Socioeconomic Factors Affecting Women Career Advancement in the Ghanaian Contextual Setting

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Abstract: Women’s career advancement has still been a topic of interest in Sub-Saharan Africa. To meet women’s professional development requirements and remain competitive, organizations must pay attention to what makes them thrive. Career development involves a series of stages that occur over time, characterized by diverse concerns, themes, and tasks. There is, therefore, the need to document efforts to develop women managers and professionals and get better understanding of the factors that positively influence women’s progress in organizations. This paper reviewed the socioeconomic factors that influence women’s career advancement by analyzing existing literature to identify factors that facilitate or hinder the advancement of women’s careers. These factors, including stereotyping, biases, preference for family and work-life balance, male-dominant cultures in firms, the glass ceiling effect, lack of training and development opportunities as well as their exclusion from networking, are significant impediments to career advancement claimed by women. Other factors such as organizational and government policies, supportive work environment, top management commitment, organizational support system, mentoring, networking, training and development, and organizational culture contribute to women’s career advancement. In addition, interventions such as women-specific counselling sessions are held to address work-life balance. Interventions that would contribute to women-specific career advancement theories were also identified. The critical issues that emerge from the review about hurdles to women’s career advancement and variables that promote their advancement have been highlighted in this study. It is clear that many women who advance to senior positions acknowledge the obstacles posed by attitudes and stereotypes and tactics have to be put in place to overcome them.

Keywords: Career advancement, women, socioeconomic factors, barriers

1. Introduction
Organizations are increasingly under pressure to satisfy the demands of a more diverse workforce, including a growing share of women (Haile et al., 2016). As a result, career development approaches and relevance have developed over the decades (Sharf, 2016). To meet women’s professional development requirements and remain competitive, organizations must pay attention to what makes them thrive (Johnson & Smith, 2016). Career development is a life-long process of planning, researching, working, relaxing, and moving toward a distinct, cultivated, decided, and ever-changing future (De Vos et al., 2017). Career development involves a series of stages that occur over time, characterized by diverse concerns, themes, and tasks (Vondracek et al., 2019). Career development is primarily concerned with how individuals manage their careers within and between organizations and how organizations influence the careers of their employees (Litano & Major, 2016). Accordingly, many factors can influence and contribute to career development and success. Several variables hamper women’s advancement in organizations. However, there is a paucity of related literature on the elements that encourage such growth (Al-Kwiff et al., 2020). There is, therefore, the need to document efforts to develop women managers and professionals and get better understanding of the key factors that positively influence women’s progress in organizations (Faisal et al., 2017).

Although the workforce is growing more diverse and more women are engaging in it (ILO, 2020), limited studies in the field of human resource development (HRD) have addressed concerns such as gender and race equality, power, discrimination, and others (Gordon, 2021). In addition, Adame et al., (2016) emphasized the necessity for organizational research to emphasize more positive aspects of work and life. By reviewing the elements that contribute to or hinder women’s professional development, this paper covers both positive and negative perspectives of women at work. Human welfare depends on the freedom to work in dignified, safe, and fair conditions. Ensuring that women have access to this right is an important goal (ILO, 2020). Therefore, this paper reviewed the socioeconomic factors that affect women’s career advancement or development by analyzing existing literature to identify factors that facilitate or hinder such development.
2. THEORETICAL FRAMEWORK

Women's career development is a theoretical concept. According to a research study on women's career development, various contextual micro and macro-level elements influence women's careers (Haile et al., 2016). Other studies looked at the development needs of women in organizations, and it has been suggested that the nature of women's development differs from that of males (Gipson et al., 2017). For example, unlike men, several women do not follow a linear or lifetime job path; instead, they perceive themselves as interacting between work and relationships (Carvalho et al., 2018). Furthermore, women's growth differs from men's because women have more career breaks. In addition, women's responsibilities usually cause interruptions as primary caregivers for children and the elderly (Sharma et al., 2016).

Women's development is evolving, and it is a contextual change. The shifting nature can be linked to factors like the information age, career shifts, demands for work-life balance, and workplace disparities, as well as personal choices such as the growing trend in the United States of not marrying and having children (Greenhaus & Powell, 2016; Raghuvanshi et al., 2017). In addition, the demands of work-life balance and gender inequities are vital determinants of women's success. For example, for the same type of work that men undertake, women are paid less or have fewer possibilities for advancement (Raghuvanshi et al., 2017).

Concurrently, societal and organizational environments have influenced women's growth since, historically, norms, values, and assumptions have modelled men's professional development models in which women do not fit (Kossek et al., 2020). According to studies, male-oriented theories that do not explain women's professional patterns have also dominated women's development. These theories view development as a series of stages, each requiring a unique set of experiences to progress from one to the next (Sharf, 2016). Women's careers are harmed when they lack the necessary expertise for success. Again, male-dominated organizational cultures are a barrier to women's advancement since men tend to accumulate more power and resources than women in such cultures (Carvalho et al., 2018). As a result, women's effective job development heavily depends on the setting in which it occurs.

3. WOMEN AT WORKPLACE

Enhancing women's roles and contributions to development derive from a deep understanding that increasing working women's status is a critical pillar of community development (Nyataya, 2018). Although women make up half of the world's population, their ability to participate in decision-making and hold leadership positions is still limited (Carter & Peters, 2016). This is due to rules and practices that have kept women out of the workforce (Seo et al., 2017).

Women play an essential part in the advancement of society. The extent to which women have a good social status, job prospects, and the capacity to express their thoughts determines their role (Nyataya, 2018). This assists in developing their personalities, raising their awareness of societal issues and maximizing their contribution to progress and change. Despite radical changes in women's lives, factors that qualify them for work include education, rehabilitation, and legislation (Epstein, 2020), an increase in the number of female workers, a positive shift in society's attitudes toward their work and status (Felstead & Henseke, 2017).

Women face impediments to advancement in their careers. Male stereotyping in leadership positions, a lack of support, and isolation from networks are noted (Glass & Cook, 2016). The lack of effective management training programs, access to training and development opportunities, poor remuneration systems, inflexibility of work hours, and the absence of programs to balance work-life needs are other impediments mentioned (Adame et al., 2016).

The global workforce is undergoing significant demographic changes that have immediate ramifications for businesses. The increased number of women entering the workforce is one of them; the worldwide percentage of women in leadership positions is between 31% - 39% in Africa. However, only 8% of CEOs at Fortune 500 companies are female (Glass & Cook, 2016). Furthermore, according to the Institute of Management, women managers are twice as likely as their male counterparts to quit their posts (Appiah, 2015). The prevalence of unseen artificial barriers produced by attitudes and prejudices in organizations that impede women from attaining higher-level roles is one fundamental explanation for this phenomenon (Haile et al., 2016).

The glass ceiling effects have been referred to in studies on the career development of women managers in general as the invisible barrier that prevents women from advancing to top executive positions (Venkatesan, 2020). Women are 24% more likely than males to leave their occupations permanently, according to the research of employment and income patterns in six nations (China, Italy, Japan, South Korea, the United Kingdom, and the United States) (Aguirre
et al., 2012). The period beginning in the mid-1970s was dubbed the "silent revolution" in women's labour by Claudia Goldin, past President of the American Economic Association. After World War II, the number of female workers increased consistently, but it was not the sheer numbers that changed dramatically in the 1970s, according to Goldin, but the mindset (Bassit, 2018). Women made their own job decisions sought professions, and their work became an extension of their identity.

The COVID-19 pandemic is disrupting women's labour force participation around the world. The pandemic resulted in enormous employment losses for women all around the world. The COVID-19 global pandemic has been a storm to that identity (International Labour Organization, 2020). An economic slump that impacted women workers substantially more than men—the so-called "she-cession"—is piled on top of difficulties like pay inequities and expensive childcare (Stamasinski & Son Hing, 2015). The US Bureau of Labor Statistics estimated 2.2 million fewer women in the labour force in October 2020 than in October 2019 (Perez-Arce & Prados, 2021). People lose jobs when the economy contracts, and some workers, disheartened by the difficult labour market, take a break (Gordon, 2021). On the other hand, women are pushed out by disproportionate job losses, school closures, childcare shortages, salary inequities, and a lack of government policy to support working women (Blundellet al., 2020). The uncompleted policy work of the quiet revolution may not only keep women out of the workforce for years but may also impede economic recovery (Kaushik & Guleria, 2020).

4. STRUCTURAL BARRIERS AND CULTURAL RESTRICTIONS

Even though more women seek higher education worldwide, there is still a gender gap in employment rates among highly educated women and men in some nations (Bayeh, 2016). The structure of our social setting is such that unpaid caregiving responsibilities are a task for women. This prevents women from obtaining paid jobs (Fortier, 2020). Consequently, women spend more time on unpaid work such as childcare and housework than men. Only 41 million men (1.5%) offer full-time unpaid care globally, compared to 606 million (21.7%) women (Khan, 2020). Compared to men and women without children, mothers are less likely to be employed. Women spend an average of 4 hours and 22 minutes a day in unpaid labour over the world, compared to only 2 hours and 15 minutes for men, because of our culture (Khan, 2020). The Ghanaian woman is brought up to take care of children and the home, while men are expected to go out and work for money. The disparity has been expanded much further with Covid-19. Women work fifteen (15) hours more per week in unpaid labour than males (Craig & Churchill, 2021).

Women's labour force participation rates require family support policies, and the US is the only OECD country without a paid family leave policy (Nandi, et al., 2018). As a result, maternity leave is available in 184 economies with a median leave of 98 days. On the other hand, paternity leave is available in 105 economies with a median leave of only five days. Ghanaian women were substantially more focused on executing household and marital tasks than their professional responsibilities (Bassit, 2018). Women's educational advancement and, as a result, their jobs in the Tamale Metropolis are believed to be hampered by several problems, including financial difficulties and marital challenges (Bassit, 2018). Consequently, women were underrepresented in paid jobs, although most of them with lower and intermediate level qualifications could move faster in their established professions due to their educational achievement (Appiah, 2020). Women tended to advance more quickly in lower-paying jobs, owing to domestic responsibilities that diverted their focus (Oyewobi et al., 2019).

According to a survey, most female accountants cannot advance due to childcare and family duties, discrimination in advancement, horrible working conditions, long hours of work, and heavy burden or paperwork (Socratous et al., 2016). The study also discovered that workplace incentives such as maternity leave, retirement perks, and frequent performance appraisals significantly impact female accountants' dedication to their jobs (Socratous et al., 2016). However, according to the survey, most institutions do not provide benefits such as on-site daycare for nursing mothers, medical allowance, overtime compensation, or performance bonuses.

5. LEADERSHIP POSITIONS OF WOMEN

The gender gap at senior levels remains wide despite progress being made. Women are underrepresented as CEOs of the world’s major firms. According to the Fortune Global list, only 13 women (2.6%) (and all-white) were CEOs of Fortune Global 500 companies as of August 2020 (Evans, 2019). According to a 2020 Mercer review of over 1,100 businesses around the world, there is a leaky pathway for women in leadership, with women's representation diminishing as levels rise (Gipson et al., 2017) as follows:

- Executives (23%)
Women's quotas on work, family, and life aspects. The conflict emerges due to the significant differences in capturing not just the development of personality traits such as nurturing, interpersonal concern, and emotional expressiveness and sensitivity (Marina et al., 2020). Stereotypes and biases can impact women's self-esteem and perceptions of themselves. Some companies are sexist when appointing women as managers and executives. This might lead to a loss of self-confidence. One of the causes for women's poor self-esteem is that they rarely see other women in positions of power in companies (Marina et al., 2020).

Work-life Balance
A desire for family and work-life balance is another factor that can inhibit career growth. Work-life balance refers to an employee's capacity to meet and balance work-related commitments with family and other non-work responsibilities from the perspective of the individual's commitments (Adame et al., 2016). Work, family, and private are all mentioned in the definitions as three aspects of work-life. The conflict arises because women must juggle their positions to balance work and family obligations (Adame et al., 2016). The conflict emerges due to the women's time-consuming and energy-intensive family roles. Work commitments also require high energy levels. As a result, some women leave high-ranking careers to focus on their homes and children. Gender discrimination is still a problem, but the main barrier to career advancement is that women still prefer domestic responsibilities and child care (Adnan Bataineh & others, 2019). Accordingly, women still face difficulty reconciling career advancement and family duties.

Organizational Culture
Organizational culture involves a set of shared belief systems, values, and traditions that influence how people behave in a company (Aydin, 2018). According to Irfan (2016), organizational culture distinguishes members of one organization from those of other organizations. Organizational culture fosters belonging and dedication and encourages creativity and innovation. Hence, organizational culture and cultural preferences influence women's career advancement (Babaloladu et al., 2021). Several industries are dominated by men, which impacts women's career advancement. For example, according to certain studies, the

- Senior managers (29%)
- Managers (37%)
- Professionals (42%)
- Support staff (47%)

Targets are used in several countries to increase the number of women on corporate boards (Klettner et al.,). In 2020, women held 20.6% of board director positions globally, up from 20.0% in 2019 (Story, 2020). Women's quotas on corporate boards have been established in France, Germany, India, Italy, the Netherlands, Norway, and South Korea, among other nations (Story, 2020).

There is lack of women in key leadership roles in Ghana (Appiah, 2020; Ofei et al., 2020). Despite considerable research, essential gaps in the literature continue to stimulate efforts to identify solutions to this problem (Mbalilaki, 2021). According to the Ghana Statistical Service (2019), 51.4% of employable women and 48.6% of employable men enter the labour market; nevertheless, despite equal education, only 7% of employable women and 93% of employable males are picked for high leadership positions. Women leaders in Ghana continue to face challenges in ensuring equal flexibility and opportunity for involvement in leadership positions (Appiah, 2020). More women in leadership positions will serve as positive role models and mentors for other women, giving them the confidence to be exemplary (Omotoso, 2020).

6. BARRIERS IN WOMEN’S CAREER PATHWAY
Women face several obstacles to their professional advancement that complicate and limit their options (Alsharif, 2018). Even though these hurdles appear to harm women's vocational lives from various perspectives, they all reveal gender socialization influences women's personal and professional lives (Tlaiss & Kauser, 2011). Therefore, gaining a better knowledge of these socially constructed internal and external forces aid in capturing not just the phenomenon on the surface but also the causes behind the social, cultural, and economic barriers that frequently obstruct women's job advancement (Marina et al., 2020).

Stereotypes and biases, preference for family and work-life balance, male-dominant cultures in firms, the glass ceiling effect, lack of training and development opportunities, and their exclusion from networking are significant impediments to career advancement claimed by women (Oywobi et al., 2019).
IT industry's workplace culture is primarily male-dominated and competitive (Stamarski & Son Hing, 2015).

Similarly, Opoku & Williams (2019) claimed that the construction industry's cultural climate stifles women's advancement. According to studies, men are also more predisposed to masculine cultures than females, and women's career advancement may be influenced by such inclinations (Johari, 2016). In this regard, Babalola et al. (2021) found that women are less masculine and ambitious than men and that these cultural choices impact their professional progress. Similarly, Aydin (2018) discovered that corporate cultures pressure women to conform to masculine cultures. Johari (2016) went on to say that most organizations are male-dominated, with little regard for women's needs.

**The Glass-ceiling Effect**

The 'glass ceiling' notion has been described as an unseen barrier or higher limit (Dinakaran, 2016). The Federal Glass Ceiling Commission (1995) defined the glass ceiling as an imaginary barrier that prevents women from advancing careers. The glass ceiling occurs as an unseen incapacitating hand in businesses, making it difficult for women to rise to higher leadership and managerial positions (Venkatesan, 2020). Its invisible hindrance symbolizes difficult-to-explain job unfairness or discrimination, hence, the 'glass ceiling.' Organizational climates and the lack of outreach initiatives for women striving for senior management positions are examples of such hurdles (Glass & Cook, 2016). In other words, men hold higher leadership positions because the 'invisible' glass prevents women from rising to the top. As defined by (Dinakaran, 2016), the 'glass ceiling' is an unseen barrier shaped by individual attitudes and biases that obstruct women's job advancement.

Corporate cultures and a dearth of outreach programs for women aspiring to senior management positions are two examples of such hurdles (Marina et al., 2020). The idea of 'glass ceiling' because it is not visible and represents difficult-to-explain job inequity or discrimination. There are three types of challenges for women, according to the Federal Glass Ceiling Commission (1995): cultural barriers, internal structural barriers, and government hurdles (Glass & Cook, 2016).

The second category is more applicable to women's career growth in business organizations. Such barriers encompass the corporate climates and the absence of outreach efforts for women aspiring to reach top management positions (Marina et al., 2020). Hence, the 'glass ceiling' denotes inequalities and discrimination, with higher-level occupations experiencing more discrimination than lower-level positions (Dinakaran, 2016). In other words, men hold higher leadership positions because the 'invisible' glass prevents women from rising to the top. On the other hand, the glass-ceiling phenomenon is contentious (Carvalho et al., 2018). According to Haile et al. (2016), the glass ceiling can exist at any level of the organization. In addition to the "glass ceiling" effect, women face other barriers in advancing to top leadership positions. The glass cliff phenomenon is also proposed, according to which women have a reduced chance of obtaining leadership roles, and those that do obtain are more insecure, dangerous, and associated with high-stress levels (Haile et al., 2016)

**Lack of Training and Development Opportunities**

Women's lack of education, experience, and training opportunities is also a significant impediment (Raghuvanshi et al., 2017). This research emphasizes that females in the labour force have limited education, experience, and training possibilities than their male colleagues. Therefore, women's ability to take risks and progress is hampered by a lack of education and training (Litano & Major, 2016). Furthermore, the lack of relevant skills and abilities raises the dissolution rate. Again, their involvement in government and non-government training programs and support services is limited due to a lack of awareness. Therefore, there is a need for not only training programs that impart necessary skills to women so that they can start their businesses but also campaigns that make women aware of such programs and encourage them to take entrepreneurial initiatives to create a more conducive environment for women entrepreneurship in the country (Oyewobi et al., 2019).

**Exclusion from Networking**

There is a paucity of social connectivity and marketable expertise, resulting in shaky networks that access crucial resources, investments, consumers, and suppliers (Raghuvanshi et al., 2017). While there is no statistically significant link between these barriers and any of the obstacles as mentioned above outcomes, it follows that they would effectively stifle women's entrepreneurship. Moreover, several other studies back up these findings, citing a lack of marketable skills and a lack of social connections as barriers to women's entrepreneurship (Raghuvanshi et al., 2017). Career development will need to satisfy distinct demands in an increasingly diverse workforce, according to Marina et al. (2020); Sultan et al. (2019). As a result, companies cannot afford to overlook the problem of women's empowerment. Organizations face a
problematic issue in removing obstacles for women. If firms want to serve women employees effectively, AU (2018) proposed that women's perspectives, goals, and needs be addressed and understood. Gender equity, according to Tlaiss & Kauser (2011), raises productivity, boosts economic growth, and improves family welfare. The effectiveness of companies in recognizing what brilliant women have to give will be determined by how they respond to the demands of women. As a result, companies will need to think about women's current and future demands and actively respond to them (Fortier, 2020).

7. FACTORS CONTRIBUTING TO WOMEN’S DEVELOPMENT

Organizational and Government Policies

Gender equality in the workplace and contributions to women's success are dependent on organizational and government policy (Ibarra et al., 2013). In the US, several government programs have been introduced in recent years. First, the Family and Medical Leave Act (FMLA) was created to help families deal with unforeseen illnesses (Nandi et al., 2018). Second, the affirmative action program, also known as the Equal Employment Opportunity Act, was designed to ensure that women and minorities had equal access to jobs (Baekgaard & George, 2018). In addition, in 1991, the United States Congress passed the Glass Ceiling Act, which aimed to encourage businesses to establish a more diverse workforce by removing barriers that hampered the advancement of women and minorities (Venkatesan, 2020). Finally, providing aid with dependent care, enabling flexible working conditions and providing on-site care facilities are all company policies (Adame et al., 2016). Although the policies listed above were designed to promote workplace equality, much work remains regarding policy implementation and coverage.

In the sub-Saharan Africa, the African Women's Protocol was signed in 2003, and the AU set a goal of 50% female representation in decision-making bodies by 2020 (Abantu for Development, 2022). However, this goal was not realized in many African countries, including Ghana. Women's advancement and empowerment have not progressed consistently in the post-independence era, owing to many governments' lack of the political capacity and courage to implement proactive policies and legal frameworks to support such efforts. The 1992 Constitution failed to address affirmative action on women's advancement, with articles 17 and 27 prohibiting discrimination on gender. Even though the introduction of the Ministry for Women and Children's Affairs has come to support women's advancement, there is still no affirmative action in this direction (Abantu for Development, 2022). The affirmative action approach has proved its effectiveness in Rwanda, Senegal, South Africa, and Uganda.

Although women made up 20.3% of legislative bodies worldwide and 20.4% of lawmakers in Sub-Saharan Africa (Torto, 2013), women make up only 14.54% of Ghana's 8th parliament of the 4th republic. Moreover, women's participation in the District Assembly structure is below 5%. The current call for affirmative action law started in 2011 to increase women's representation in all policy-making platforms to about 40% and eradicate women's historically low representation in decision-making platforms such as district assembly administration, ministries and foreign missions, parliament and governance agencies in Ghana (Abantu for Development, 2022). However, while many governments have made promises, the bill has not been passed till date.

Supportive Work Environment

According to Kossekk et al. (2020), implementing work-family programs and fostering settings supportive of women is crucial to women's retention and development inside firms. In addition, firms that want to stay competitive have begun to pay attention to work environment challenges and have attempted to implement development strategies that work well for both (Oyewobi et al., 2019; Oyewobi et al., 2019) and regulations that have been enacted to make the workplace more conducive to workers. Family-friendly policies (FFP) are considered business tactics to balance work-life needs (Greenhaus & Powell, 2016). They want to address the concerns of employees who have family commitments by offering childcare, flexible work hours, and parental leave (Nandi et al., 2018). Childcare initiatives are essential for working women with children to stay in the workforce.

Flexible time schedules have been employed for several years, according to Felstead & Henseke (2017), since it is believed that they help employees better manage work-life balance. Working with flexible schedules makes it easier for women to combine work and personal obligations, making it easier to advance into higher-level roles (Greenhaus & Powell, 2016). Several employers have introduced family-friendly policies (FFP) with great success. The FFPs, on the other hand, have been shown to have mixed results in studies (Nandi et al., 2018). There is debate about the effects of such programs and their effectiveness in benefiting female employees. According to Nandi et al. (2018), the main point
of contention is that the context in which these policies are implemented has not altered. First, inequity occurs because women continue to provide most childcare, impacting their professional positions.

Furthermore, despite the expansion in childcare facilities, adequate quality and affordable childcare remain a challenge (Nandi et al., 2018). Second, the rise of flexible work schedules has harmed women's career opportunities in management and other fields. The adverse outcomes reported in the literature include reduced pay, colleague jealousy, loss of more interesting tasks, lack of promotion, limited access to resources, and being perceived as less committed and competent (Nandi et al., 2018).

**Top Management Commitment**

According to Johari (2016), top management assistance demonstrated one of the characteristics that led to women's career success in a study of female executives. According to Aydin (2018), firms' initiatives were more likely to succeed if CEOs acknowledged the need for initiatives and developed methods for developing women. Organizations bear the primary duty of fostering a supportive atmosphere (Babalola et al., 2021). Friendly workplace guidelines and norms are provided by a supportive atmosphere. However, the senior management team should make an effort to adopt such rules. As a result, top management must deal with women's difficulties at work.

**Organizational Support System**

This is another factor that aids women's development is an organizational support system (Babalola et al., 2021). This system must contain an assessment mechanism to track achievement that measures women's progress up the ladder. For example, such a system would monitor pay, advancement chances, inclusion in decision-making, respect, and credibility (Babalola et al., 2021). In addition, it would examine employees' requirements, career aspirations, and potential discrimination concerns and measure and promote women's performance and advancement (Blundell et al., 2020). Finally, research of female expatriate managers found that having a solid organizational support system contributes to job satisfaction (Babalola et al., 2021).

**Mentoring**

Mentors and access to networks are two factors contributing to women's development (Faisal et al., 2017). As stated in the career development literature, mentors play a critical role in developing women in organizations (Epstein, 2020). This is a fact for women, who report more considerable social hurdles to progress than men (Omotoso, 2020). Women CEOs in the United Kingdom and the United States of America said they need mentors to advance (Johnson & Smith, 2016). Mentoring connections help women progress by boosting their self-esteem and lowering their stress levels. Haile et al. (2016) discovered that female mentors who serve as role models for their protégés, assisting them in coping with discrimination, stereotyping, family/work balance, and social isolation, are incredibly essential.

**Networking**

According to Litano & Major (2016), being visible through experiences like sponsorship and networking is essential for women's development as managers. Women depend on networking with other women to progress to executive positions. According to Omotoso (2020), women require networking relationships with other women to advance. The networks have different origins, membership, and structures, but they all have the same aim. Most of them concentrate on career and skill development, networking, and increasing communication between female members and management (Haile et al., 2016). Women also benefit from networking since it gives them more information and options. In addition, it allows them to improve their ties with potential sponsors.

**Training and Development**

Training and development opportunities are thought to improve employee achievement and performance. Hence, access to education, training and development efforts plays a crucial role in women's development and participation in managerial work (Al-Kwiffi et al., 2020). Furthermore, women's advancement in businesses is influenced by access to formal management training programs, appropriate and relevant training, adapting training to women's requirements, and gender equality training (Bayeh, 2016). Furthermore, according to a report on accounting companies in the United States (American Institute of CPA'S, 1995), beneficial strategies for assisting women employees include educational programs and advisory groups to improve women's career options and workplace environment. Women's development in organizations is dependent on training and development activities, which give women the skills, credentials, and information they need to succeed in their employment (Bayeh, 2016). However, Gipson et al. (2017) discovered that training and development, education, and challenging tasks only predict middle management advancement. Moreover, as previously noted, women are less likely to be trained than men.
Organization Culture
Organizational culture is one of the essential components in fostering a positive work environment (Aydin, 2018). Organizational practices, tacit norms, and values are influenced by norms, beliefs, attitudes, and philosophies, which influence organizational values and norms (Babalola et al., 2021). For example, organizations that maintain cultures that encourage gender parity are more likely to have a growing proportion of women in management roles - however, no studies on how such civilizations are in the literature (Johari, 2016).

8. CONCLUSION
The critical issues that emerge from the literature about hurdles to women's career advancement and variables that promote their advancement have been highlighted in this study. It concludes that many women who advance to senior positions acknowledge the obstacles posed by attitudes and stereotypes and devise tactics to overcome them (Marina et al., 2020). Thriving women's career strategies include identifying influential mentors to assist them in pursuing challenging assignments and ensuring that they consistently exceed performance expectations while developing a management style that is comfortable for them and non-threatening to male colleagues (Bayeh, 2016). While women can rise the ranks by adapting to organizations and becoming valuable role models for other women, success can come at a personal cost. However, putting the burden of proof on individual women to overcome barriers ignores the more pervasive concerns of ineffectiveness organizational culture and behaviours that result in indirect discrimination (Fortier, 2020).

This paper argues that government and organizational policy initiatives, management support and an institutional support network, mentorships and mentoring programs, professional training and development opportunities, and a supportive workplace structure are important factors for women's advancement in organizations. Although the literature analysis shows that organizations can help women develop, this review suggests that knowing how these factors work is critical. Government policies should provide organizations with a conducive operating environment (Fortier, 2020). This implies that policy aims at both levels should be in sync. Also, any organizational change requires the commitment and support of top management. Once this is accomplished, a tracking system should be in place for women's career advancement. Understanding the nature of mentorship and networking programs that work better to assist women to develop is also a crucial part of the process (Al-Kwiff et al., 2020). Commitment to expanding women's access to training and development programs and a better understanding of the training and development initiatives that assist women in advancing is also required (Faisal et al., 2017). Finally, it is vital to ensure that the company cultures successfully implement all of the above-listed practices (Aydin, 2018).

Ghanaian women may need to upskill and transition to other industries to meet the challenges of the future of work. Women have the work skills to position themselves for future employment in high-growth professions, but they are overrepresented in industries that are most likely to be disrupted by automation (Brussevich, Dabla-Norris, Kamunye, Karnane, Khalid, & Kochhar, 2018). An estimated 40-160 million women will be required to transfer into better-skilled roles by 2030, demanding higher education or upskilling (Jivani, 2020). Therefore, there is the need to develop women-specific theories to aid their career advancement and build training and development packages that address their challenges, open the gate for new opportunities and experiences for Ghanaian women.

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