekaran & Bogie, 2016). The criteria for respondents in this study are female respondents with the status of being permanent employees at the company to be studied, because that way female employees who are respondents have experienced and know directly about Glass Ceiling in the workplace in Indonesia. According to Hair et al. (2017) the number of samples recommended is 10 times the largest number of structural paths directed at a particular construction in the structural model, based on the number of indicators in the research model as many as 34 indicators multiplied by 10 equals 340 is the minimum number of research samples. The number of samples used in this study was 340.

## **RESULT AND DISCUSSION**

### **Respondent Profile**

Respondent characteristics used in the study based on gender are only Female, Age, Education Level and Position.

The number of respondents was 340 Female employees with a percentage of 100% who work in Indonesia and have the status of permanent workers in a Company. The percentage of respondents based on the highest level of education is S1 which is 40.1 percent, then the second highest is D3 Level 22.3%, then S2 as much as 19.4% and finally is SMA 18.2%. Based on the position held by the most respondents is the position of Staff as much as 47.6%, followed by Supervisor 35.3%, Manager 9.2 and finally Assistant Manager as much as 7.9%.

### **Validity and Reliability Result**

The Composite Reliability test findings are shown in Table 1 and show that the four constructs had a high degree of internal reliability consistency, with values of 0.994 (Organization Culture), 0.994 (Glass Ceiling), 0.992 (Career Satisfaction), and 0.996 (Work Engagement). All of the scales employed in this study may be trusted because their Composite Reliability ratings are more than 0.70.

The validity of the instrument in SMART-PLS is seen from the Convergent Validity and Discriminant Validity values (Hair et al., 2017). According to Hair et al. (2017), an AVE value of 0.5 or higher indicates that on

average the variable explains more than half of the variance of its indicators. The outer loadings value of each variable indicator is above 0.7.

The Cronbach alpha values of the variables organization culture, glass ceiling, career satisfaction, and work engagement are all above 0.7 and above 0.5, respectively, according to table 2's results of the Cronbach alpha test and the AVE value. This indicates that all of the variables are valid and that all of the scales used in this study can be trusted.

### **Outer Model and Test Result**

The consistency of internal reliability as determined by Cronbach's Alpha and Composite Reliability indicates the instrument's reliability in SMART-PLS (Hair et al., 2019). The loading factor value (correlation between item or component scores with construct scores) of the indicators that measure the construct is used to evaluate the reliability test of indicators in PLS on reflective constructs. The generally accepted rule of thumb is that a loading factor value of 0.4 or higher is considered credible. Figure 1 displays the loading factor value for each indication that was acquired for this investigation and every indication has factor loading values higher than 0,4.

### **Inner Model**

Estimating the path coefficient of the link between constructs is how inner model

analysis is carried out. Estimates are made using the path coefficient value in the relationship between variables as a guide. Conversely, a negative score denotes a negative influence, while a positive value denotes a favourable influence. The stronger the correlation between the variables, the higher the route coefficient value.

Table 4 demonstrates that the association between Glass Ceiling and Organization Culture is significant, with a t-statistic of  $169.918 > 0.977$  B being positive, or 0.000, suggesting that the connection is pointing in a good direction. A t-statistic of  $8.557 > 0.422$  indicates that there is a substantial correlation between Glass Ceiling and Career Satisfaction. The association between Glass Ceiling and Career Satisfaction is positive, as indicated by the positive  $\beta$  value of 0.000. Lastly, a t-statistic of  $8.804 > 0.434$  indicates that the glass ceiling on work engagement is considerable. The association between Glass Ceiling and Work Engagement is positive, as indicated by the positive  $\beta$  value of 0.000.

### **Direct and Indirect Effect**

With p values ranging from 0.000 to 0.000, Table 5 demonstrates a medium direct effect on both the independent and dependent variables, all of which are significant below 0.005 with a 5% margin of error. Table 6 shows that the direct effect on the independent variables and mediator variables has a direct effect with p values of

0.000-0.000. With  $\alpha$  5%, all p values are significant  $< 0.005$ .

### Hypothesis Testing

The findings for path coefficients and hypothesis testing in the structural model of Figure 1 are shown in Table 4. A t-statistic value more than 1.96 and a p-value less than 0.05 are necessary for a 5% error probability

(Hair et al., 2017). Based on the results of the hypothesis testing, it can be said that H1, H2, H3, H4, H5, H6, and H7 are accepted. This means that all variables that pass the hypothesis test are deemed significant and influential, with t statistic values of 8.524-169.918, meaning that the value is greater than the Beta value, which is 0.412-0.977, and p values of 0.000 for all variables.

Tabel 1  
Respondent Demographics

Characteristics	Information	Percentage (%)
Gender	Women	100
Age	20 Tahun-25 Tahun	16,7
	26 Tahun-30 Tahun	20,9
	31 Tahun-35 Tahun	19,2
	36 Tahun-40 Tahun	21,2
	41 Tahun-45 Tahun	20,7
	>45 Tahun	1,3
Education Level	SMA	18,2
	Diploma	22,3
	S1	40,1
	S2	19,4
Position	Manager	9,2
	Asistant Manager	7,9
	Supervisor	35,3
	Staff	47,6

Source: Processed Data (2025)

Table 2  
Composite Reliability Result

Variable	Composite Reliability	Remarks
Organization Culture	0,994	Reliable
Glass Ceiling	0,994	Reliable
Career Satisfaction	0,992	Reliable
Work Engagement	0,996	Reliable

Source: Processed Data (2025)

Table 3  
 Cronbach's Alpha dan AVE Result

Variable	Cronbach Alpha	AVE	Remarks
Organization Culture	0,993	0,939	Valid
Glass Ceiling	0,994	0,948	Valid
Career Satisfaction	0,989	0,968	Valid
Work Engagement	0,996	0,962	Valid

Source: Processed Data (2025)

Table 4  
 Path Coefficients

Variable	$\beta$	t Statistics	p Values
Organization Culture $\rightarrow$ Glass Ceiling	0,997	169,918	0,000
Glass Ceiling $\rightarrow$ Career Satisfaction	0,422	8,557	0,000
Glass Ceiling $\rightarrow$ Work Engagement	0,434	8,804	0,000

Source: Processed Data (2025)

Table 5  
 Direct Effect Result

Variable	$\beta$	t statistics	p values
Organizational Culture $\rightarrow$ Career Satisfaction	0,412	8,524	0,000
Organizational Culture $\rightarrow$ Work Engagement	0,424	8,791	0,000

Source: Processed Data (2025)

Table 6  
 Indirect Effects Result

Variable	$\beta$	t statistics	p values
Organizational Culture $\rightarrow$ Career Satisfaction $\rightarrow$ Career Satisfaction	0,412	8,524	0,000
Organizational Culture $\rightarrow$ Work Engagement $\rightarrow$ Work Engagement	0,424	8,791	0,000

Source: Processed Data (2025)

Table 7  
 Hypothesis Testing Result

Hypothesis	Path Coefficient	$\beta$	t statistics	p values	Result
H <sub>1</sub>	Organization Culture $\rightarrow$ Glass Ceiling	0,997	169,918	0,000	Significant

Hypothesis	Path Coefficient	$\beta$	t statistics	p values	Result
H <sub>2</sub>	Glass Ceiling → Career Satisfaction	0,422	8,557	0,000	Significant
H <sub>3</sub>	Glass Ceiling → Work Engagement	0,434	8,804	0,000	Significant
H <sub>4</sub>	Organizational Culture → Career Satisfaction	0,412	8,524	0,000	Significant
H <sub>5</sub>	Organizational Culture → Work Engagement	0,424	8,791	0,000	Significant
H <sub>6</sub>	Organizational Culture → Career Satisfaction	0,412	8,524	0,000	Significant
H <sub>7</sub>	Organizational Culture → Work Engagement	0,424	8,791	0,000	Significant

Source: Processed Data (2025)

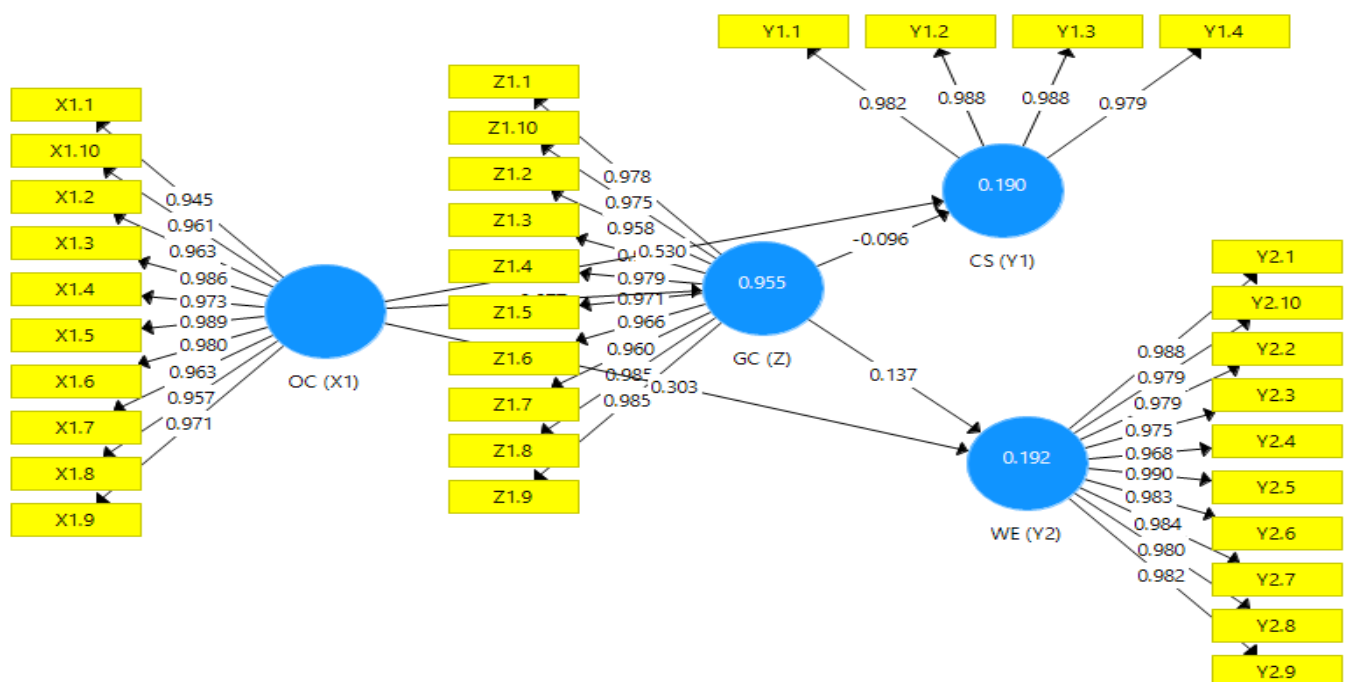


Figure 1. Loading Factors Score

## Discussion

The hypothesis testing results in this study indicate that all seven proposed hypotheses (H<sub>1</sub> to H<sub>7</sub>) are accepted, based on t-statistic values exceeding 1.96 and p-values that are significant below 0.05.

## Organizational Culture affects the Glass Ceiling

The research results show a significant relationship between organizational culture and the glass ceiling phenomenon. This finding can be explained through Social Role

Theory, where gender-biased social norms and organizational culture reinforce the stereotype that men are better suited to leadership positions. Organizations with less inclusive cultures tend to perpetuate discriminatory practices, such as in promotions or training opportunities, thus reinforcing the glass ceiling (Ramya, 2024). This finding is consistent with Elacqua et al. (2009), who stated that an unequal organizational culture creates perceptions and real barriers to women's participation in leadership roles.

### **The Glass Ceiling affects Career Satisfaction and Work Engagement**

Significant results indicate that the existence of a glass ceiling negatively impacts women's career satisfaction and work engagement. Based on Social Exchange Theory, this condition reflects an unequal exchange: significant sacrifices (competence, loyalty, dedication) are not met with equal rewards (promotions, awards, recognition). This imbalance leads to dissatisfaction and lowers work motivation. This argument is supported by the research of Chisholm-Burns et al. (2009), which highlighted that limited promotion opportunities negatively affect women's career satisfaction.

### **Organizational Culture affects Career Satisfaction and Work Engagement**

An inclusive organizational culture has been shown to significantly increase career

satisfaction and work engagement. This aligns with Social Exchange Theory, which states that organizations that provide support, fairness, and opportunities for growth are positively evaluated by employees. Perceived rewards that outweigh the costs foster satisfaction and engagement. This aligns with the perspective of Ginting et al. (2025), who assert that a strong organizational culture improves employee loyalty and engagement.

### **The Glass Ceiling mediates the influence of Organizational Culture on Career Satisfaction and Work Engagement**

The study found that the glass ceiling plays a significant role as a mediator in the relationship between organizational culture and career satisfaction and work engagement. This mechanism suggests that a non-inclusive organizational culture not only directly impacts low satisfaction and engagement but also indirectly by reinforcing career barriers for women. Conversely, when organizations adopt a culture that is fair and supports equality, the glass ceiling can be minimized, thus positively impacting women's work experiences (Bakotić, 2024). These findings clarify the complex causal relationship and emphasize the importance of transforming organizational culture as a key strategy in creating a gender-equal work environment. Overall, the results of this study are significant for all hypotheses, indicating that organizational culture and

the glass ceiling are important determinants in shaping women's career satisfaction and work engagement (Sinto Sunaryo, et al., 2024). This also confirms that to achieve sustainable human resources in the era of digital transformation, organizations must commit to eliminating gender barriers and strengthening an inclusive culture.

## **CONCLUSION**

Based on the formulation of the problem, research objectives, research results and also the discussion that has been explained in the previous chapter, the following conclusions can be drawn from this research:

1. Glass ceilings are influenced by Organizational culture (H1 is acknowledged). This indicates that Glass Ceiling is positively impacted by Organizational culture.
2. Career satisfaction is impacted by the glass ceiling, which is why (H2) is accepted. This indicates that career satisfaction is positively impacted by the glass ceiling.
3. Work engagement is impacted by glass ceilings (H3 is acceptable). This indicates that work engagement is positively impacted by glass ceilings.
4. Career satisfaction is impacted by Organizational culture, which is why H4 is approved. This indicates that career satisfaction is positively impacted by Organizational culture.
5. Work engagement is influenced by Organizational culture, which is why H5 is acknowledged. This indicates that work engagement is positively impacted by Organizational culture.
6. Glass ceiling is used as a mediator variable to influence career satisfaction through Organizational culture, resulting in (H6) being accepted, indicating that both Organizational culture and glass ceiling positively affect career satisfaction. This indicates that Glass Ceiling has the ability to mediate the relationship between Organization Culture and Career Satisfaction.
7. Glass ceiling acts as a mediator between Organizational culture and work engagement, allowing (H7) to be accepted, indicating that both factors positively affect work engagement. This indicates that Glass Ceiling has the ability to moderate the relationship between Work Engagement and Organization Culture.

## **RESEARCH IMPLICATIONS**

This study expands the knowledge on the interaction between organizational culture and the glass ceiling phenomena on women's career happiness and job engagement. The findings corroborate ideas of gender equality in companies and increase the knowledge of the role of organizational elements in moulding women's work experiences. It also

aids in the creation of a theoretical framework for gender issues in the workplace that is more inclusive.

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