



# IQTISODIYOT & TARAQQIYOT

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- 08.00.06 Ekonometrika va statistika
- 08.00.07 Moliya, pul muomalasi va kredit
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- 08.00.16 Raqamli iqtisodiyot va xalqaro raqamli integratsiya
- 08.00.17 Turizm va mehmonxona faoliyati

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## BARRIERS TO WOMEN'S CAREER ADVANCEMENT

**Abstract:** Despite the growing awareness of the gender gap in career progression, women remain significantly underrepresented in top-level positions in traditionally male-dominated sectors such as ICT and aviation. This study explores various factors that hinder women's career advancement, supported by empirical data from ICT professionals in South Africa, interviews with senior women ICT managers in Lithuania, and an analysis of structural and cultural barriers in the aviation industry. Key challenges include male-dominated corporate cultures, low self-confidence, limited access to training and mentorship, work-life imbalance, and the long-term effects of gender stereotypes and societal norms. The article outlines interventions at individual, organizational, and societal levels and categorizes the challenges as intrapersonal or environmental. Proposed solutions include self-empowerment, continuous education, inclusive workplace cultures, mentoring programs, visible role models, and supportive public policies. This article provides a comprehensive cross-national and cross-sectoral analysis of the institutional and personal barriers women face and offers practical solutions for achieving gender equity in career advancement.

**Key words:** Gender equality, Career progression, Structural barriers, Gender gap, Work-life balance, Female career development, Discrimination in the workplace, Gender-based challenges, Gender bias, Organizational barriers.

**Annotatsiya:** Kasbiy rivojlanishdagi gender tafovutiga nisbatan ortib borayotgan e'tiborga qaramay, ayollar axborot-kommunikatsiya texnologiyalari (AKT) va aviatsiya kabi an'anaviy ravishda erkaklar hukmronlik qiladigan sohalarda yuqori lavozimlarda hali ham yetarli darajada vakillik qilmayaptilar. Ushbu tadqiqot ayollarni kasbiy jihatdan o'sishiga to'siqinlik qiluvchi omillarni tahlil qiladi. Tahlil Janubiy Afrikadagi AKT mutaxassislari o'rtasida olib borilgan empirik ma'lumotlar, Litvadagi ayol AKT menejerlari bilan o'tkazilgan suhbatlar hamda aviatsiya sohasidagi strukturaviy va madaniy to'siqlar asosida olib borilgan. Asosiy muammolar sifatida erkaklarga yo'naltirilgan korporativ madaniyatlar, past o'ziga ishonch, cheklangan ta'lim va murabbiylik imkoniyatlari, ish va hayot muvozanatining yo'qligi, gender stereotiplari va ijtimoiy normalarning uzoq muddatli ta'siri ko'rsatilgan. Maqolada individual, tashkilot va jamiyat darajasidagi aralashuv choralari ko'rib chiqilib, muammolar ichki (intrapersonal) va tashqi (atrof-muhit) omillar sifatida guruhlangan. Taklif etilgan yechimlar qatoriga o'z-o'zini rivojlantirish, uzluksiz ta'lim, inklyuziv ish muhitlari, murabbiylik dasturlari, ayollar uchun rol model bo'luvchi shaxslar va ijobiy jamoat siyosatlar kiradi. Ushbu maqola ayollarning kasbiy o'sishida duch keladigan institut va shaxsiy to'siqlarni chuqur tahlil qiladi hamda gender tengligini ta'minlash uchun amaliy yechimlar taklif etadi.

**Kalit so'zlar:** Gender tengligi, Kasbiy rivojlanish, Strukturaviy to'siqlar, Gender tafovuti, Ish-hayot muvozanati, Ayollar kasbiy faoliyati, Ishdagi kamsitish, Gender asosidagi muammolar, Genderga oid stereotiplar, Tashkiliy to'siqlar.

**Аннотация:** Несмотря на растущее внимание к проблеме гендерного неравенства в карьерном росте, женщины по-прежнему недостаточно представлены на руководящих должностях в традиционно «мужских» отраслях, таких как ИКТ и авиация. В данном исследовании рассматриваются различные факторы, препятствующие продвижению женщин по карьерной лестнице. Анализ основан на эмпирических данных от специалистов в области ИКТ в Южной Африке, интервью с женщинами-менеджерами в Литве и оценке структурных и культурных барьеров в авиационной отрасли. Среди основных проблем: мужская корпоративная культура, низкая самооценка, ограниченный доступ



к обучению и наставничеству, дисбаланс между работой и личной жизнью, а также долгосрочные последствия гендерных стереотипов и социальных норм. В статье представлены меры вмешательства на индивидуальном, организационном и общественном уровнях. Проблемы классифицируются как внутриличностные и внешние. Предлагаемые решения включают саморазвитие, непрерывное образование, инклюзивную рабочую среду, программы наставничества, видимость женских ролевых моделей и поддерживающую государственную политику. Статья дает комплексное понимание институциональных и личностных барьеров, с которыми сталкиваются женщины, и предлагает практические шаги к достижению гендерного равенства в карьерном росте.

**Ключевые слова:** Гендерное равенство, Карьерный рост, Структурные барьеры, Гендерный разрыв, Баланс работы и жизни, Карьера женщин, Дискриминация на рабочем месте, Гендерные проблемы, Гендерные предубеждения, Организационные барьеры.

## INTRODUCTION

Women's workplace gender equality has raised huge attention among experts, decision makers, and economic leaders in recent decades. The purpose of this essay is to explain various barriers that the women encounter while developing their profession, with emphasis on the organizational and social factors influencing their career growth.

Sectoral segregation, policy-oriented employment practice, and gender roles are just a few special characteristics of the female employment structure that are likewise discussed. In an even mix of scholarship literature and empirical analysis, the article tries to give a systematic description of the main obstacles and gender-related conditions influencing women's experience in the labor market. The research is meant to help create comprehensive corporate policies that are inclusive as well as feed into more just management practices. As women always struggle with their carriers.

## LITERATURE REVIEW

In spite of considerable progress in gender equality in many professions, women still encounter entrenched obstacles to career progression. These are structural and cultural, rooted in entrenched gender stereotypes, institutional biases, and social conventions, grounded in a vast literature.

Role congruity theory, one of the most widely used theories to explain the systemic disadvantage faced by women in leadership, posits that women should portray communal traits and that leadership roles are traditionally associated with masculine, agentic traits (Ganiyu et al., 2018).

Regardless of qualifications or ability, women in leadership or administrative roles tend to be stereotyped based on this incompatibility.

The metaphor of the «glass ceiling» an invisible, impenetrable barrier between women and positions of greater management with equivalent ability and qualifications remains relevant today. Cultural assumptions, institutional disengagement, and issues such as work-life dissonance have all been posited by Ganiyu et al. (2018) as causes behind the glass ceiling as an oppressive institution.

These barriers are also found outside of the corporate setting, as further research shows. Women are underrepresented in higher leadership positions in academia and educational leadership, such as senior scholars and superintendents, where they tend to outnumber men in lower or middle-level positions. Inequality arises from both sources external to gendered roles and household responsibilities and internal such as low self-efficacy (Ajao et al., 2018; Nurhayati & Abdul Rahman, 2023).

A series of changing circumstances exacerbates these issues further.

According to Indonesian studies, twice the effort was needed on women's behalf than men's in obtaining leadership positions because of patriarchal corporate cultures and promotion systems (Nurhayati & Abdul Rahman, 2023).

According to the results of research in the ICT sector of South Africa, liberal work environment standards, lack of sponsorship, and patriarchal cultures all hindered professional development on women's behalf (Sekoaila & Adebessin, 2023).

Other suggested qualitative institutional reforms are open performance evaluations, sponsorship and mentoring contracts, as well as gender representation. These initiatives, according to Sekoaila and Adebessin (2023) and Nurhayati and Abdul Rahman (2023), seek to empower women to transcend unequal system circumstances as well as gender-dominated working circumstances historically.

Briefly, the studies always place the problems that confront women in career growth in a complex network of societal, individual, and organizational issues. While the exact mix of the factors may differ with industry and geography, anti-woman bias, institutional patterns of resistance, and cultural belief systems are all close neighbors.



## RESEARCH METHODOLOGY

The current study follows a mixed-methods design and draws from the literature that exists on gender in traditionally male-dominated fields like engineering and aviation. Following Nurhayati and Abdul Rahman (2023) research on entry and mobility barriers for women in aviation and Sekoaila and Adebessin (2023) research on career progression barriers for women in the ICT sector, this study aims to find a nexus in the lived and structural barriers that confront women in every profession.

Fifty female ICT practitioners already registered in the Gauteng Province of South Africa were emailed questionnaires to collect primary data for this study. The questionnaire consisted of closed-ended as well as open-ended questions. This present study, utilizing a mixed-methods design, extends earlier research on gender in industries such as engineering and aviation that have traditionally been male-dominated. The current study aims to relate the structural and day-to-day challenges women face in all professions, in line with research by Sekoaila and Adebessin (2023) on barriers towards women's career growth in the ICT profession and Nurhayati and Abdul Rahman (2023) on barriers towards women's entry and mobility in the aviation profession.

50 female ICT professionals who are already registered within South Africa's Gauteng Province were given questionnaires to obtain primary data in this research.

Closed-ended as well as open-ended questions had been applied during the survey.

The mixed methodology hence allowed both quantitative and qualitative observation of the systemic, cultural, and organizational barriers to women's career advancement. It also enabled the establishment of pragmatic strategies, both institutional and individual, that can foster a more inclusive working environment.

## ANALYSIS AND RESULTS

Women still experience numerous and intricate barriers to career advancement in male-dominated careers like aviation and information and communication technology (ICT).

These barriers are intrapersonal as well as environmental in origin.

Low confidence is a particular problem in dealing with intrapersonal impediments. Not many ICT women in the field believe that they are well qualified or properly recognized for their capability and therefore they might hesitate to assume responsibility like leadership positions. In fact, 35% of the women who work in the IT sector explained that low confidence greatly hinders their career advancements, CEOWORLD Magazine (2022) states. This is also linked to the traditional "glass ceiling" theory, which is the assumption that women reach a stage where they are not able to proceed to top executive positions. As is particularly prevalent in the aviation industry, women are excluded from career advancement or high-level decision-making (4Equality, 2025).

One of the biggest environmental barriers to business culture is male dominance. The prevalence of male culture in the aviation and ICT careers largely excludes women from progressing through mentorship opportunities, sponsorship, and personal networks. Up to 2021, as per an Oliver Wyman survey, 65% of the women reported never having a sponsor, and that is very low professional sponsorship levels. These problems are also added to by gender stereotypes that date back thousands of years. Even while competitiveness and aggression are revered in leadership, empathy and cooperation are branded as feminine characteristics. Yet, rather than being revered, women who show these characteristics can be utilized to reaffirm negative attitudes (Careers in Aerospace, 2023).

Work-life imbalance is also a significant barrier. Women, and especially those with work and family lives to juggle, are disproportionately penalized by ICT and aviation's strict timetables and inflexible regimes of work. For example, women are less likely to be able to enter aviation at times of life-peak due to the organized cadet to commercial pilot pathway, with minimal space for part-time work or maternity leave (AirHead ATPL, 2023). A number of methodologies have been proposed to reduce such obstacles and enhance workplace equity. For assisting and empowering women professionals, organizational champions and senior executives need to be engaged through formal sponsorship and mentorship programs. With sponsored leadership development initiatives encouraged, women can also gain confidence and prepare themselves for executive roles. Secondly, implementing inclusive work practices like flexible work arrangements and quality parental leave can significantly improve work-life integration. Reframing corporate culture also entails elevating high-profile women leaders and sensitizing the workers to gender stereotypes. By removing environmental and intra-personal obstacles, firms can go a long way towards gender parity and create more inclusive employment opportunities for women.

## CONCLUSION AND RECOMMENDATION

Their long-standing underrepresentation in the aviation professions as well as the information and communication technology (ICT) field, summarizes the whole nature of their career challenges in occupation. Women still face a combination of inward and outward obstacles that hinder them from transitioning to their



next roles in professions. Low self-efficacy, imposter syndrome, and internalized illusions of the “glass ceiling” are a few intrapersonal barriers that could discourage women from pursuing or accepting leadership roles. The current status quo also has extra personal barriers that include gender-stereotypic roles, masculine-oriented organizational cultures, and lack of mentorship or role models.

Similar to ICT, the aviation sector has a global trend where very few women hold top positions since they are structurally marginalized and do not have sponsorship networks. Such trends indicate that problems at the system level need to be addressed by more than superficial policy action. For example, women tend to be without sponsorship and clear professional options during promotion rounds and feel unsupported and invisible. Furthermore, the work-life conflict is compounded by the cultural expectation that women balance their career achievement and caregiving duties, causing many of them to leave their careers early or choose jobs that are not commensurate with their abilities.

It can be done by a series of proactive steps to overcome such deeply rooted issues. Flexible working arrangements, goal and clear performance management, inclusive recruitment practices, and gender diversity targets can play an important role in removing structural barriers. More inclusive corporate culture can further be solidified by placing women’s leadership programs, successful mentorship and sponsorship programs, and unconscious bias training on a periodic basis. Most importantly, the practices need to be embraced at the top of the management and as part of an overall corporate commitment to diversity, equity, and inclusion.

Finally, the effecting of beneficial change requires the continuous coordination with legislators, business executives, educators, and workers themselves. Organizations can only be assured that women are provided equal opportunities for growth and leadership by exerting such concerted, cooperative effort. Apart from being a social justice mandate, promoting gender equity is a strategic mandate that enhances organizational performance, creativity, and decision-making. We clear the path for a brighter, more diverse workforce in the future by backing away from the women’s success.

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## IQTISODIYOT & TARAQQIYOT

*Ijtimoiy, iqtisodiy, texnologik, ilmiy, ommabop jurnal*

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