JFTH
Vol. 17, Issue 2 (2020)
ISSN: 2314-7024
E-ISSN: 2682-2180

# The Impact of Glass Ceiling Beliefs on Women's Subjective Career Success in Tourism and Hospitality Industry: The Moderating Role of Social Support

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## Abstract

In Egypt, it is significant to help women in the tourism and hospitality industry to break the glass ceiling belief and crack more barriers to establish work-family life balance and achieve progress in their career success. Women employees had to call for support especially social support from their family, parents, and husband and organizational support to create optimistic and positive glass ceiling beliefs. This study plays a crucial role in finding how is the impact of glass ceiling beliefs on women's subjective career success. It also mainly focuses on the moderator role of social support and its effect on women's career success. Data were collected using questionnaires distributed to 449 female department managers and employees in Egypt's tourism and hospitality industry. Partial least squares method, one of the structural equation models (SEM) methods, was used to test the study model. The current study produces novel contributions to the glass ceiling syndrome literature both theoretically and practically. It was found that Firstly the four factors of glass ceiling beliefs (Denial, Resilience, Resignation, and Acceptance) have significant impacts on women's subjective career success. Secondly, the social support variable doesn't moderate the relation between subjective career success and glass ceiling beliefs factors except denial. Findings will help produce practical implications for women employees in different tourism and hospitality sectors

to choose an appropriate job according to their beliefs. For tourism and hotels organizations, we can consider this study as a tool to check women employees' glass ceiling beliefs by establishing social support mechanisms and strategies with a supportive work system and work environment. Hence, human resource management functions such as promotion, training and hiring will be easier and clearer.

**Keywords:** glass ceiling beliefs, women's subjective career success, social support, tourism and hospitality industry.

## Introduction

In the world, increasing female labor force participation plays a vital role in reducing poverty, sustaining economic growth and supporting women's independence (WTTC, Driving women's success, 2019).According to the ILO Global study trends report (2017), 3 billion people are employed worldwide, while 1, 2 billion is composed of the female labor force. (Michinsey and Company, 2018; Tekeli, 2019).

Today, the tourism and hospitality industry provides employment opportunities to around 210 million people in the world, and 45% of this area presents the female labor force, while 55% is a male employee (WEF, 2018; Tekeli, 2019).Hence, the tourism and hospitality industry is one of the world's largest job creator (Mickinsey and Company, 2018). So, it is important for a sustainable national development that women take part in the economic sector because women's real participation in the labor force will increase the (GDP) (World Bank, 2017; Jauhar and Law, 2018). Further, one job in the tourism industry creates indirect jobs in the tourism related economy. It is linked to several sectors and offers to women good opportunities to work (Tekeli, 2019).

Although, the involvement of women in the workplace and their representation in middle and lower management positions is increasing across the world (Bazazo et al., 2017; Yasin et al., 2019).The under representation of women at the senior management level, especially in the tourism and hospitality industry, has been related to the concept of the glass ceiling (Costa et al., 2017).

The concept of glass ceiling was used and published in the wall street journal in 1986 for the first time (Smith 2012; Nayataya and Ma, 2016; Roman, 2017; Tekeli, 2019). It is related to the prevention of women employees from reaching senior management levels due to stereotypes and business traditions (Prasad, 2018; Karakilic, 2019; Alazzawi et al., 2019; Rincon et al., 2020). According to Singh and Malhotra (2017) the ceiling is an obstacle to upward advancement, glass refers to invisible barriers or obstacles which are not apparent (Prasad, 2018).Powel and Butterfield (2003) noted that the glass ceiling is a transparent and invisible

barrier that prevents women from moving to top positions such as insufficient work experience and lack of education (Mohammadkhani and Gholamzadeh, 2016).

For instance, there are several types of women's barriers while competing for key managerial positions: societal barriers: which are created by the society we live in. Many people in our Arab society are stereotype about women's capabilities. Sometimes women have to work hard to receive equal appreciation as men (Subramanian and Arumugan, 2013).Environmental barriers: includes political barriers such as lack of educational, governmental, and initiatives policies that support women positions (Poon et al., 2015; Aranha et al., 2019) and internal barriers: which can be controlled by organization such as lack of networking skills, role models and mentors (Rama and Gandhi, 2013).

In Egypt, women are motivated to work in all directions where Madeson (2010) indicated that Egyptian women's employment in the tourism sector reduces the need for expatriate labor and women's unemployment rate .Thus the presence of women in the tourism sector is proof of social acceptance of hosting tourists. (Bazazo, et al., 2017; Yasin et al., 2019). It is clear that women's employment in the Egyptian Hospitality sectors is still suffering from discrimination, inequalities and fewer women in top position (UNWTO, 2015; Kumara, 2018; Ferry, 2020).Costa et al., (2017) and Nyataya and Ma (2016) noted that women's employment places in Hotels are horizontally segregated into particular jobs and vertically segregated into jobs regarded as low in skills and status. An additional negative side for women's employment in hotels is that they suffer from gender harassment from both customers and coworkers due to their low educational level status (Browne, 2006; Tlaiss and Kauser, 2011; Kumara, 2018). According to Kattara (2005) work experience, work family conflicts and age are the main factors that prevent woman in the Egyptian hotel and tourism industry from reaching top positions (Nyataya et al., 2016).Thus, in Egypt, it is significant to help women in tourism and hospitality industry to break the glass ceiling belief and crack more barriers to establish work-family life balance and to achieve progress in their career success (Yasin et al., 2019).Therefore, The current study investigates the career barrier beliefs and their effect on women's career success of women in the tourism and hospitality industry.

## Statement of the problem

Nowadays, women are more involved in the business world (Jauhar 2018; Karakilic, 2019). Although women's rights opened new opportunities in education and business, there are underrepresented women in executive and top managerial positions (Famigliette, 2015; Nyataya and Ma,

2016; Alazzawi et al., 2019) especially in the tourism and hospitality industry.

Egypt is like other developing countries, women in the hospitality industry suffer from a shortage of opportunities to develop and advance (Fathy, 2018), While men dominate the first level positions (Nyataya, 2016; Alazzawi et al., 2019; Aranha, 2019).Moreover, female air staff members indicated that men received more organizational trust and encouragement for professional development in different airline companies (Ren,2010). This is called glass ceiling syndrome, which affects women's career success and progression (Karakilic, 2019). In addition to the above, the tourism and hospitality industry is characterized as 24 hours service a day, 7 days a week, especially at weekends and Holidays (Kattara, 2015; Tekeli, 2019; Franseco et al., 2020).Plus the existence of certain requirements such as making agreements with tour operators and travel companies, participating in different tourism fairs and exhibitions which cause work-family conflict results to increase the women's intention to quit. (Nyataya and Ma, 2016; Roman, 2017; Fathy, 2018; Tekeli, 2019; Aranha, 2019). Hence, this leads to investigate constraints facing women in climbing to the top management position (Famiglietti, 2015; Nyataya and Ma, 2016; Roman 2017). Franseco et al., (2020) noted that women had to be more experienced than men in order to progress and achieve their career success in tourism and hotel business. Also, they had to call for support especially social support from their family, parents, and husband (Chawla and Sharma, 2019; Xia et al., 2020) and organizational support to encourage women employees to create optimistic and positive glass ceiling beliefs (Tlaiss and Kauser, 2011; Khalid and Sekiguchi, 2017; Wazir, 2018; Nisha and Vasumathi, 2020).

Consequently, in this study, researchers need to determine the impact of glass ceiling beliefs on the growth of women's career success working across different levels in Egypt's tourism and hospitality sectors.

**Objectives of the study:**

The purpose of this study is to analyze the concept glass ceiling from a psychological view point. Thus, this study plays a crucial role in finding how the glass ceiling beliefs impact on women's subjective career success. It also mainly focuses on the moderator role of social support and its effect on women's career success in the tourism and hospitality industry.

**The Glass ceiling beliefs**

Women's glass ceiling beliefs have been discussed in many qualitative studies (Wrigley, 2002; Browne, 2006; Khalid and Sekiguchi, 2019). Smith et al., (2012) determined these beliefs through the career pathway survey (CPS), which has been designed for woman at all management levels (Singh and Malhotra, 2017) and measures the four glass ceiling

beliefs: Denial, Resilience, Resignation and Acceptance (Singh and Malhotra, 2017; Balasubramanian and Lathabhavan, 2018; Sathyanarayana et al., 2018).

The belief **denial** is an optimistic women's belief toward the glass ceiling, where they believe that men and women face the same problems in seeking top management positions (Khalid and Sekiguchi, 2019; Balasubramanian and Lathabhavan, 2018). It shows women's positive attitude in pursuing their career advancement without any discrimination in their upward promotion (Smith et al., 2012; Khalid and Sekiguchi, 2019).

The belief **resilience** implies that women are able to overcome barriers and cope with the glass ceiling effect (Smith et al., 2012; Balasubramanian and Lathabhavan, 2017). It is a positive and optimistic belief of women (Mohammadkhani and Gholamzadeh, 2016).

On the other side, the belief **resignation** is a negative and pessimistic belief of women toward the glass ceiling. It explains why women perceive that they face more obstacles than men when moving toward top management position (Smith, 2012; Balasubramanian and Lathabhavan, 2017; Roman, 2017).This belief may lead to low performance and a high turnover rate (Khalid and Sekiguchi, 2019).

Finally, **acceptance** is another pessimistic belief. It explains why women are satisfied and don't seek promotions because they prefer other life goals, such as family involvement compared to leadership (Smith et al., a/b 2012; Sathyanarayana et al., 2018; Ganujir et al., 2018). Women with the glass ceiling belief of acceptance are not ambitious to move toward top positions and take on responsibilities (Smith, 2012; Singh and Malhotra, 2017; Roman, 2017).Research findings have shown that the CPS (career path survey) items are either positive (optimistic) or negative (pessimistic) out looks for breaking or cracking glass ceiling (Smith, 2012; Roman, 2017; Nisha and Vasumathi, 2020).These items refer to issues such as role models, gender discrimination and barriers, work family conflict, lack of women's promotion opportunities, networking, Jealousy from female coworkers after promotions, mentor support and benefits of higher education and qualification (Smith, 2012; Mohammadkhani and Gholamzadeh, 2016; Roman, 2017; Balasubramanian and Lathabhavan, 2017; Ganujir et al., 2018; and Fathy, 2018).

**Subjective career success:**

Howard and Bray (1988) Indicated that career success is the number of promotions and salary increases in a specific time. Miguel (1993) defined career success as the increased respect from others, hierarchal progression and a larger income (El Shawi et al., 2013; Wazir, 2018). Judge et al., (1995) noted

that career success is the positive psychological or work achievements accumulated as a result of one's work experience (Poon et al., 2015).According to career researchers, these positive outcomes can be external (objective career success) such as salary, managerial progress position, or internal (subjective career success) such as personal feelings and satisfaction (Howard and Bray, 1988; Judge et al., 1995; Tlaiss and Kauser, 2011; Poon et al., 2015).In particular, when assessing the success of managers, especially women manager, objective measures of success have significant short comings (Tlaiss and Kauser, 2011; Al Shawi et al., 2013). Struges (1999) noted that women mangers' beliefs and perceptions of career success don't correspond with the external objective dimensions of career success (Subramanian and Arumugan, 2013; Choi, 2018; Narayanan, 2017).In conclusion, for women in managerial positions, subjective internal success has beneficial consequences and may be more important in individuals' perception of their career success than the external objective dimensions (Al Shawi, 2013; Choi, 2018; Tlaiss and Kauser, 2011). Consequently, in this study, we focused on subjective career success which is measured through the beliefs, emotions and opinions of the individual (Singh and Malhotra, 2017).Seibert and Kraimer (2001) define subjective career success as the individuals' feelings of satisfaction with their career. It refers to an employee's evaluation of his or her career success with reference to aspirations, career stage and self-defined standards (Nabi, 2001; Al Azzawi et al., 2019).It is generally assumed that employees want to feel successful in their careers concerning their career values, achievement and aspirations (Choi, 2018). Hence, earning a high salary and positions is only a part of career success (Nabi, 2001). Therefore, it can be found that there is theoretical importance to examine subjective career success that reflects the self-defined standards and employee's perceptions (Kumara, 2018; Sonia and Sreeramana, 2019).

The present study investigates four indicators of subjective career success, namely career satisfaction which considered a major predictor of subjective career success (Seibert and Kraimer, 2001; Wazir, 2018; Khalid and Sekiguchi, 2019; Rossenkhan et al., 2020), work engagement, physical and psychological wellbeing and finally job happiness (Judge et al., 1995; 2006; Orser and Leck, 2010 ;Singh and Malhotra, 2017).

Karakas (2010) defined career satisfaction as the level of overall happiness derives from the internal and external aspects of one's career (Singh and Malhotra, 2017; Prasad, 2018).Hence, it is the pleasurable emotional state that results from achieving one's career values (Balasubramanian and Lathabhavan, 2018) .Career satisfaction is derived from

the individual appraisal of career development across jobs (Seibert and Kraimer, 2001; Khalid and Sekiguchi, 2019) it is significantly related to a job (Ng et al., 2005; Orser and Leck, 2010; Choi, 2018).

Further, work engagement was chosen as one of the most important subjective career success variables in this study. Productivity and creativity are related to the engagement of workers (Bakker and Demerouti, 2008). Work engagement is defined as a positive psychological state including vigor, dedication and absorption. **Vigor** is characterized by energy and mental resilience while working and persistence in the face of difficulties (Schaufeli et al., 2006). **Dedication** is characterized by a sense of inspiration, enthusiasm and challenge (Balasubramanian and Lathabhavan, 2017). Finally, **absorption** is characterized by being fully happily and deep engrossed in one's work (Balasubramanian and Lathabhavan, 2018b). Increasing work engagement of both staff and management level is very important for the organization's economic benefit (Smith et al., 2012).

Ng et al. (2005) noted that emotional wellbeing relates to the existence or lack of psychological difficulties such as worry, depression, and fear. Psychological wellbeing is a state of wellbeing in which the individual can cope with stress and work productively (Schaufeli et al., 2006; Singh and Malhotra, 2017). Physical wellbeing related to the existence of or lack of illnesses (Smith, 2012).

Finally, Job happiness is a positive concept that involves three components or factors: lack depression and anxiety, positive affect or joy and a satisfaction amount over a period. (Ven hoven, 2012). Economists use the terms (Happiness) and life satisfaction as measures of subjective wellbeing (Singh and Malhotra, 2017). Huang (2016) defined happiness as the experience of joy combined with a sense that one's life is good. Hence, in the workplace, the subjective happiness scale is used to measure happiness (Khalid and Sekiguchi, 2019).

**Women's glass ceiling beliefs and subjective career success:**

According to Smith et al. (2012), the career pathway survey identified four factors of glass ceiling beliefs; Denial, resilience, resignation and acceptance, as stated earlier, they find that these women's beliefs are significantly related to their career success. Firstly, Women have been classified as having either optimistic glass ceiling beliefs which are related to belief Denial and resilience and are positively related to career satisfaction (Smith, 2012; Hirschi et al., 2017) or secondly, pessimistic beliefs factors in the form of resignation and acceptance which are negatively related to career satisfaction (Mohammadkhani and Gholamzadeh, 2016). Similarly, they find that women who have optimistic

beliefs are more likely to feel happy and show work performance and engagement compared to women who have pessimistic beliefs about their career progression (Smith et al., 2012; Singh and Malhotra, 2017). Consequently, they suggested glass ceiling beliefs can be antecedents for subjective success variables; thus, optimistic beliefs lead to positive emotions toward seeking promotions. In contrast, pessimistic beliefs lead to negative emotions toward promotions (Nisha and Vasumathi, 2020; Roman, 2017).Moreover they recommended using moderator social-psychological variables such as family support or work support as a possible topic for future research in order to evaluate the role of glass ceiling beliefs on women's career progression.

**Social support as a moderator**

Social support refers to interpersonal relationships and social interactions that protect individuals from the stress effects (Mahasha, 2016). Frequently, it is linked to positive physical and psychological outputs by enhancing positive feelings and coping with stress (Chawla and Scharma, 2019). On the other hand, lack of social support leads to negative psychological states, such as depression and helplessness (Jiang, 2015; Ayuni and Haryadi, 2018; Xia et al., 2020). Therefore, it is a support given to employees by people surrounding them (Mahasha, 2016). It has been found that women depend on support systems to cope with their family responsibilities and work role (Khan, 2016).Support means to them, the ability to have a balanced life to have a good fit between family and work roles and duties (Mahasha, 2016; French et al., 2019).Hence, it is an aspect that can motivate women in work (Ayuni and Haryadi, 2019). The majority of support sources include organizational and supervisory support, family, friend, spousal support, as well as structural and social environment life support (Jiang, 2015; Mahasha, 2016; Xia et al., 2020). Ezzeden and Ritchey (2009) asserted that social support plays a significant role in assisting women to achieve career advancement and progression (Jauhan and Lan, 2018). Besides, several studies conducted that social support from management (organization concerns about employee, such as work-life balance and job satisfaction) moderate the relationship of family and organization practice with career advancement (French et al., 2019 ; Rincon et al., 2020).Social support as mentoring could help women establish network, increase confidence and find her right career success (Uisha and vasumath, 2019).Besides, support received from parents and family is considered as a source of support for women's career success. Permanently, family and parents encourage women on their choices (Ezzedeen and Ritchey, 2009; Nabi, 2001) .Haryadi (2018) conducted that support from husband is important in moderating the relation between work role with family responsibilities and

women's career development (Hahasha, 2016; Rincon, 2020). So, husband support helps women in reducing the work family conflicts (Ezzedeen and Ritchey, 2009).Therefore, in this study, social support was used as a moderator in helping women to achieve career success and enhancing positive feelings as received from work based or family based support (Jiang, 2015; Jauhar and Lau, 2018; Chawla and Sharma, 2019; French et al., 2020).

## Methodology

### Research model overview

In this study, the theoretical framework and relationships between the model variables are extracted from the extant literature. Fig 1 illustrates the study model. According to the suggested model, there are five-hypotheses to examine, as follows:

**H1.** The women's glass ceiling beliefs have a significant effect on subjective career success;

**H1a.** Denial variable has a positive effect on subjective career success variables;

**H1b.** Resilience variable has a positive effect on subjective career success variables;

**H1c.** Resignation variable has a negative effect on subjective career success variables;

**H1d.** Acceptance variable has a negative effect on subjective career success variables;

**H2.** The impact of denial variable on subjective career success variables is positively moderated by social support variable;

**H3.** The impact of resilience variable on subjective career success variables is positively moderated by social support variable;

**H4.** The impact of resignation variable on subjective career success variables is negatively moderated by social support variable;

**H5.** The impact of acceptance variable on subjective career success variables is negatively moderated by social support variable;

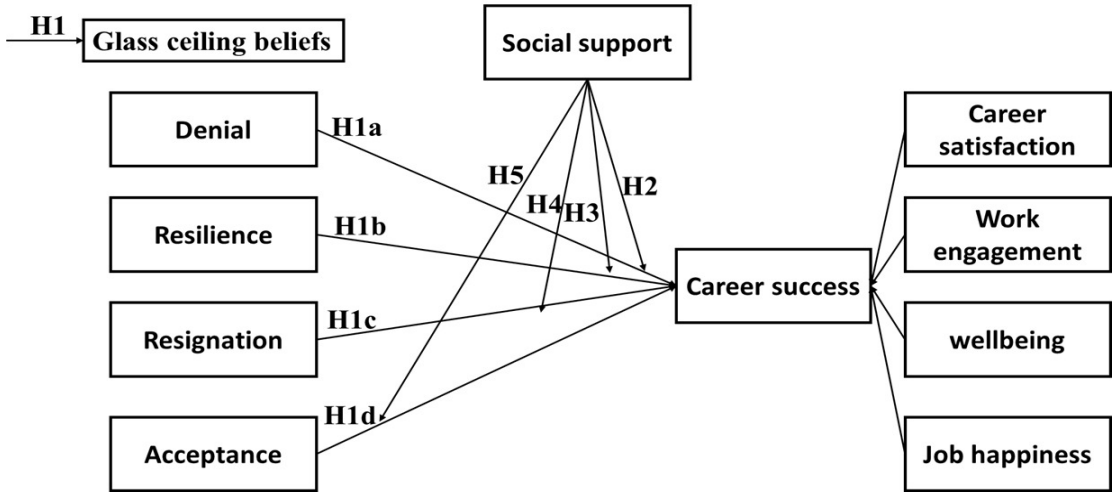


Figure 1 the proposed conceptual framework

## The sample and design

A quantitative research framework was applied to fulfill the study objectives. The research design is mostly based on the women employee's glass ceiling beliefs in various tourism and hospitality organizations (Travel Agents, Airlines, Egyptian official tourist authorities, 4 and 5 star Hotels and Restaurants). So, the study sample was selected as the stratified random sample. Data were collected using questionnaires distributed to female department managers and employees in tourism and hospitality industry from the five major destinations in Egypt: Cairo, Alexandria, Hurghada, Sharm El Shiek and Upper Egypt. The sample consisted of 449 participants. A number of (700) surveys were distributed in several tourism and hospitality organizations as noted earlier, a total of (510) were returned, and after elimination of those questionnaires with inadequate or missing data (61) questionnaires. A number of (449) questionnaire were retained and giving a response rate (64%). Of the 449 women in study 51% were less than 30 years old, 55% were single, 75% were college graduates, 44 % had less than 5 years' work experience, and 50% were executive employees. Finally, 37% worked in tourism companies, 10, 5% worked at airlines, 32% worked at hotels, 10% worked at restaurant and 14% worked at Egyptian official tourist authorities. The survey was examined by 10 field experts to pre-test and made comments regarding the content validity and the easiness of understanding the survey items. The survey was distributed in two ways. Firstly, a paper based survey was distributed to women employees in different managerial level in tourism and hotels industry. Secondly, via web based

survey as a URL link (using Google forms) that enabled tourist female employees to access the survey and submit their responses anonymously. In addition, link was used to achieve the social distance during covide-19. So, researchers sent to people in different tourist managerial positions on social media accounts, mainly Facebook as mostly of hotels, travel companies and airlines in Egypt have page on Facebook during the period from July to September 2020.Therefore, the use of both paper and online based surveys allowed a better representation of population.

## Measures

The survey was divided into four sections: **The first section** measures the independent variable (the women's glass ceiling beliefs) using The (CPS) which assesses levels of Denial (5 items), Resilience (5items), Resignation (5 items) and acceptance (5 items). So, women rate their level of agreement with 20 statements adapted from (Smith et al., 2012; Smith 2012; Mohammedkhani and Gholamzadeh, 2016; Singh and Malhotra 2017; Roman, 2017; and Balasubramanian and Lathabhavan, 2018).

**The second section** measures the dependent variable (subjective career success). For career satisfaction: we use the career satisfaction scale (Greenhaus et al., 1990) with (5 items), it has been used in over 240 studies (Hofman et al., 2008; Smith et al., 2012).

Work engagement: measures in this study three related workplace engagement factors (Vigor, absorption and dedication). We use (5 items) adapted from (Schaufeli et al., 2006; Bakker and Demerouti; 2008; Balasubramanian and Lathabhavan, 2017; and Balasubramanian and Lathabhavan,2018).

Psychological and physical wellbeing: the (5 items) measuring wellbeing were adapted from Judge et al., 1995; Alazzawi et al., 2001;Schaufeli and Bakker, 2006; Sathyanaryana et al., 2018 and Ganujir, 2018).

Job happiness was assessed with subjective happiness scale with (5 items) adapted from Van hoven 2012; Huang, 2016; and Khalid and Sekiguchi, 2019).

**The third section**, the moderating effect (social support) was measured through (5 items) adapted from Jiang, 2015; Khan, 2016; Jauhar and Law, 2018; Ayuni and Haryadi, 2018) ;Sonia and Sreeramana, 2019; Shawla and Sharma, 2019 ; Xia et al., 2020). All questions of this sections used a five point Likert type scale ranging from 1(Strongly disagree) to 5 (Strongly agree).

Finally, **the fourth section** contained of 6 demographic dimensions and used to describe the sample profile.

## Results and analysis

Partial least squares method, one of the methods of structural equation models (SEM), was used to test the study

model, as the best and most recent statistical method, this approach is based on two main elements of data analysis (Hair et al., 2016).

## 1. Assessment of outer measurement model

Validity and reliability tests were conducted to evaluate research measures by:

### - Composite reliability (CR) The structures' internal consistency

Composite reliability and Cronbach's alpha (α) were used to measure the internal consistency of latent factors. Table (1) revealed that all composite reliability and Cronbach's alpha (α) values of the model are higher than 0.7. Cronbach's alpha (α) ranging from 0.880 to 0.927, and the composite reliability (C.R) ranging from 0.912 to 0.945, indicating internal consistency of the model.

### - Convergent Validity (CV)

Convergent validity was used to make sure that the variables are correlated at both theoretical and applied levels. Convergent validity value can be calculated according to Hair et al., (2016) by: (1) **Outer Loadings** to ensure the saturation value of manifest variables of the latent variables are higher than 0.7. Table (2) and figure (2) show that saturation performance values of all the manifest variables on all the latent variables are higher than 0.7 (P< 0.001) and T. value is higher than 1.96 for all variables. (2) Measuring the **Average Variance Extracted (AVE)**, with a cut-off value higher than 0.5. Table (1) shows that all AVE values for all the latent variables are higher than 0.5, they ranged from 0.675 (Job happiness) and 0.774 (Resignation) and are correlated at both theoretical and applied levels. Based on the outer loading and AVE values, it is assured that the manifest variables used to measure the latent variables (Denial, Resilience, Resignation, Acceptance, Work engagement, Career satisfaction, Job happiness, Physical and psychological wellbeing) have Convergent Validity.

Table 1 AVE, Cronbach's alpha, and (CR)

| Key variables | Sub-variables | α | C.R | (AVE) |
|---|---|---|---|---|
| Glass ceiling beliefs | Denial | 0.910 | 0.933 | 0.736 |
| | Resilience | 0.887 | 0.917 | 0.689 |
| | Resignation | **0.927** | **0.945** | **0.774** |
| | Acceptance | 0.901 | 0.925 | 0.712 |
| Career success | Work engagement | 0.895 | 0.923 | 0.705 |
| | Career satisfaction | 0.892 | 0.921 | 0.701 |
| | Job happiness | **0.880** | **0.912** | **0.675** |
| | Physical and psychological wellbeing | 0.896 | 0.923 | 0.707 |

## Discriminant Validity

Is the opposite of the convergent validity. To achieve model's discriminant validity, the outer loading values should exceed the cross-loading values. The discriminant validity was achieved as shown in table (2) where the outer loading values - underlined- are higher than the cross-loading values. This means that the manifest variables on each latent variable are distinguished from the manifest variables of the other latent variable used in the model.

Table 2 Cross loading results

| items | Denial | Resilience | Resignation | Acceptance | Career satisfaction | Work engagement | wellbeing | Job happiness |
|---|---|---|---|---|---|---|---|---|
| **Q1** | **0.834** | 0.587 | -0.239 | -0.099 | 0.096 | 0.195 | 0.669 | 0.771 |
| **Q2** | **0.869** | 0.620 | -0.201 | -0.075 | 0.187 | 0.217 | 0.721 | 0.781 |
| **Q3** | **0.862** | 0.659 | -0.185 | -0.086 | 0.131 | 0.176 | 0.728 | 0.724 |
| **Q4** | **0.870** | 0.610 | -0.198 | -0.146 | 0.143 | 0.181 | 0.684 | 0.676 |
| **Q5** | **0.853** | 0.621 | -0.120 | -0.113 | 0.108 | 0.160 | 0.678 | 0.717 |
| **Q6** | 0.617 | **0.861** | -0.069 | -0.055 | 0.034 | 0.079 | 0.789 | 0.672 |
| **Q7** | 0.640 | **0.826** | -0.027 | -0.040 | 0.051 | 0.056 | 0.729 | 0.617 |
| **Q8** | 0.558 | **0.841** | 0.029 | 0.014 | -0.017 | 0.008 | 0.637 | 0.744 |
| **Q9** | 0.573 | **0.775** | 0.129 | 0.019 | -0.065 | 0.023 | 0.567 | 0.697 |
| **Q10** | 0.610 | **0.844** | -0.016 | -0.007 | 0.003 | 0.039 | 0.658 | 0.748 |
| **Q11** | -0.192 | -0.008 | **0.876** | -0.103 | -0.243 | -0.319 | -0.197 | -0.144 |
| **Q12** | -0.174 | 0.037 | **0.836** | -0.118 | -0.245 | -0.275 | -0.147 | -0.077 |
| **Q13** | -0.193 | 0.013 | **0.891** | -0.099 | -0.295 | -0.316 | -0.196 | -0.133 |
| **Q14** | -0.187 | 0.016 | **0.899** | -0.131 | -0.283 | -0.281 | -0.189 | -0.123 |
| **Q15** | -0.220 | -0.022 | **0.896** | -0.104 | -0.263 | -0.285 | -0.227 | -0.176 |
| **Q16** | -0.165 | -0.066 | -0.138 | **0.879** | -0.116 | -0.117 | -0.171 | -0.124 |
| **Q17** | -0.114 | -0.001 | -0.095 | **0.853** | -0.065 | -0.123 | -0.098 | -0.068 |
| **Q18** | -0.061 | 0.014 | -0.046 | **0.818** | -0.078 | -0.218 | -0.079 | -0.046 |
| **Q19** | -0.040 | 0.037 | -0.102 | **0.829** | -0.068 | -0.166 | -0.066 | -0.029 |
| **Q20** | -0.083 | -0.028 | -0.138 | **0.839** | -0.089 | -0.063 | -0.103 | -0.058 |
| **Q21** | 0.139 | -0.003 | -0.233 | -0.117 | **0.879** | 0.490 | 0.141 | 0.116 |
| **Q22** | 0.128 | 0.000 | -0.228 | -0.133 | **0.901** | 0.549 | 0.132 | 0.112 |
| **Q23** | 0.120 | -0.028 | -0.326 | -0.097 | **0.827** | 0.557 | 0.141 | 0.099 |
| **Q24** | 0.157 | 0.043 | -0.262 | -0.045 | **0.832** | 0.445 | 0.153 | 0.139 |
| **Q25** | 0.107 | 0.007 | -0.213 | -0.026 | **0.739** | 0.395 | 0.097 | 0.094 |
| **Q26** | 0.190 | 0.064 | -0.285 | -0.112 | **0.567** | **0.855** | 0.210 | 0.196 |
| **Q27** | 0.188 | 0.003 | -0.331 | -0.160 | 0.529 | **0.845** | 0.153 | 0.164 |
| **Q28** | 0.168 | 0.022 | -0.275 | -0.141 | 0.455 | **0.867** | 0.163 | 0.168 |
| **Q29** | 0.201 | 0.035 | -0.332 | -0.111 | 0.442 | **0.811** | 0.182 | 0.193 |
| **Q30** | 0.165 | 0.086 | -0.186 | -0.156 | 0.454 | **0.820** | 0.164 | 0.189 |
| **Q31** | 0.626 | 0.599 | -0.140 | -0.125 | 0.142 | 0.120 | **0.824** | 0.682 |
| **Q32** | 0.697 | 0.654 | -0.176 | -0.093 | 0.115 | 0.173 | **0.861** | 0.694 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Q33** | 0.710 | 0.651 | -0.262 | -0.113 | 0.089 | 0.198 | **0.831** | 0.749 |
| **Q34** | 0.693 | 0.790 | -0.191 | -0.107 | 0.150 | 0.182 | **0.874** | 0.754 |
| **Q35** | 0.686 | 0.739 | -0.153 | -0.116 | 0.175 | 0.202 | **0.811** | 0.715 |
| **Q36** | 0.684 | 0.763 | -0.092 | -0.078 | 0.102 | 0.172 | 0.746 | **0.852** |
| **Q37** | 0.694 | 0.710 | 0.000 | -0.060 | 0.058 | 0.169 | 0.666 | **0.814** |
| **Q38** | 0.696 | 0.773 | -0.148 | -0.083 | 0.117 | 0.175 | 0.739 | **0.846** |
| **Q39** | 0.749 | 0.607 | -0.194 | -0.073 | 0.083 | 0.186 | 0.676 | **0.812** |
| **Q40** | 0.701 | 0.576 | -0.189 | -0.055 | 0.189 | 0.191 | 0.685 | **0.782** |

Also, according to the Fornell-Larcker criterion, the AVE values should be higher than the correlation between variables. As shown in **Table 3**, the bolded values of the AVEs in the diagonals are higher than the correlation between variables. Consequently, the outer measurement model outcomes were deemed strong enough to continue to evaluate the structural model.

Table 3 The AVE results

| | **Acceptance** | **Career satisfaction** | **Denial** | **Job happiness** | **wellbeing** | **Resignation** | **Resilience** | **Work engagement** |
|---|---|---|---|---|---|---|---|---|
| Acceptance | **0.844** | | | | | | | |
| Career satisfaction | -0.103 | **0.837** | | | | | | |
| Career success | -0.154 | 0.473 | | | | | | |
| Denial | -0.120 | 0.156 | **0.858** | | | | | |
| Job happiness | -0.085 | 0.134 | 0.857 | **0.822** | | | | |
| wellbeing | -0.131 | 0.160 | 0.812 | 0.816 | **0.841** | | | |
| Resignation | -0.125 | -0.302 | -0.221 | -0.152 | -0.220 | **0.880** | | |
| Resilience | -0.019 | 0.004 | 0.722 | 0.816 | 0.819 | 0.006 | **0.830** | |
| Work engagement | -0.161 | 0.585 | 0.218 | 0.217 | 0.209 | -0.336 | 0.051 | **0.840** |

## 2. Assessment of inner structural model

To evaluate the structural model validity, the results should meet the following requirements (Hair et al., 2016):

### - R-Square ($R^2$)

The $R^2$ value should be between 0 and 1. As showing in figure 2. $R^2$ value is 0,750.

### - Effect Size *f2*:

The effect size is a measure of the impact of each predictor construct on the dependent construct. Guidelines for evaluating *f*2 are that values of 0.02, 0.15, and 0.35, respectively, reflect the exogenous latent variable's small, medium, and large effects. The impact size values of less than 0.02 means no impact (Hair et al., 2016). The *f*2 values for Denial (*f*2= 0.339), Resignation (*f*2= 0.170), and Resilience (*f*2= 0.286)

variables are large. While $f2$ value for the Acceptance variable ($f2$= 0.054) is small.

**- Model's predictive relevance (Q2)**

In structural equation models, Q2 above zero means that the model has a predictive significance, and less than null means the model has no predictive significance. The value of Q2 for the subjective career success variables were 0.246.

**- Path Coefficient**

In PLS modeling, structural model and significance of the hypothesis are tested by computing path coefficients (β value). **Table 4 and figure (2)** below display the hypothesis test results, given the path coefficient values and the relevant significance. Denial variable was found to be in positive and significant correlation to career success at $\beta$ = 0.455, T value = 8.185, $p$ < 0.01, so $\mathbf{H_{1a}}$ was supported. Resilience variable has a positive effect on career success $\beta$ = 0.403, T value = 6.677, $p$ < 0.01, supporting $\mathbf{H_{1b}}$ While resignation variable has a negative effect on career success $\beta$ = -0.222, T value = 6.454, $p$ < 0.01, confirming $\mathbf{H_{1c}}$ Acceptance variable also has a negative effect on career success $\beta$ = -0.120,Tvalue= 3.754, $p$ < 0.01, this result support $\mathbf{H_{1d}}$

Table 4 The Path Coefficient

| Path | Original Sample (O) or beta (β) | T Value | P Values | Results |
|---|---|---|---|---|
| Denial -> Career success | 0.455 | 8.185 | 0.000 | Accepted |
| Resilience -> Career success | 0.403 | 6.677 | 0.000 | Accepted |
| Resignation -> Career success | -0.222 | 6.454 | 0.000 | Accepted |
| Acceptance -> Career success | -0.120 | 3.754 | 0.000 | Accepted |

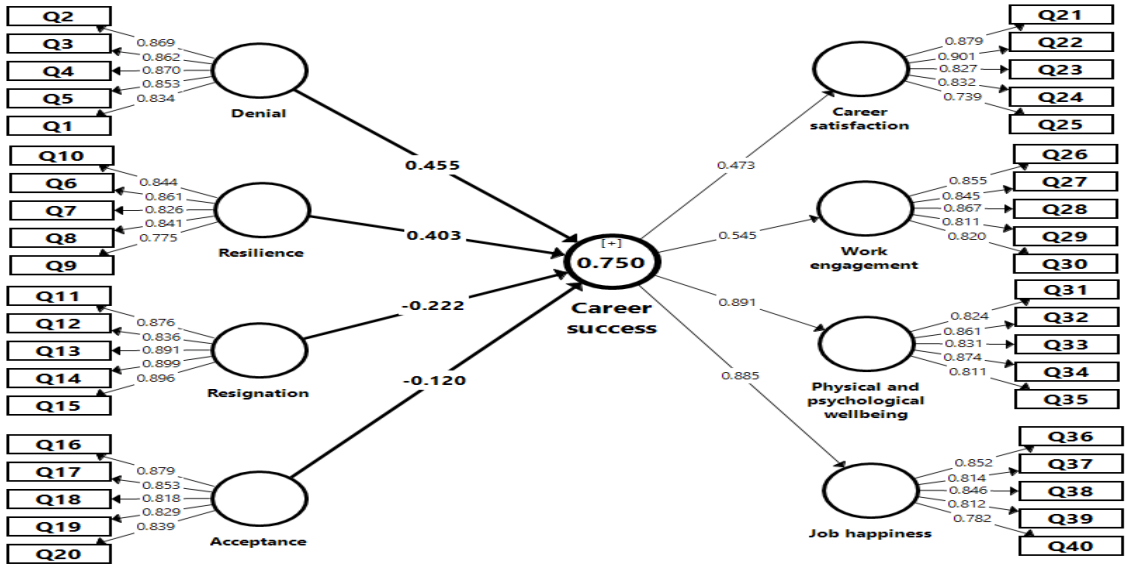


Figure 2 The structural and Measurement model

On the other hand, **Figure 4** and **Table 5** display the social support variable's moderation effect on Denial, Resilience, Resignation, Acceptance variables (Glass ceiling's components). The results of **table 5** confirm the moderation effect of the social support variable on the denial variable towards the subjective career success variables at $\beta =$ 0.196, $p <$ 0.01, supporting **H2**. In other words, and after calculating the moderator's interaction values (0.196+ 0.395=0.591), the social support variable strengthens the positive relationship between the denial variable and the subjective career success variables (**fig.**3. Interaction plot).

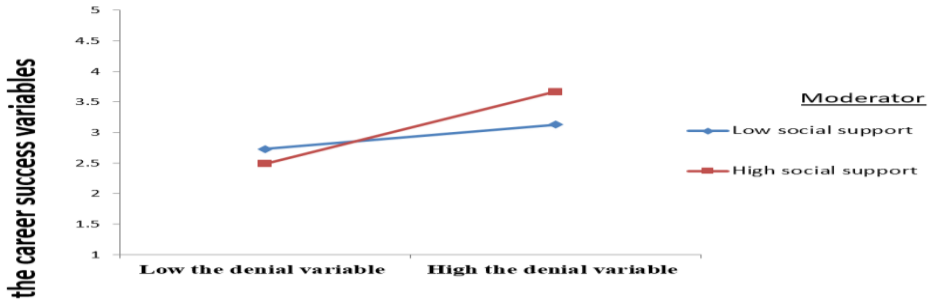


Figure 3 Interaction plot for the social support moderation effect on the denial variable towards the career success variables.

Also, as shown in **Table 5**, the social support variable does not significantly affect the relationship between Resilience, Resignation, Acceptance variables, and career success as a moderator. These results do not support **H3, H4, and H5**. After adding the social support variable as a moderator, the model meets all criteria for the assessment of the outer measurement model and assessment of the structural model according to the Partial least squares PLS method.

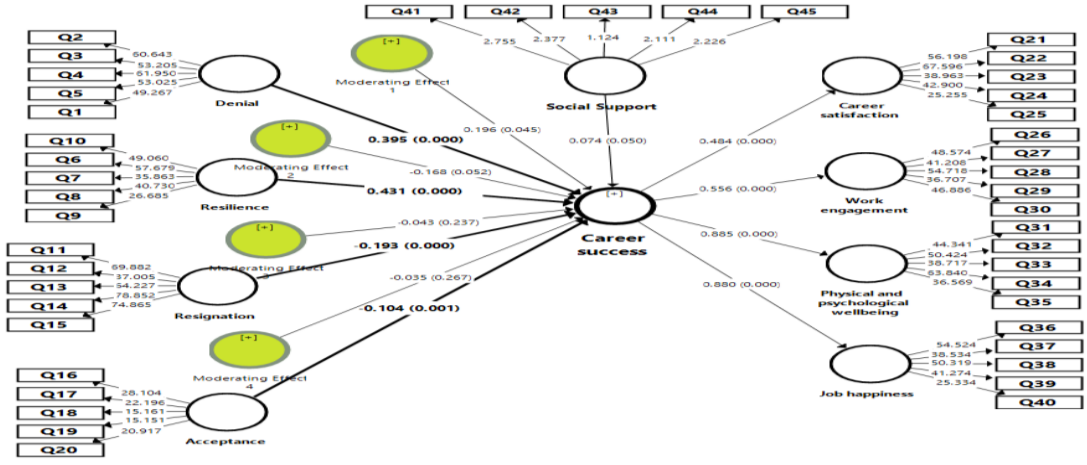


Figure 4. The structural and measurement model after adding a moderation effect

Table 5 The Path Coefficient for the moderation effect

| | Original Sample (O) | T value | P Values | Results |
|---|---|---|---|---|
| Moderating Effect 1 -> Career success | 0.196 | 2.012 | 0.045 | Accepted |
| Moderating Effect 2 -> Career success | -0.168 | 1.952 | 0.052 | Rejected |
| Moderating Effect 3 -> Career success | -0.043 | 1.184 | 0.237 | Rejected |
| Moderating Effect 4 -> Career success | -0.035 | 1.110 | 0.267 | Rejected |

## Discussion

This study shed light on the effects of women's beliefs about glass ceiling on their subjective career success in Egypt's tourism and hospitality industry. Thus, we developed a comprehensive model that includes glass ceiling beliefs, subjective career success and social support as a moderator. The current study found that Denial as an optimistic and positive factor of glass ceiling belief has a positive and significant impact on women's subjective career success in Egyptian tourism and hotels organizations. In the same direction, the Smith, et al (2012); Roman (2017); Khalid and Sekiguchi (2018); Balasubramanian and Lathabhavan (2018) research studies confirm that Denial as a positive glass ceiling belief has a positive relation with subjective career success factors (career satisfaction, work engagement, psychological and physical wellbeing, and job happiness). Hence, the current study added valuable contribution that proved denial has a positive and significant impact on women's subjective career success in tourism and Hospitality organizations. For resilience as an optimistic and positive factor of women's glass ceiling belief, our study proved its positive and significant impact on women's subjective career success in Egyptian tourism and hotels organizations. Many studies (Smith 2012); Smith et al. (2012); Mohammadkhani and Gholamzadeh (2016); Singh and Malhotra (2017) and Roman (2017) asserted that resilience is positively related to subjective career success factors (career satisfaction, work engagement, psychological and physical wellbeing and job happiness). This confirms that resilience has a relation with subjective career success variable. In the same direction our study added valuable contribution that proved resilience has positive and significant impact on women's subjective career success.

On the other side, the study found that resignation as a negative and pessimistic factor of women's glass ceiling belief has a negative and significant impact on subjective career success. Previous researches smith et al. (2012); Mohammadkhani and Gholamzadeh (2016) and Roman (2017) asserted that resignation is negatively related to subjective career success factors (career satisfaction, work engagement, psychological and physical wellbeing and job happiness). Consequently, our study proved that there is a negative and significant

impact of resignation on women's subjective career success. Finally, our study found that acceptance as a negative and pessimistic factor of women's glass ceiling belief has a negative and significant impact on subjective career success. As well as previous studies Smith et al. (2012); Smith (2012); Roman (2017) and Singh and Malhotra (2017) conducted that acceptance is negatively related to subjective career success factors (career satisfaction, work engagement, psychological and physical wellbeing and job Happiness).We concluded that acceptance has relation with subjective career success.

Our findings revealed that the four women's glass ceiling beliefs factor in tourism and hospitality organizations might be antecedents for subjective career success which is consistent with Smith et al. (2012);Singh and Malhotra (2017); and Perez et al. (2018) study findings. They have shown that work performance and productivity is maximized by increase in the four indicators of subjective career success (career satisfaction, work engagement, psychological and physical wellbeing and job happiness). So, tourism and hospitality organizations need to recognize women's beliefs about the glass ceiling to maximize optimistic thoughts (Denial as it represent the most positive impact of the glass ceiling belief and Resilience, which represent less positive impact than Denial) about chances of women's employees' career success .This likely lead to positive emotions and attitude towards seeking promotions and position and minimize pessimistic thoughts (Resignation which represent the most negative pessimistic impact and then acceptance) to overcome the obstacles of glass ceiling and achieve career success.

In this work, social support was selected as a moderator variable; our study proved that social support moderates the impact of denial variable on women's subjective career success. Otherwise, social support indicated no significant moderating effect on Resilience, Resignation, and acceptance variables towards women's subjective career success in tourism and hospitality industry. This proves the importance of social support given to women employees in pursuing their career advancement without any discrimination in the tourism and hospitality organizations. We can say that this conclusion is consistent with French et al. (2018) and Rincan et al. (2020) studies which conducted that social support from management organizations moderate the relationship of family and organization with career success. On the other hand, the result indicated that social support not a moderator factor might be related to the nature of Arab society, which places social support at a later stage, according to women's innate role. Hence, these findings enhance the necessity of breaking glass barriers to achieve career success in tourism and Hotel

organizations. Indeed, we can say that these findings are in line with Jauhar and law (2018) study, which revealed that social support indicated no significant moderating effect on glass ceiling variables against women's career advancement.

**Theoretical Implications:**

The current study produces novel contributions to the glass ceiling syndrome literature both theoretically and practically .It helps to understand the deep mechanism of women's glass ceiling beliefs and subjective career success in the tourism and hospitality industry. Firstly, the four factors of glass ceiling beliefs (Denial, Resilience, Resignation, and Acceptance) have significant impacts on women's subjective career success. Secondly, the social support variable doesn't moderate the relation between subjective career success and glass ceiling beliefs factors except for denial.

**Practical Implications:**

The study findings will help produce practical implications for **women employees** in different tourism and hospitality sectors to choose an appropriate job according to their beliefs. For instance, women's who strongly agree with acceptance beliefs measurements could choose work from home and part time jobs in different tourism sectors. This reflects in enhancing career satisfaction, work engagement, psychological and physical women wellbeing and job happiness as the main factors of subjective career success. For **tourism and hotel organizations**, we can consider this study as a tool to check women employees' glass ceiling beliefs. Hence, **human resource management** functions such as promotion, training and hiring will be easier and clearer. Therefore, tourism and hospitality organizations might use training programs to analyze women's glass ceiling beliefs after measuring with the (CPS) measure or test. This may be a positive tool to help women identify reasons for their successful career goals. Hence, those who strongly agree with resignation measurements could benefit from training courses to examine the reasons for their negative beliefs about seeking promotions or jobs (Balasubramanian and Lathabhavan ,2018). However, women who want to become part of key management jobs could gain insights by understanding their denial and resilience levels. Finally, using (CPS) testing reflect greater women's awareness about the causes of their subjective career success in different organizations (Smith et al., 2012).

The study also has implications for **tourism and hospitality employees** who should avoid discrimination in organizations. For instance: both men and women should be offered adequate opportunities for training on leader positions By application of quota systems, which allocate number of

positions to women, enable equal representation aspiration in positions (Damunupola and Sutha, 2019).Women should take advantage in participating in talent development programs to improve the idea of networking. Furthermore, hospitality and tourism organizations should offer more loyalty programs for women employees (Fathy and Zidan, 2017) which are based on eliminating unfair performance evaluation systems to minimize male dominations culture in tourism and hospitality organizations.

Similarly, the model proposed of glass ceiling beliefs, subjective career success and social support as moderator offer to **tourism and hospitality managers'** new approach for improving women employees glass ceiling beliefs and subjective career success factors through establishing social support mechanisms and strategies with a supportive work system and work environment. By ensuring family friendly policies, flexible working hours, and building public trust.

With the rising number of female in the Egyptian society and as well as in the Arab countries, **governments** have to involve glass ceiling issues by using appropriate policies and procedures to promote reasonable women participation in different management levels and support them to occupy the senior position and achieving their career success goals by strengthening the means of implementing the culture of participation and non-discrimination.

## Limitation and future research

Few limitations were identified while investigating the results. Each of these limitations provides a direction for future research. The study only focused on female employees to explore and identify their perceptions and beliefs towards career success factors in tourism and hotels industry in Egypt as tourist destination. At the same time, having male participants would probably provide a balanced view of the research. Thus, in the future we can evaluate the men's glass ceiling beliefs as comparative research in the tourism and hospitality sector and its impact on career success or job performance variable. This study mostly depended on the quantitative analysis of data about women's perception of the glass ceiling and the impact on career success .Using a mixture of methods (quantitative and qualitative analysis via in depth interviews of women in different tourism sectors) in future research enhances both the study structure and the reliability and also the generalizability of results (Perez et al., 2018).This study use the CPS as a measurement instrument of glass ceiling beliefs, so we recommended further validation studies of the (CPS) measure in tourism industry to categorize employees (men or women) barriers beliefs towards their career success. Furthermore, the CPS could be used to determine differences in women's glass ceiling beliefs across several employment sectors (ex: public relation

and house-keeping in hotels or ticketing reservation and tour operator in tourism companies).Another limitation was the reliance on women's subjective career success (career satisfaction, work engagement, psychological and physical wellbeing and job happiness) as a dependent variable. Future research could include the objective variable of career success such as salary or income, promotions, and another vital variable not measured in this study, work performance and creativity in production. In addition, longitudinal studies required to determine and assess the stability of women's glass ceiling beliefs overtime across different management sectors. Hence, we could compare women's attitude and positive or negative thoughts towards their career success or work engagement in the tourism and hospitality sectors. Our study model has focused on social support's moderator effect on glass ceiling belief factors towards career success. Future research may focus on social support's mediation effect of or using another moderator variable as women's aspiration. Future research can investigate women's glass ceiling beliefs towards their manager's perceptions and their impact on subjective success goals. Additionally, we need in the future to learn more about the difference between glass ceiling beliefs of married and single women and the mediating impact of different demographic variable (such as: age, education, job experience and income or career success).Future research can investigate how the optimistic and pessimistic women's glass ceiling beliefs are related to the job satisfaction, work life balance or self-esteem as variables. A part from limitation, it is recommended that other factors such as equality, entrepreneurship, organization support be considered in exploring how women face or crack the glass ceiling beliefs in the tourism and hospitality industry.

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