

# Measuring Career Aspirations of Women Workforce in the Banking Sector in Nepal

Indira Shrestha, PhD

Lecturer, Nepal Commerce Campus, Tribhuvan University, Kathmandu

Email: [indirastha@ncc.edu.np](mailto:indirastha@ncc.edu.np)

<https://orcid.org/0000-0001-8449-7509>

<https://doi.org/10.3126/pravaha.v30i1.76893>

---

## Abstract

*Measuring the career aspirations of women in Nepalese banking sector was the objective of the study. The study's population were women who worked in Nepali commercial banks as supervisors or higher. A sample size of 319 women was used for the research. Information was gathered via a questionnaire that included 18 statements about women's career aspirations. Women's career aspirations were measured using a descriptive research approach. The data was described by mean percentage, frequency, and standard deviation. Women moderately agreed that they do not aspire to careers in organizations because they are family-focused, shun risky occupations, lack advocacy, lack ambition, want high job security and fewer challenges, according to the overall mean score of their career aspirations. The study's findings will help them stay informed about their professional goals and areas that require attention if they wish to advance in their careers.*

**Keywords:** Aspirations, Ambition, Banking sector, Careers, Women

---

## Cite this paper

Shrestha, I. (2024). Measuring Career Aspirations of Women Workforce in the Banking Sector in Nepal. *Pravaha*, 30(1), 75-83.

---

## Introduction

Women's choice for family or work is concerned with how women aspire for their career in the corporate sector (Hakim, 2006). Reaching C-Suite roles in corporations is a major obstacle for women. Women are still underrepresented in elite positions in organizations. The ways in which women establish networks and get peer support to become leaders (Hewlett, 2010). Women dedicate the first half of their life to their homes and children. Furthermore, despite their education, independence, and ambition, women still feel trapped in caregiving duties due to the political system and the disadvantageous corporate management structure for women (Wittenberg-Cox, 2020). The demands of dual responsibilities and women's dedication to their families are impeding working women's ability to pursue their career goals. Women's objectives for their careers are viewed as secondary (Powell & Mainieoro, 1992). Support from organizations, such as opportunities for career development, also encourages women to choose careers (Burke, et al. 2010; Hoobler, et al. 2011; Kang & kaur, 2020). On the one hand, women in the twenty-first century are strengthening their job objectives every day (Domenico & Jones, 2006). However, women's job goals may be influenced by a variety of reasons. What, then, could be the driving forces behind women's desire for professional positions in organizations (Nieva & Gutek, 1981). No research in Nepalese context has been found particularly on this topic. Moreover, to characterize women's career aspirations that contribute to their professional development, ongoing research is required. Therefore, the purpose of this study was to explain the career aspirations of women working in the banking industry in Nepal.

## Review of literature

### Women's career aspirations

The term "career aspirations" describes how people wish to achieve specific goals in specific situations (Hellenga, Aber, & Rhodes, 2002). Moreover, career aspirations are related to person's interests and hopes (Rojewski, 1996). Olsson (2002) stated that because men and women have distinct approaches to a career goal, they may have different career aspirations. Hewlett (2010) stated that women are not open while seeking opportunities. Women do not feel comfortable asking for something they want in organizations leading to career obstacles (Jhao & Smith, 2015). Shrestha (2019) found that while a significant portion of women (80.6 percent) did not hope to become CEO in commercial banks within ten years of employment, only 0.7 percent of them expressed a desire to do so. In Nepal's banking industry, women's professional careers may suffer if they are unable to balance work and family obligations. In Nepal, 42% of women are employed by commercial banks. Senior management positions are accessible to 23% of women. Nonetheless, 79% of female employees aspire to become senior managers (International Finance Corporation (IFC, 2024). Liu (2013) found that a small percentage of women wish to stay in middle-level management and are not interested in moving up. Thao (2014) found that women are being held back in companies by their lack of confidence, lack of desire, and avoidance of risk in professions. According to Racioppi (2018), good women put in a lot of effort but fall short in the right work, neglect to form relationships that will advance their careers, and wait for chances rather than pursuing them, all of which might hinder their advancement in companies. Hede and Ralston (1993) mentioned that women are less likely to apply for promotion in organizations.

## Methods

The research design of this study is descriptive analysis. The study's participants were women employed by commercial banks in positions of supervisory authority and higher. Purposive sampling was used to gather data from women who were at least employed as supervisors or higher in order to comprehend their aspirations for professional careers in the banking industry. To examine the respondents' answers to the questionnaire about their career aspirations inside their organizations, statistical measures such as percentage frequency and standard deviation were used. The eighteen-statement questionnaire of women's career aspirations was derived from (Hoobler, et al., 2014; Hede & Ralston, 1993; Hewlett et al., 2010; Kim, 2014; Knuston & Schmidgal, 1999; Liu, 2013; Racioppi, 2018; Tereffe et al., 2019). Respondent data was gathered both in-person and online. To put the questionnaire in the context of Nepal, a pilot research was carried out. The questionnaire was simplified upon the discussion with the target respondents of the commercial bank. The reliability of the women's career aspirations was checked and it found Cronbach alpha was reliable ( $\alpha = 0.878$ ). The Cronbach alpha (0.974) of 18 statements expressing women's career aspirations was determined in this study. A unipolar 5-point scale, with the following options: strongly disagree (1), slightly agree (2), moderately agree (3), agree (4), and strongly agree (5), was used to measure the questionnaires.

## Demographic status of respondents

Table 1

Social-demographic Profiles of Respondents

| Demographic factors |                   | Frequency | Percentage (%) |
|---------------------|-------------------|-----------|----------------|
| Marital status      | Unmarried         | 29        | 9.1            |
|                     | Married           | 290       | 90.9           |
|                     | Total             | 319       | 100            |
| Service year        | Less than 5 years | 56        | 17.6           |
|                     | 5-10              | 141       | 44.2           |
|                     | 11-15             | 82        | 25.7           |
|                     | 16-20             | 39        | 10.0           |

| Demographic factors |                 | Frequency | Percentage (%) |
|---------------------|-----------------|-----------|----------------|
| Income              | Above 20        | 8         | 2.5            |
|                     | Total           | 319       | 100            |
|                     | Less than 50000 | 127       | 39.8           |
|                     | 50001-100000    | 137       | 42.9           |
|                     | 100001-150000   | 31        | 9.7            |
|                     | 150001- 200000  | 14        | 4.4            |
|                     | 300001-350000   | 1         | 0.3            |
|                     | 450001-500000   | 7         | 2.2            |
|                     | Above 500000    | 2         | 0.6            |
| Age                 | Total           | 319       | 100.0          |
|                     | Under 30 years  | 40        | 12.5           |
|                     | 30-35           | 195       | 61.1           |
|                     | 36-40           | 52        | 16.3           |
|                     | 41-45           | 19        | 6.0            |
|                     | 46-50           | 13        | 4.1            |
|                     | Total           | 319       | 100            |
| Education           | Bachelor        | 29        | 9.1            |
|                     | Masters         | 290       | 90.9           |
|                     | Total           | 319       | 100            |
| Designation         | Supervisor      | 82        | 25.7           |
|                     | Jr. Officer     | 72        | 22.6           |
|                     | Officer         | 56        | 17.6           |
|                     | Sr. Officer     | 49        | 15.4           |
|                     | Ass. Manager    | 29        | 9.1            |
|                     | Manager         | 22        | 6.9            |
|                     | Sr. Manager     | 9         | 2.8            |
|                     | Total           | 319       | 100            |

Note: Jr =Junior, Sr =Senior

Only a small percentage of the 319 women were unmarried (9.1%), with the majority (90.9%) being married. While the smallest fraction (2.5%) worked for more than 20 years, the majority of respondents (44.2%) worked for 5 to 10 years. A small percentage of respondents (0.6%) made more than Rs. 500,000. The majority of respondents (42.9%) made between Rs. 50001 and Rs. 100,000. The majority of women employed by commercial banks were between the ages of 30 and 35. Few of them were in the 40–45 age range. Those with master's degrees made up 90.9% while bachelor degree with (9.1%). The majority of women employed by commercial banks were between the ages of 30 and 35. Few of them were in the 40–45 age range. The majority of the women (25.5%) were supervisors, while a small percentage (2.8%) were senior managers. It seems that the number of women declined as the rank rose.

## Results and Analysis

The following Table 2 describes how women aspire for their careers in organizations.

Table 2

Respondents' agreement level towards women's career aspirations

| Agreement factors   | SD    | SLA   | MA    | A     | SA    | TTL  |
|---|-------|-------|-------|-------|-------|------|
| I think having careers for both the husband and the wife causes too much stress | 44    | 102   | 67    | 57    | 49    | 319  |
|   | 13.8% | 32.0% | 21.0% | 17.9% | 15.4% | 100% |

| Agreement factors   | SD     | SLA    | MA     | A      | SA    | TTL  |
|---|--------|--------|--------|--------|-------|------|
| Even if promotion to a management position means worries, I do not avoid it for that reason●                                    | 47     | 51     | 135    | 65     | 21    | 319  |
| I have a desire to advance to a management position where I can have a greater influence on a policy decision●                  | 14.7%  | 16.0%  | 42.3%  | 20.4%  | 6.6%  | 100% |
| I would like to advance to a position in which I could manage the activities of a large part of the organization●               | 52     | 53     | 113    | 88     | 13    | 319  |
| I want to have responsibility for the future direction of my organization●  | 16.3%  | 16.6%  | 35.4%  | 27.6%  | 4.1%  | 100% |
| Attaining leadership status in my career is not important to me   | 56     | 53     | 112    | 82     | 16    | 319  |
| I plan to rise to the top leadership position in my organization●   | 17.6%  | 16.6%  | 35.1%  | 25.7%  | 5.0%  | 100% |
| I prefer a position with greater job security and fewer challenges  | 56     | 55     | 111    | 81     | 16    | 319  |
| I think women should put their careers on hold when they begin to have family   | 17.6%  | 17.2%  | 34.8%  | 25.4%  | 5.0%  | 100% |
| I do not want to take a risk  | 78     | 21     | 47     | 87     | 86    | 319  |
| I like to apply for every promotion if I meet the criteria●   | 24.5%  | 6.6%   | 14.7%  | 27.3%  | 27.0% | 100% |
| I do not like to relocate geographically in order to take advantage of promotional opportunities                                | 52     | 65     | 124    | 66     | 12    | 319  |
| I do not hesitate to advocate for myself or ask for what I want●  | 16.3%  | 20.4%  | 38.9%  | 20.7%  | 3.8 % | 100% |
| I view the middle management level but not above as the comfort zone to balance my career and personal life                     | 61     | 88     | 72     | 71     | 27    | 319  |
| I make effort to balance my personal life and professional life so that my personal life does not hamper my career development● | 19.1%  | 27.6%  | 22.6%  | 22.3%  | 8.5%  | 100% |
| I often make effort at hard work but fail to do the right work  | 69     | 52     | 78     | 67     | 53    | 319  |
| I fail to develop career-building relationships which are very important for promotions to a top management position            | 21.6%  | 16.3%  | 24.5%  | 21.0%  | 16.6% | 100% |
| I wait for, rather than seek out career opportunities   | 68     | 37     | 110    | 59     | 45    | 319  |
|   | 21.3%  | 11.6%  | 34.5%  | 18.5%  | 14.1% | 100% |
|   | 64     | 35     | 75     | 124    | 21    | 319  |
|   | 20.1%  | 11.0%  | 23.5%  | 38.9%  | 6.6%  | 100% |
|   | 70     | 91     | 67     | 71     | 20    | 319  |
|   | 21.9%  | 28.5%  | 21.0%  | 22.3%  | 6.3%  | 100% |
|   | 48     | 67     | 146    | 52     | 6     | 319  |
|   | 15.0%  | 21.0%  | 45.8%  | 16.3%  | 1.9%  | 100% |
|   | 66     | 49     | 107    | 67     | 30    | 319  |
|   | 20.7%  | 15.4%  | 33.5%  | 21.0%  | 9.4%  | 100% |
|   | 55     | 51     | 140    | 53     | 20    | 319  |
|   | 17.2%  | 16.0%  | 43.9%  | 16.6%  | 6.3%  | 100% |
|   | 58     | 60     | 109    | 69     | 23    | 319  |
|   | 18.2%  | 18.8%  | 34.2%  | 21.6%  | 7.2%  | 100% |
|   | 60     | 60     | 101    | 74     | 24    | 319  |
|   | 18.8 % | 18.8 % | 31.7 % | 23.2 % | 7.5 % | 100% |
|   | 55     | 74     | 97     | 75     | 18    | 319  |
|   | 17.2 % | 23.2 % | 30.4 % | 23.5 % | 5.6%  | 100% |

●, is the reverse-coded item, and the response of reverse-coded items was changed in this manner (1 = 5, 2 = 4, 3 = 3, 4 = 2, and 5 = 1) while entering them into SPSS.

Note: SD = Strongly disagree, SLA = Slightly agree, MA = Moderately agree, A = agree, SA = Strongly agree, and TTL = Total

The result in Table 2 shows that the highest percentage (32.0 percent) of them slightly agreed with the agreement factor “I think having careers for both the husband and the wife causes too much stress. 21.0 percent of them

moderately agreed with the statement, and 17.9 percent of the respondents agreed with the agreement factor. 13.8 percent of them strongly disagreed indicating they do not take stress even if both husband and wife are in jobs. In addition, 15.4 percent strongly agreed with the agreement factor. The result showed that most of the respondents slightly felt stress when both husbands and wives had careers.

Most of the respondents (42.3 percent) agreed moderately that even if promotion to management means worries, they avoid it for that reason. The first 14.7 percent of them strongly disagreed, showing their effort for promotion even if it makes them worry and another 16.0 percent of them slightly agreed with the statement indicating they do not make an effort for promotion because of difficulty. Of those, 6.6 percent of them strongly agreed with the statement, and 20.4 percent of them agreed with the agreement factor. The result indicated that promotion to a management position means worries so they avoid it for that reason for most of them.

The majority of the respondents (35.4 percent) agreed moderately that they have a desire for a top-level position where they can influence policy decisions. 16.3 percent of them strongly disagreed and another 16.6 percent slightly agreed with the agreement factor. Only 4.1 percent of them agreed strongly. Out of the total, (27.6 percent) agreed with the statement showing no desire to advance to a management position where they can influence a policy decision.

The highest percentage (35.1 percent) of them moderately agreed that they like to advance into positions where they can manage the activities of a large part of the organization. 17.6 percent of them strongly disagreed and showed their desire for advancement in a position where they could manage a large part of the organization. Only a few of them 5.0 percent did not show any desire for managing a large part of the organization. The second highest percentage of the respondents (25.7 percent) agreed that they do not have a desire for promotion where they can manage the activities of a large part of the organization.

The majority of respondents (34.8 percent) moderately agreed in part that they wished to oversee the organization's future course. The statement that they wanted to be responsible for the future course of their company was strongly disagreed with by 17.6 percent of them. 5.0 percent of them expressed no willingness at all to oversee the organization's future course. Of them, 25.4 percent agreed that they did not want to oversee the organization's future course.

The majority of those surveyed (24.5 percent) strongly disagreed with the assertion and indicated that securing a leadership role was crucial to them. The statement was agreed with by 27.3 percent of respondents, 14.7 percent of respondents in a moderate way, and 6.6 percent only slightly agreed. 27.0 percent of them did not feel any importance in attaining leadership positions in their career. The result showed that attaining a leadership position is important for them but not for some of them. This indicated that all women in the organization were not interested in attaining a leadership position.

Regarding their intentions to advance to a senior leadership position, 38.9 percent of them were moderate in agreement. 16.3 percent of them strongly disagreed with the statement and indicated they plan to achieve leadership positions. 20.4 percent of those surveyed only slightly agreed with the assertion. 20.7 percent of them agreed that they do not plan for a leadership position. Only 3.8 percent of them strongly agreed that they do not plan at all for the leadership position.

Out of the total respondents (27.6 percent) agreed slightly that they would choose a career with more job security and fewer problems and strongly disagreeing with the statement that they would prefer a job with greater job stability and fewer problems was 19.1 percent of respondents. Only 8.5 percent of them strongly preferred a position with greater job security and fewer challenges. 22.6 percent of them moderately agreed and 22.4 percent of them just agreed with the statement. It showed that some of the women prefer a position with job security and fewer challenges and some of them do not.

Many of the respondents (21.6 percent) strongly disagreed and indicated that they should not put their careers on hold when they begin to have a family. 21.0 percent agreed that they should put their career on hold when they begin to have a family. 16.6 percent strongly agreed that they should put their career on hold when they begin to have a family. Of them, (16.3 percent) slightly agreed, and 24.5 percent moderately agreed with the statement. Based on the findings, it can be said that women can break their careers due to family problems.

The highest percentage of respondents (34.5 percent) moderately agreed that they do not want to take a risk



whereas, of them, 21.3 percent strongly disagreed with the statement and demonstrated their willingness to take a risk. 11.6 percent slightly agreed, 18.5 percent of them agreed and 14.1 percent of them strongly agreed that they do not want to take a risk. It showed that women do not have risk-taking behavior.

If they match the requirements, 38.9 percent of respondents agreed they would prefer not to apply for the promotion. 20.1 percent of them strongly disagreed and they like to apply for every promotion if they meet the criteria. 11.0 percent of the respondents slightly agreed, and 23.5 percent moderately agreed with the statement. Only 6.6 percent of them do not like to apply at all for every promotion they meet the criteria.

Most of the participants (28.5 percent) slightly agreed that they do not like to relocate geographically for getting a promotional advantage. 21.9 percent strongly disagreed and showed that if they get a promotional advantage, they are ready to relocate geographically. 22.3 percent agreed and only 6.3 percent do not like to relocate geographically at all for promotional advantage.

Many of the respondents (45.8 percent) moderately agreed that they do not hesitate to advocate for themselves and ask what they want. 15.0 percent of them disagreed strongly that they hesitate to advocate for themselves and ask for what they want, and it indicates that they do not hesitate to advocate for what they want. 1.9 percent of them strongly agreed that they hesitate to advocate for themselves and ask for what they want. 21.0 percent of them slightly agreed, and 16.3 percent of the participants just agreed with the agreement factor. The result showed that most women are confident in raising their voices for what they want. However, few of them are not.

The highest percentage of the respondents (33.5 percent) moderately agreed that they view middle-level management as a comfort zone for their work-life balance. 20.7 percent strongly disagreed, and it indicated that they wanted to go beyond the middle management level. 21 percent agreed they just want a middle-level management position for work-life balance. 15.4 percent of them slightly agreed with the statement. Only 9.4 percent had a strong opinion regarding a middle-level management position being suitable for work-life balance. It seems that most women in organizations are satisfied with middle management level but not above balancing between personal life and professional life.

The Majority of the respondents (43.9 percent) moderately agreed that they try to balance their personal life and professional life so that their personal life does not hinder their career development. 17.2 percent strongly disagreed and indicated that they make an effort to balance their personal life and professional life. 16.0 percent of them slightly agreed with the statement, and 16.6 percent just agreed. Only 6.3 percent strongly agreed with the agreement factor. It showed that women try to make an effort for work-life balance.

The majority of the participants (34.2 percent) moderately agreed that they often make hard efforts but fail to do the right work. 18.2 percent of them strongly disagreed with the statement indicating that they can do right work even without making a hard effort and 21.6 percent of them agreed with the statement. 18.8 percent of them slightly agreed, and only 7.2 percent of them strongly agreed that although they make a hard effort but fail to do the right work. It seemed that although they work hard but fail to do the right work.

Of those, 31.7 percent of the respondents moderately agreed that they failed to develop a relationship for their promotion to the top level. 18.8 percent of them strongly disagreed, and that showed they can develop career-building relationships for their promotion to the top level. 18.8 percent of them slightly agreed, and 23.2 percent agreed that they are not able to do that and 7.5 percent of them do not develop career-building relationships for their promotion. Women in organizations seemed to lack career-building relationships for their promotion though that is important for the promotion.

The highest percentage of them (30.4 percent) moderately agreed they wait for rather than seeking out opportunities but 17.2 percent of them strongly disagreed with the statement indicating that they do not wait for seeking opportunities. Only 5.6 percent strongly agreed that they wait for rather than seek out opportunities. 23.2 percent of the respondents slightly agreed and 23.5 percent of them agreed with the statement. It showed that women in an organization like to wait for opportunities rather than seeking them.

The result under women's career aspirations showed that most of the respondents agreed with one statement, "If I am eligible, I like to apply for every promotion". Next, the highest percentage of them had a slight agreement with three statements, "I think having careers for both the husband and the wife causes too much stress", "I prefer a position with greater job security and fewer challenges", and "I do not like to relocate geographically to

take advantage of promotional opportunities". Similarly, another highest percentage of them strongly disagreed with one statement, "Attaining leadership status is not important to me". The next majority of the respondents moderately agreed with thirteen statements, " Even if promotion to a management position means worries, I do not avoid it for that reason", "I want to move up to a managerial position so that I can have more control over how policy is decided", "I hope to move to a position where I can oversee the operations of a significant portion of the company", "I want to be in charge of deciding how my company will develop in the future", "I want to advance to the top position in my company", "I do not want to take a risk", "I do not hesitate to advocate for myself or ask for what I want", "I view the middle management level but not above as the comfort zone to balance my career and personal life", "I make effort to balance my personal life and professional life so that my personal life does not hamper my career development", "I often make effort at hard work but fail to do the right work", "I fail to develop a career-building relationship which is very important for promoting to a top management position", "I think women should put their careers on hold when they begin to have family " and "I wait for, rather than seeking out opportunities".

The findings revealed that the majority of the statements under "women's career aspirations" were moderately agreed by women in organizations, demonstrating that women's career aspirations are also important for their professional advancement.

### **Mean and standard deviation of women career aspirations**

The mean score and standard deviation of each statement under women's career aspiration as well as the overall mean score and standard deviation have been calculated and discussed below.

Table 3

Overall mean and standard deviation of women's career aspirations scale

| Scale                      | Mean   | Standard Deviation |
|----------------------------|--------|--------------------|
| Women's career aspirations | 2.8478 | 1.0079             |

All respondents moderately agreed that they are also accountable for their career development and moderately agreeing that they do not aspire to career advancement. The overall mean score for all constructions is 2.8478, which is below 3 and above 2.5.

### **Discussions**

The study aimed to identify how women working in commercial banks aspire to professional careers. The result showed that women's agreement on lack of aspirations for careers at a moderate level. This result is in line with (Liu, 2013; Shrestha, 2019; Thao, 2014) and mentioned that women lack ambition for higher positions in organizations. It seemed that women themselves were also responsible for not achieving higher positions. This result contradicts that (IFC, 2024) found that majority of the women (79%) aspire to become senior managers. The study showed women agreement on failing to build networking that might help in promotion in commercial banks. This result is in line with (Hewlett, 2010; Racioppi, 2018) mentioned that women's career growth depends on whether they make an effort to network with stakeholders. Women moderately agreed that they do not feel comfortable for asking something they want. This result is in line with (Jhao & Smith, 2015). Women's denial to accept risky jobs is in line with (Thao, 2014). It showed that women generally want non-risky jobs because they want job security. Most of the women concurred that they were less inclined to submit applications for promotions. This outcome is consistent with (Hede & Ralston's, 1993) findings. This suggested that job advancement may also be hampered by a lack of desire in applying for higher positions.

Majority of the women moderately agreed that they are comfortable for middle level of management for balancing work life. This finding supports the findings of Liu (2013) and Shrestha (2019), but it also runs counter to the IFC (2014), which indicated that the majority of women in the banking industry want to become senior managers. It demonstrated that women now have higher aspirations than ever before for career advancement.

## Conclusion and Implications

The study measures the aspirations of Nepalese women to work in commercial banks. According to the study, women who work in the banking industry moderately agreed that they don't have any goals to advance in their careers. A decrease in career growth may result from a number of factors, including a lack of advocacy, a lack of networking, an inability to balance work and personal obligations, a lack of interest in advancing to higher managerial positions, a lack of risk-taking behavior, and a loss of confidence when asking for what they want. Therefore, it is advised that women maintain their focus and make progress in the aforementioned areas. These are the factors that originate internally. Women must therefore develop the willpower to overcome obstacles to their professional advancement. The study's findings will assist women in identifying their areas of improvement in order to positively impact their career goals and foster professional development. Although women's job aspirations have an impact on their professional development, the relationship between women's career aspirations and career advancement has not been examined in this study. Therefore, more investigation is advised to test the association.

**Acknowledgement:** This research was funded by the University Grants Commission (UGC), Nepal, under UGC Award Number PhD-77/78-Mgmt-03. So, I want to express my gratitude to UGC Nepal for its generous funding.

## References

- Domenico, D. M. & Jones, K. H. (2006). Career aspirations of women in the 20th century. *Journal of Career and Technical Education*, 22(2), 1-7. DOI: 10.21061/jcte.v22i2.430
- Hede, A., & Ralston, D. (1993). Managerial career progression and aspiration. 'Evidence of a glass ceiling'? *International Journal of Employment Studies*, 1(2), 253-282.
- Hellenga, K., Aber, M. S., & Rhodes, J. E. (2002). African American adolescent mothers' vocational aspiration-expectation gap: Individual, social, and environmental influences. *Psychology of Women Quarterly*, 26, 200-212. DOI: 10.1111/1471-6402.00059
- Hewlett, H. A. (2010). When female networks are not enough. *Harvard Business Review*, 1-4.
- Hewlett, S. A., Peraino, W. K., Sherbin, L., & Sumberg, K. (2010). The sponsorship effect: breaking through the last glass ceiling. *Harvard Business Review*, 1-77.
- Hoobler, J. M., Lemmon, G., & Wayne, S. J. (2011). Women's managerial aspirations: Organisational development perspective. *Journal of Management*, 40(3), 703-730. <https://doi.org/10.1177/0149206311426911>
- International finance corporation (2024). Women's advancement in banking in emerging South Asian countries. Retrieved from <https://www.ifc.org/content/dam/ifc/doc/2024/women-s-advancement-in-banking-findings-recommendations-for-nepal.pdf>
- Jhao, S., & Smith, R. B. (2015). Six barriers for women career advancement. Leadership. Retrieved from <https://www.peoplesmatters.in/article/diversity/6-barriers-womens-career-advancement-12645>
- Kang, L. S. & Kaur, G. (2020). Contextual support and career aspirations of working women. *South Asian Journal of Human Resources Management*, 1-25. DOI: 10.1177/2322093720967803
- Kim, Y. H. (2014). Measuring career aspiration in Korean college women. (Masters thesis, Faculty of Graduate School of the University of Maryland, Maryland).
- Liu, S. (2013). A few good women at the top: The China case. *Business Horizons*, 56(4), 483-490. DOI: 10.1016/j.bushor.2013.04.002
- Nieva, V. F., & Gutek, B. A. (1981). Women and work: A psychological perspective. New York: Praeger.
- Knuston, B., & Schmidgall, R. (1999). Dimensions of the glass ceiling in the hospitality industry. *Cornell Hotel and Restaurant Administration Quarterly*, 40(6), 64-75.
- Olsson, S. (2002). Gendered heroes: Male and female representations of executive identity. *Women in Management Review*, 17 (3/4), 142-150. DOI: 10.1108/09649420210425282
- Powell, G. N., & Mainiero, L. A. (1992). Cross-currents in the river of time: Conceptualizing the complexities of women's careers. *Journal of Management*, 18(2), 215-237.
- Racioppi, R. (2018). Three obstacles hindering women's career advancement. Forbes. Retrieved from



- <https://www.forbes.com/sites/forbesnycouncil/2018/04/18/three-obstacles-hindering-womens-career-advancement/?sh=2a7ad16d99e9> [2019, December 6]
- Rojewski, J. W. (1996). Occupational aspirations and early career-choice patterns of adolescents with and without learning disabilities. *Learning Disability Quarterly*, 19(2), 99-116. <https://doi.org/10.2307/1511251>
- Shrestha, I. (2019). *Glass ceiling and women career development in Nepalese commercial banks*. (M.Phil. thesis, Faculty of Management, Nepal).
- Terefe, Y., Ketema, M. & Girma, B. (2019). Women's underrepresentation in management position: Evidence from Ethiopia. *European Journal of Business & management*, 11(3), 14–26.
- Thao, T. T. (2014). *Identifying the existence of the glass ceiling and examining the impact on the participation of female executives in the Vietnamese banking sector* (Masters' thesis, Unitec Institute of Technology, New Zealand). Retrieved from <https://uunz.ac.nz/media/uploads/2018/07/03-1-16>
- Wittenberg-Cox, A. (2020). Women's career trajectories can be a model for aging workforce. *Harvard Business Review*, 1-5.