

**THE ROLES OF ORGANIZATIONAL CULTURE, ORGANIZATIONAL
STRUCTURE, AND LEADERSHIP SUPPORT TOWARD
GLASS CEILING EFFECT ON WOMEN CAREER ADVANCEMENT**

By

Intan Suryadi
22353012

MASTER'S DEGREE
in

MASTER OF BUSINESS ADMINISTRATION
FACULTY OF BUSINESS AND COMMUNICATION



SWISS GERMAN UNIVERSITY
The Prominence Tower
Jalan Jalur Sutera Barat No. 15, Alam Sutera
Tangerang, Banten 15143 - Indonesia

Revision after the Thesis Defense on 7 February 2025

STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.



Intan Suryadi

Student

17 Feb 2025

Date

Approved by:



Dr. Soebowo Musa

Thesis Advisor

18 Feb 2025

Date

Dr. Nila Krisnawati, S.E., M.M.

Dean

Date

Intan Suryadi

ABSTRACT

THE ROLES OF ORGANIZATIONAL CULTURE, ORGANIZATIONAL STRUCTURE, AND LEADERSHIP SUPPORT TOWARD GLASS CEILING EFFECT ON WOMEN CAREER ADVANCEMENT

By

Intan Suryadi
Dr. Soebowo Musa, Advisor

SWISS GERMAN UNIVERSITY

Women's career advancement has been a prominent topic of discussion and research, yet women remain underrepresented across industries, particularly at top leadership levels. The manufacturing sector, as a male-dominated industry, illustrates this disparity, with women comprising 33.8% of entry-level positions but only 17.6% of c-suite roles. This significant drop highlights the barriers women face in progressing to leadership.

This study examines the relationships between Organizational Culture (OC), Organizational Structure (OS), Leadership Support (LS), and the Glass Ceiling (GC) and their collective impact on Women Career Advancement (WCA) in Indonesia's manufacturing sector. Using a quantitative approach, the study surveyed 330 female professionals across different career stages.

The findings reveal that perceptions of the glass ceiling vary significantly depending on career stage. Notably, hierarchical organizational cultures, contrary to common assumptions, are found to mitigate the effects of the glass ceiling in certain contexts. These insights contribute to a nuanced understanding of how organizational factors influence women's career progression in male-dominated industries.

This research provides practical implications for organizations aiming to foster a more inclusive leadership pipeline and highlights the importance of addressing systemic barriers to women's advancement.

Keywords: Organizational Culture, Organizational Structure, Leadership Support, Glass Ceiling, Women Career Advancement, Manufacturing

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DEDICATION

To the girls who ever felt out of place:
Sweetheart, you're not lost—you're carving your own trail,
and the world will catch up.

ACKNOWLEDGEMENTS

First and foremost, I would like to express my deepest gratitude to God for His endless blessings, guidance, and strength throughout my graduate school journey and the completion of this thesis. Without His presence, none of this would have been possible.

To my family, thank you for your unwavering support and encouragement from the very beginning of my graduate school journey. Your love, patience, and belief in me have been my greatest source of strength and motivation.

I extend my heartfelt appreciation to my thesis advisor, Dr. Soebowo Musa. This thesis would not have been possible without your continuous support, guidance, and encouragement. Your valuable feedback, endless patience, and the time you dedicated to our advisory sessions have been instrumental in shaping this work. For all that you have done, I am deeply grateful.

To my thesis mates, Andi Sofia Karina, Arya Chandra, and Putri Indes Oktabriani, I cherish the journey we shared together. The camaraderie, mutual support, and determination we cultivated throughout this process made an otherwise challenging journey memorable. I am proud to have been part of such an incredible team.

I would also like to thank my classmates from MBA Batch 43 and my seniors from Batch 42, especially Angeline Thalia Wijaya. Your tips, tricks, sometimes teas, and shared insights have been invaluable during my thesis work. I am truly grateful to have experienced this graduate school journey alongside such supportive and inspiring individuals.

To everyone who has contributed to this journey in any way, thank you for being a part of my growth and success. This accomplishment is as much yours as it is mine.

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