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GLASS CEILING: A STUDY ON THE FACTORS OF THIS PHENOMENON IN BRAZIL FROM THE PERCEPTION OF WOMEN MANAGERS

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ABSTRACT

This study aimed to analyze how the factors that make up the glass ceiling phenomena impact the career of Brazilian women managers from their point of view, by a survey with women managers who have completed or attended postgraduate courses in the areas of management, controlling or finances. For Brazilian women managers, the factors that have impacted the most on glass ceiling are society's culture, organizational structure and culture, management demographics, and discrimination. It is concluded that women have faced the glass ceiling mainly by their efforts and qualification, breaking successive barriers while still seeking to maintain a harmonious life. However, changes in the culture of society and companies are necessary to provide equity of gender.

Keywords: Glass Ceiling. Management. Gender. Organizational Culture.

RESUMO

Este estudo teve como objetivo analisar como os fatores que compõem o fenômeno do teto de vidro impactam a carreira das gestoras brasileiras, sob seu ponto de vista, por meio de uma *survey* com gestoras que concluíram ou cursaram pós-graduação nas áreas de administração, controladoria ou finanças. Para as gestoras brasileiras, os fatores que mais impactam no teto de vidro são a cultura da sociedade, a estrutura e cultura organizacional, a demografia da gestão e a discriminação. Conclui-se que as mulheres têm enfrentado o teto de vidro principalmente pelo esforço e qualificação, rompendo barreiras sucessivas e, ainda, buscando manter uma vida harmoniosa. Porém, mudanças na cultura da sociedade e das empresas são necessárias para proporcionar equidade de gênero.

Palavras-chave: Teto de vidro. Gestão. Gênero. Cultura organizacional.

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1 INTRODUCTION

The glass ceiling phenomenon was characterized in 1986 in the United States by Hymowitz and Schellhardt (1986), in an article published in the Wall Street Journal with the title of "*The glass ceiling: why women can't seem to break the invisible barrier that blocks them from the top jobs"*. This article was motivated by the authors' perception of a new reality of the insertion of women in the US labor market, at the same time it collided with the gender disparity in the access of women to management positions, in which the vast majority of management and leadership positions were occupied by men.

This reality of gender inequality in women's access to management positions was defined as a glass ceiling, which Steil (1997, p. 62) describes as "a barrier that is so subtle that it is transparent, but strong enough to make it impossible the rise of women at higher levels of the organizational hierarchy". These barriers range from the family environment, raising and training of women and men to organizational structure and organizational issues, reported by Kjeldal, Rindfleish and Sherida (2008) as sociological, cultural, educational,

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and legal barriers that continue to marginalize women and tend to maintain the status quo, in which men are an overwhelming majority in top management positions and, consequently, corporate decision makers and leaders, as evidenced in Brazil by Martins and Pilar (2015), Lazzaretti et al. (2013), Madalozzo (2011) and Brasil, Pereira and Machado (2009), making the managerial field of companies inclined towards men, even in the contemporary world (POWELL, 2012).

The glass ceiling phenomenon as a study object has been discussed for more than 30 years and has brought the issue of gender inequality into the leadership of organizations (STEIL, 1997). In this period, a review of the Web of Science, Scielo and Scopus databases indicate that hundreds of studies that have been carried out worldwide to discuss this issue and new theories related to glass ceiling have emerged, such as the Sticky Floors and the Glass Cliff theories, which study gender inequality in companies from different perspectives.

To assess the progress of women in management, it is necessary to know the characteristics of those who have already achieved these positions, as well as those who have not done it yet and what are their difficulties in the process (LIU, 2013), understanding the factors that interfere in the low proportion of women in councils (LAZZARETTI et al., 2013) and in executive boards (MACHADO, 2012). Glass and Cook (2016) point out that although the challenges faced by women are documented, little is known about the factors that shape the female experience and success, which, even against significant contingencies, rise above the Glass Ceiling. Schuh et al. (2014), when assessing gender differences in power motivation, point out that comparing findings between countries with different levels of gender equality would be of interest, and that these intercultural comparisons are promising for future research.

In this sense, after a meta-synthesis carried out focused on this theme, main factors were identified as Glass Roof promoters, that can interfere in the promotion of women's employment to management positions, and consequent low percentage female participation as Chief Executive Officers (CEO) and other senior positions. In this scenario, the following research problem arises: how do women managers in Brazil perceive the impact of the factors that make up the Glass Ceiling in their professional careers? It is noteworthy that, by the end of 2017, there was no research in Brazil addressing these factors conjunctly, which gives rise to this research opportunity.

The present study presents as distinguishing features: evidence data from research regarding the Glass Ceiling phenomenon in Brazil and the rest of the world, during the years of 2012 to 2016, denoted as important by Carrasco, Pérez, and Centeno (2016) for obtaining data from others countries and in different cultural contexts; the identification of how factors are impacting on the rise of women in managerial positions, especially those of a higher rank; and finally, identifying the participation of companies and government as actors also responsible for gender equality in the labor market and for breaking the Glass Ceiling. This phenomenon is present in Brazil, as evidenced by the very low female participation as CEOs in the companies operating on the Brazilian stock market BM&FBovespa, as observed by Madalozzo (2011) of a low female participation and by Machado (2012) of only 0.8%, while masculine presence is a massive 99.2% for companies in Brazil, the United States, and England. In this scenario, this study aims to contribute to the growing social debate about female representativeness in companies, focusing on managerial positions.

The contemporaneity of the debate on this theme, which has been previously discussed in several aspects (IBGC, 2011; MADALOZZO, 2011; LAZZARETTI et al., 2013; MARTINS; PILAR, 2015; GONÇALVES et al., 2016) does justice to the need to identify factors that contribute to this level of current female representation, in order to contribute to the scientific knowledge on the subject and stimulate further changes in societies in search of gender equality. In addition, the discussion of the barriers of the Glass Ceiling among Brazilian women, such as executives (LIMA et al., 2013) and accountants (SILVA, 2016; SILVA; DAL MAGRO; SILVA, 2016), are still incipient and require further studies. Thus, the study adds new evidence to the context of the glass ceiling by Brazilian women who work in the area of business and management.

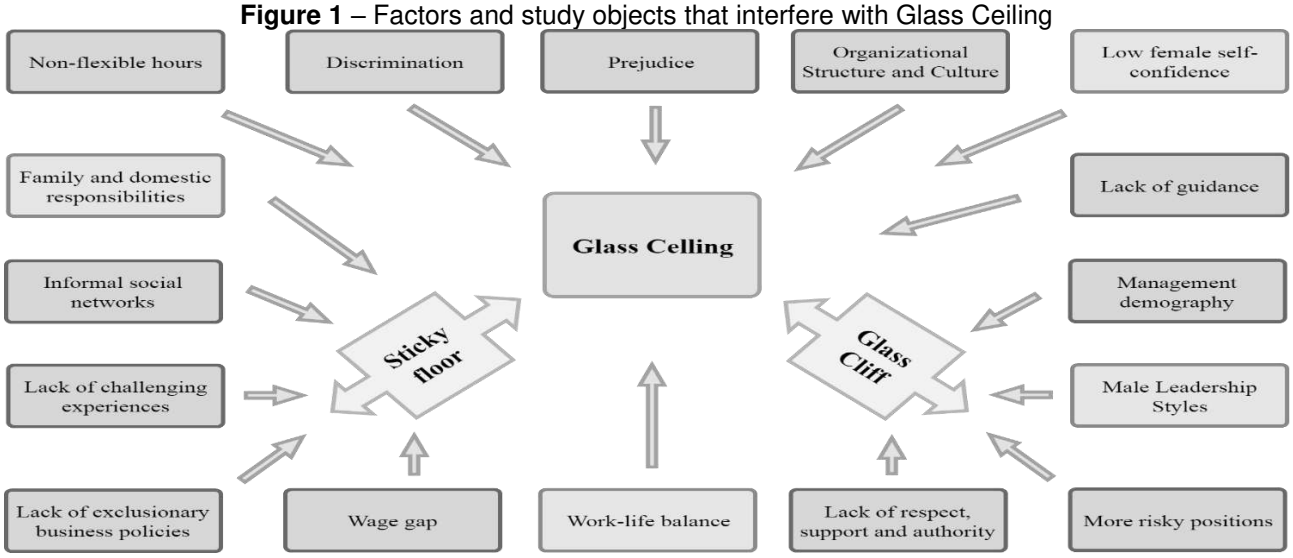
2 FACTORS THAT INTERFERE WITH THE GLASS CEILING

The Glass Ceiling phenomenon is a theme that has been studied from several perspectives, and the breaking of this barrier as an organizational reality in society is an immense challenge for the women and men who aim to stop it (SMITH; CAPUTI; CRITTENDEN, 2012). In this sense, every study, discussion, and business action surrounding the understanding of this phenomenon is useful for its overcoming, and consequently greater gender equality both in companies and in society.

From a point a view of a social construction of reality, Berger and Luckmann (1974) and Ridgeway (1997) point out that there is an overall view, originating from both genders, of expectations about the competence of women and that they would inherently be in a lower status compared to men, which would then lead to biased judgments; this, according to Huffmann (2016) reproduces a systematic devaluation of the work done by women, as well as groups that are judged of being of a lower status. This relationship of prejudice produces one of the main factors that interfere with the Glass Ceiling, that of discrimination.

The process of investigation and understanding of the Glass Ceiling has uncovered several factors that interfere in this phenomenon, framing it as the final product of a series of factors that precede feminine promotion to high-rank positions in the organizations, as well as follow, as in the case of Glass Cliff. In order to elucidate the main factors and study objects that interfere with the Glass Ceiling, the factors and study themes found in the related literature were broken down in Figure 1, below.

Figure 1 – Factors and study objects that interfere with Glass Ceiling



Source: Designed by the author from a systematic literature review.

Figure 1 illustrates the Glass Ceiling in a central position, with interference from both the Sticky Floor and Glass Cliff as well as the factors present at the extremities, all of which are related to the Glass Ceiling. Some of these are also related to Sticky Floor and Glass Cliff and are the focus of previous studies. The factors "Low female self-confidence", "Family and domestic responsibilities", "Work-life balance' and "Male Leadership Styles" are those in which the woman and her family can interfere and have greater control, while those that others factors related to the company, society and its culture as a whole, with these being the main agents.

The main factors are briefly commented below: prejudice (KUPER, 2015; LIMA et al., 2013; LIU 2013); discrimination (CHÁVEZ; RIOS, 2014; HEJASEA; DAH, 2014; KUPER, 2015); management demography (GLASS; COOK, 2014; KANTER, 1977; NEKHILI; GATFAOUI, 2013); leadership style (ADAMS; FUNK, 2012; AKPINAR-SPOSITO, 2013; EVANS 2014); organizational structure and culture (KING et al., 2012; KUPER, 2015; LIU, 2013); family and domestic responsibilities (COUTINHO; COUTINHO, 2011; KUPER, 2015); work-life balance (KUPER, 2015; LIU, 2013; PINNINGTON; SANDBERG, 2013; WALSH, 2012); flexibilization of schedules (KUPER, 2015; SLAUGHTER, 2012); women's low self-confidence (LIU, 2013; WALSH, 2012); lacking respect, support and authority (GLASS; COOK, 2016; HUFFMAN, 2016; LIU, 2013); Absence of corporate inclusion policies (BIBI, 2016; SAMKANGE; DINGANI, 2013; HEJASEA; DAH, 2014; LAZZARETTI et al., 2013);

According to the HeforShe movement (2017), the labor market has been using discriminatory practices against women, especially with regards to promotion practices. This reality is not changing according to the agenda of 21st-century women, who have assumed responsibilities for the activities of both the private (family) and the public (work) lives. Lazzaretti et al. (2013) point out that the solution to the elimination of such restrictions requires a joint effort of the government, organizations and of women themselves, men included as they are part of society and interfere in this process daily as employers and managers (HEFORSHE, 2017). In this sense, the population of countries in each locality and companies' employees can articulate and strive to solve this issue, and promote gender equality, moving past speeches and into actions.

3 METHODOLOGICAL PROCEDURES

A meta-synthesis was performed on the theme and characterization of the main factors that interfere in the Glass Ceiling was established. A data collection instrument was formulated as a questionnaire, which was applied to women who are or have already been managers and that concluded or were still engaged in a Master of Business Administration (MBA), Specialization, Masters or Doctorate degree in the area of management. This was echoed as well as by Xie and Zhu (2016), and King et al. (2012) who chose this sample considering that women managers who are undergoing or have already completed an MBA course have experience in the area of business and theoretical knowledge on the management procedures. Regarding the

approach, this study has quantitative steps, but its main focus is the qualitative approach to respond to the research problem, according to the assumptions of Yin (2016).

The data collection took place from December 2017 to February 2018, through an online questionnaire sent to the target public and disseminated through e-mails and invitation letters to Brazilian MBA and Masters programs, by means of direct contact with colleagues who were in the sample, e-mail contact with managers, and through social media by sharing the participation link along with an explanation of the nature, relevance and characterization of the research sample. At total, 99 respondents were obtained with 62 valid responses, which have corresponded to all the initial filters for composing the sample.

The online questionnaire was made available on the Google Forms platform for respondents' access and was formed based on the factors of Glass Ceiling found in the literature and outlined in blocks divided as follow: block 1 – research constraints; block 2 – respondents' profile; blocks 3 to 6 – factors; block 7 - propositional questions. The questionnaire's objective questions are configured on a six-point scale Likert. The choice of six points was made so that the respondents had to demarcate their position as favorable or unfavorable to the item in question, even if moderately. The Likert scale is the most commonly used variation of the summative rating scale, which are those that represent expressions that are favorable or unfavorable to an affirmative (COOPER, 2011). Items are divided into 1 – Strongly disagree; 2 – I disagree; 3 – Partially disagree; 4 – Partially agree; 5 – I agree; 6 – Strongly agree.

The questionnaires were submitted to validity tests. As a pre-test, it was initially applied in a sample of five women managers, all graduate students in management areas, to check for incongruities, possible disagreements regarding the content of the questions and its answers, possible nuances of the factors not included in the initial version of the script and feasibility of the modification before approaching to the final sample. Some of these items did in fact occur, and the notes regarding the sessions were analyzed and adapted to a new version of the questionnaire, which was applied to the final sample.

Quantitative analysis techniques were used. Data were analyzed according to descriptive and multivariate statistics, using Cronbach's Alpha to validate the instrument. As a data analysis tool, we used the Exploratory Factor Analysis (EFA) and descriptive analysis as a means to identify the intensification of each factor for those respondents. The EFA is a multivariate interdependence technique which, according to Hair et al. (2009, p. 102), "provides the tools to analyze the structure of interrelationships (correlations) in a large number of variables, and by such defining a set of variables that are strongly interrelated, known as factors".

In the data validation stage, the SPSS Statistics software was used, in which the sample characterization, the reliability analyses of the scale by construct, factorial analysis in the block, as well as the descriptive analysis with the mean and standard deviation of the factors and their items, and the regression analysis to verify the correlation between the dependent and independent variables, was carried out. SPSS software was utilized to perform the descriptive analysis with the means, standard deviation and validity tests as the Cronbach's alpha for the quantitative items. It is worth noting that the women managers respondents had their identities kept confidential throughout this research so that the integrity of their careers is preserved in their work environment.

4 RESULTS

Table 1 shows the main characteristics of women and their companies in the sample. The majority of respondents work in companies in the service sector with 46.8%, representing almost half of the sample, so the majority of the evaluations are from companies in this sector. There are also respondents from public sector companies, with 29%, industrial, with 14.5%, and commercial, with 9.7%. Four respondents specified as being from the educational area or working in companies that provide support services to educational institutions, these being reclassified in the services sector, as well as one that defined herself as being from the human resources area and another one from the management area.

Regarding the origin of the company, 74.2% of respondents point out that the companies in which they work are not of family origin, while 25.8% point out this characteristic. In this context, people who are related to the company founder are few but are represented as either being the founder herself (3), the founder's wife (3) or daughter (1). The origin of the capital of the companies is 93.5% of national origin, while the remaining percentage is of two companies located in Portugal, one in Denmark, and another one of Italian-American origin.

Table 1 – Company and employee characteristics

Company sector			Relationship with Founder (A)		
Services	29	46.80%	No	55	88.70%
Public	18	29.00%	Wife	3	4.80%
Industrial	9	14.50%	Own	3	4.80%
Commercial	6	9.70%	Daughter	1	1.60%
Total	**62**	**100.00%**	**Total**	**62**	**100.00%**
Family business			**Origin of Capital**		
No	46	74.20%	National	58	93.50%
Yes	16	25.80%	Foreign	4	6.50%
Total	**62**	**100.00%**	**Total**	**62**	**100.00%**
Ethnicity			**Age**		
White - Caucasian	47	75.8%	34 - 41 years	23	37.1%
Brown	10	16.1%	26 - 33 years	19	30.6%
Black	5	8.1%	42 - 49 years	11	17.7%
Total	**62**	**100.0%**	50 - 57 years	8	12.9%
			18 - 25 years	1	1.6%
			Total	**62**	**100.0%**
Education			**Marital status**		
Postgraduate/MBA	32	51.6%	Married	36	58.1%
Master's degree	22	35.5%	Single	19	30.6%
Higher education	6	9.7%	Divorced	4	6.5%
Doctorate degree	2	3.2%	Stable union	2	3.2%
Total	**62**	**100.0%**	Widow	1	1.6%
			Total	**62**	**100.0%**

Source: Designed by the authors based on research data.

Concerning ethnicity, the majority of respondents are Caucasian –75.8%. 16.1% are brown, and 8.1% are black. The majority (67.7%) of the respondents are between 26 and 41 years old, with 51.6% having a postgraduate or MBA degree. Regarding marital status, 58.1% are married and 30.6% are single. In relation to children, about half of the respondents do not have children (48.4%), while the others have between 1 (24.2%), 2 (21.0%) and 3 children (6.5%). Some of these data, such as the marital status of unmarried women (41.9%) and about half of women without children (48.4%), in a sample in which 98.4% of women are over 26 years old, confirms the results of Kuper's (2015) study that women have delayed or abdicated their marital engagements and the decision to have children in order to devote more time to their careers.

It is necessary to analyze these characteristics and the various social identities of female managers since, to change reality, it is essential to comprehend it. In this perspective, Pereira (1987) points to the importance of understanding the specificities of private identities such as ones related to gender, ethnicity, class, sexuality, age, geographical, among others, both isolated and jointly. Social identity is a multifactorial process which requires the need to recognize and reflect on the various forms of exclusion.

As such, we highlight the intersectionality between gender and race within power relationships and the consequent promotion to high-level management positions, especially regarding the barriers imposed on POC woman, who experiences two characteristics that suffer combined segregation and discrimination at work, mainly to reach positions of power. This segregation has historical roots and propagates from cultural normalization as perceived by Foucault (2005). The author points out that Western societies were conducted by a series of processes that led to normalization in an articulated and expansive way, constituting society as normalizing. Considering this, the rule aims to standardize subjects, leading to the design and naturalization of prejudices. This happens frequently and mainly affects women, POC, and LGBTQIA+ groups. However, such concepts are historically constructed and can also be deconstructed.

These conflicts permeate public and private spaces. Davis (2016) highlights that racial discrimination is crossed by other axes of inequality, including gender and class issues. In this scenario, the lack of discussions on these conflicts and intersections in the face of a greater occupation of power spaces by hegemonic groups gives rise to the naturalization of violence, maintaining the status quo, missing talents, and contributes to the maintenance of a false idea of white superiority, which demeans POC and strengths a structure of social hierarchy.

Data from the study “Saúde Brasil”, Brazil (2014), also denotes this reality among women with more years of education (12 years or more), where the birth of the first child occurs after the mother reaches 30 years of age or more (45.1%), while women with fewer years of education (4 to 7 years old) have children (69.4%) up to 20 years of age. This situation of women avoiding maternity, marriage, and aspects of their personal life so as not to disrupt their career is worthy of being further discussed. Walsh (2012) reported that even women with strong career aspirations may abandon their work because of the difficulty of reconciling work and personal life, causing this delay or self-denial of a personal life by some, a reality that can be improved upon from debate and construction of policies related to women, whether entrepreneurial or public, taking advantage of the potential of these female talents.

The relation of the respondents with respect to time and their activities, daily hours dedicated to work, to their children, their time in the current company and their current position is determined. It is identified that, among respondents, 29% follow the daily 8-hour workday limit of the Brazilian labor legislation. However, the remaining 71% exceeded this work period, with the majority of respondents being from 8 to 10 hours a day at work (45.8%), 17.7% from 10 to 12 hours, and 5 respondents (8, 1%) dedicate more than 12 hours a day to work.

Regarding the time spent with children, it is highlighted that about half of the respondents do not have children (48.4%). Only three respondents (4.8%) spend up to one hour on child care, most participants who have children spend between three and four hours on childcare (17.7%), more than four hours (16,1%) and between one and two hours (12.9%). Evans (2014) evidenced this reality in the Western world, where women are marrying later, having fewer children and dedicating more time to their careers.

With regard to time in the company in years, most have been in the same company for more than three years. Only six respondents are up to three years in their current company. The majority are between three and five years (40.3%), and between five and ten years (24.2%). As for the current position, the majority have been in their current position for a recent period, 35.5% are in the same position for three to five years, while 25.8% are between one and three years in the same position.

4.1 How Glass Ceiling factors have impacted the career of women in Brazil

In order to validate the instrument and the factors, the basic procedures indicated by Hair et al. (2009) for this purpose were carried out in exploratory research, with an EFA being that of reliability with Cronbach's Alpha and Corrected Item Total Correlation (CITC). The Bartlett’s test of sphericity was also performed, which makes it possible to verify the possibility of the correlation matrix displayed in the test being an identity matrix; if the result indicates that the of being an identity matrix is low, then they may be correlated. The Kaiser-Meyer-Olkin (KMO) test was also used to confirm the suitability of the sample for the degree of correlation, as indicated by Hair et al. (2009).

The reported tests were performed in the SPSS Statistics software with all 38 quantitative factors items, and relating these items to each of their previously identified factors, in order to validate the instrument and the factors conceptually validated from the meta-synthesis and clarified in this study in the reference and methodology sections. However, when running the EFA some factors changed its form and concept, and some items that were initially related to a specific factor ended up migrating to another factor based on the EFA. As the Glass Ceiling phenomenon involves all these factors and a good part of them are closely related, it is understandable that these migrations of items between the factors occurred. The 38 items remained in the EFA because they presented adequate commonality with the instrument.

Of the factors that were modified or included by the EFA, it is denoted: the factor “Culture – Society”, that was included, and the factor “Corporate policies and legislation”, which appears as an adaptation of the factor “Absence of corporate policies of inclusion”. The factors, with their respective items and results, are demonstrated together with the analyzes in Table 1, ordered as demarcated by the EFA: balance between personal and work life; female self-confidence; leadership styles; prejudice – gender stereotypes; family and household responsibilities; culture – society; discrimination; management demography; organizational structure and culture; business policies and legislation; lack of respect, support and authority.

The rotational method chosen was the Varimax Rotation, with extraction by the main components method, which indicates a division of the factors in the factorial matrix. Table 2 summarizes the results obtained. The indicators in the factors that presented the highest factor loads, the eigenvalues of the factors, the percentage of variance of the sample explained, as well as the reliability indexes by Cronbach's Alpha are shown.

Table 2 – Exploratory Factor Analysis

Factors and Indicators	Block	F.L.
Factor 1 – Work-life balance	Eigenvalue: 9,25. E.V. = 24,3%. α = 0,81	
q19 - I have had or know women who have had to give up the possibility of a managerial position due to maternity.	,876	**,810**
q18 - I have had or know women who have had difficulty performing a work activity due to their responsibility to care for their children.	,881	**,793**
q17 - Women do not progress in the same career as men because they choose to prioritize their personal and family life.	,803	**,790**
Factor 2 – Female self-confidence	Eigenvalue: 3,82. E.V. = 10,1%. α = 0,79	
q24 - Society demands more from women than from men.	,796	**,806**
q25 - Companies demand more from women than from men.	,793	**,793**
q22 - I have felt guilty for not taking proper care in the raising of my children.	,754	**,562**
q23 - I have felt guilty for saying that I have been negligent in domestic or family life.	,797	**,526**
Factor 3 – Leadership Styles	Eigenvalue: 2,59. E.V. = 6,8%. α = 0,76	
q35 - Women have struggled to gain support and authority from their subordinates.	,841	**,792**
q32 - Open-ended leadership style can lead women to lose authority over subordinates.	,761	**,713**
q31 - To succeed, women must adopt a direct, hard, and factual behavior.	,746	**,686**
q27 - There are differences in opportunities for promotion to managerial positions between men and women.	,694	**,541**
Factor 4 – Prejudice – Gender stereotypes	Eigenvalue: 2,23. E.V. = 5,9%. α = 0,81	
q2 - There are lower expectations about women at work than there are for men.	,862	**,768**
q30 - Women are sometimes excluded from informal networks and business circles.	,818	**,695**
q1 - There is prejudice against women in choosing senior management positions	,867	**,622**
Factor 5 – Family and household responsibilities	Eigenvalue: 2,02. E.V. = 5,3%. α = 0,84	
q12 - I have already had difficulty performing a work activity due to responsibility for domestic activities.	,828	**,830**
q15 - It is difficult for me to reconcile a career with family responsibilities.	,903	**,723**
q13 - I have had to give up the possibility of a managerial position due to responsibility for domestic activities.	,797	**,526**
q14 - I know women who have not developed professionally as much as they could because of responsibility for domestic activities.	,770	**,441**
Factor 6 – Culture – Society	Eigenvalue: 1,75. E.V. = 4,6%. α = 0,72	
q3 - I have heard gossip and negative judgments when a woman acts differently from the female pattern with regard to their attire and behavior.	,791	**,817**
q20 - I believe that the woman is still considered to be the person mainly responsible for raising children.	,862	**,745**
q21 - The culture that the main responsibility for the raising of children belongs to the woman makes it difficult for the woman director, manager or supervisor to be promoted.	,753	**,404**
Factor 7 – Discrimination	Eigenvalue: 1,60. E.V. = 4,2%. α = 0,77	
q5 - I have heard or heard from someone who has heard that she is not fit for a management position because she is a woman.	,861	**,710**
q6 - I have been or know someone who has been harmed in a selection process or promotion for being a woman.	,854	**,673**
q4 - Culture (beliefs, values) impacts on the promotion of women in management positions.	,603	**,503**
q7 - Women who are mothers are less likely to be recruited or promoted in a company than a woman who is not or a man who is a parent.	,747	**,415**
Factor 8 – Management demographics – diversity	Eigenvalue: 1,33. E.V. = 3,5%. α = 0,74	
q9 - The fact of having women on the board/council influences the term of office of DE/CEO women.	,890	**,809**

q8 - Greater diversity (men and women) among the company's decision makers increases the chances of women being promoted to leadership positions.	,890	**,724**
Factor 9 – Organizational structure and culture	Eigenvalue: 1,28. E.V. = 3,4%. α = 0,67	
q10 - I believe it is a trend that corporate decision-makers tend to nominate people who are equal to them in terms of gender, ethnicity, religious and sexual orientation, and values that the group already has.	,783	**,776**
q11 - The fact that the board is mostly male adversely affects the promotion of women as director, manager or supervisor.	,847	**,561**
q26 - The low female representation in management positions in Brazil is due to a lack of opportunity.	,769	**,556**
q29 - A policy of mentoring (training) in the company could contribute to women and men having equal access to promotions and growth in the company.	,399	**,484**
Factor 10 – Business policies and legislation	Eigenvalue: 1,19. E.V. = 3,1%. α = 0,60	
q38 - A longer period of parental leave for fathers at a different moment from maternity leave can be a tool for greater contact between fathers and their children, and a quest for equality in the responsibility of creation.	,746	**,887**
q36 - Legislation is needed to demonstrate a greater opportunity for women in managerial positions.	,691	**,486**
q37 - Public debate on gender equality in high-level positions can increase female representation as the Executive Director.	,793	**,421**
Factor 11 – Lack of respect, support and authority	Eigenvalue: 1,09. E.V. = 2,9%. α = 0,56	
q34 - Increasing women's access to managerial positions weakens gender inequality at lower levels in the work scale.	,834	**,907**
q33 - Women seek to take fewer risks than men in business decisions.	,834	**,554**

Source: Designed by the authors based on research data.
Note: F.L. = Factor Load. E.V. = Explained Variance. α = Cronbach's alpha.

The results indicate that the KMO test has a sample of adequate size when expressing an index 0.604, classified as acceptable. Regarding Bartlett's test of sphericity, the sample correlations of this research are sufficient, being the level of significance 0.000. The extracted factors are explained by the eigenvalues found in the main components method (HAIR et al., 2009).

The variance explained by these factors is 74.08%, with the first factor "work-life balance" explaining 24.3% of the instrument, which was already predicted. As pointed out by Hair et al. (2009), the first factor tends to be a general factor with almost all variance and explains the largest amount of variance. As for unidimensionality, the commonality of the variables was evaluated, in which all those that remained in the instrument for analysis have indices higher than 0.5, with only two items being 0.5 upwards values, the others are 0.6 upwards, demonstrating that they are adequate as defined by Hair et al. (2009).

On the validity of the instrument, this study presented a Cronbach's alpha index of 0.904, demonstrating its validity regarding this test using this set of variables, according to what was predicted by Hair et al. (2009). Regarding the factors, they presented a median Cronbach's alpha of 0.74, ranging from 0.84 in the case of the factor "Family and domestic responsibilities" and 0.56 to "Lack of respect, support, and authority". With these Alpha values and the commonalities between the items, it is indicated that this instrument is suitable for the present analysis and for studies in this thematic in further researches when utilizing it with these factors.

All items are adequate according to their factors' EFA, with the lowest load found in the discriminant validity, being that of item q21, that is, question 21 (0.404) of the "Culture – Society" factor, and higher with q34 (0.907) of the "Absence of respect, support and authority" factor; however, even those with lower load have acceptable load values in convergent validity in the EFA per block. All items have a factorial load above 0.3, which by Hair et al. (2009) would be the minimum acceptable for an item to be validated. They also confirm the convergent validity in the EFA by block, in which they present high commonality or acceptable (> 0.50) and correlation (> 0.50). The factors are interpreted below.

Work-life balance: this factor was the one that presented greater eigenvalue and explained variance, confirming its variables. Its factorial loads were high, and it achieved high reliability from Cronbach's Alpha of 0.81, the eigenvalue of 9.25 and the explanation of the variance of the instrument in 24.3%, demonstrating that this factor is what most explains this instrument with its high explained variance and eigenvalue. This factor is portrayed as one of the main difficulties for women (mean 4.20), but it has a great deal of disagreement among the respondents (standard deviation 1,479) on the way they face this particular factor. These findings on the disagreements of respondents despite the recognition of this factor as impacting is described by Carrasco, Pérez, and Centeno (2016), that not all women arrive at the same solutions in relation to work and family issues, and that there would be differences of profile among women, especially in this sense, with a

prioritization of one over the other.

Female self-confidence: the variables of this factor presented high factor loads, confirming the discriminant validity and the convergent validity of this factor, with high reliability from the Cronbach's alpha of 0.79, the eigenvalue of 3.82 and the explanation of the variance of the instrument in 10.1%. Following the criteria of Hair et al. (2009), there is a good result for this factor. Regarding female self-confidence, this factor presented on average a partial agreement of the respondents (4.11) and a standard deviation of 1,392. The highlight is item q24, in which women agree that society requires more of women than men, with a mean of 5.08.

Leadership styles: this factor is already one of the factors that underwent alterations from its items and has questions attributed to it that were initially attributed to other factors. Nevertheless, they presented high factor loads, confirming the discriminant and convergent validity of the construct, Cronbach's alpha of 0.76, the eigenvalue of 2.59 and the explanation of the variance of the instrument in 6.8%, demonstrating a good result for this construct (HAIR et al., 2009). It also presented a mean between partial disagreement and partial agreement (3.53) and reasonable standard deviation (1,187). The mean emphasis is for item q27, in which the respondents say they believe that there are differences in opportunities for promotion to the director, manager or supervisor positions between men and women by companies (4.89). These notes on leadership styles partially confront the findings of Akpinar-Sposito (2013) and are closer to those brought by Adams and Funk (2012) and Evans (2014) as a reality of companies from the perception of these women managers in Brazil.

Prejudice – gender stereotypes: this factor's variables presented good and close factorial loads, confirming the discriminant and convergent validity of the factor, Cronbach's alpha of 0.81, the eigenvalue of 2.23 and the explanation of the variance of the instrument in 5.9%, demonstrating a good result for this factor. This factor obtained a mean between partial agreement and concordance (4.34), with a standard deviation of 1.256. Of the items, the participants agree on the existence of prejudice when choosing a woman for the management position (4.79). The other items dealt with expectations about women at work (4.19) and the possible exclusion of women from networks and informal social circles in companies (4.05), partially reinforcing the findings of Boone et al. (2013) and Xie and Zhu (2016) on informal networks. This finding about gender bias by Brazilian female executives is not recent, and still exists (LIMA et al., 2013).

Family and household responsibilities: the variables of this factor had factorial loads divided mainly into two poles, one with higher loads and proximity and the other pole with lower loads; even so, both confirm the discriminant validity of the factor. With respect to convergent validity, the difference found in the discriminant is not found, with the four items with high and close loads, demonstrating a connection between the items as the same factor. It presents optimal reliability from the Cronbach's alpha of 0.84, the eigenvalue of 2.02 and the explanation of the variance of the instrument in 5.3%, overall good results for this factor (HAIR et al., 2009). This factor presented a lower mean (3.18), with higher standard deviation among the factors (1.522). Respondents are or know women who did not develop professionally as much as they could due to their responsibility for domestic activities (4.23). However, they disagree on other items, such as, for example, possible difficulties in carrying out a work activity due to responsibility for domestic activities (3.26). This way of dealing with this relationship between domestic and work responsibilities can be partly explained by Xiu and Gunderson (2012), in which the authors report that the negative effect of family and domestic responsibilities is greater at the bottom of the financial distribution and its impact decreases the in an upward movement in this scale; in the case of the respondents of this research, because they are women with graduates and postgraduates degrees and have more years of education than the average woman, in addition to having already acted as managers, would relate better to this question.

Culture – society: this is a new factor, considering those initially foreseen for the present research, although it is conceptually related to all others. Their variables presented high and close factorial loads for q3 and q20, but also received the item q21, which although does not have a high factor load for this factor, it conceptually fits in this factor with keywords in its sentence and that are still accepted by Hair et al. (2009) in the factorial load factor, confirming the discriminant and convergent validity of the factor. With good reliability from the Cronbach's alpha of 0.72, the eigenvalue of 1.75 and the explanation of the variance of the instrument in 4.6%.

This factor presents the highest mean of this study (4.91) and the second lowest standard deviation (1.078), which indicates that for respondents this is the most impacting factor and that there is some agreement about how much this has interfered in the promotion of women to management positions. It is important to note that in society, women are still the main person responsible for raising children (q20). This reality is one of the barriers to the promotion of women to management positions (4.69). Following this line of thought, some women have avoided motherhood so as not to disrupt their careers as Walsh (2012) suggests, and as Hurley and Choudhary (2016) warn that having children would even be detrimental to women seeking senior management positions, as the ones that already occupy those positions mostly ended up abstaining from this facet of their life.

In addition to this issue, women also have to deal with gossip and negative judgments about the patterns

of what is regarded as being feminine in relation to their attire and behaviors (4.89), confirming Liu's (2013) findings. These findings also reflect the view of China's women managers (LIU, 2013), which indicates that the barriers to women's rise to managerial positions come from the culture of society, and that the issue of gender inequality in the society, business, and family spheres must be approached for an effective change on this issue, which is treated as a social and economic challenge.

Discrimination: the variables of this factor presented high factor loads, confirming the discriminant and convergent validity of the factor, with optimal reliability from the Cronbach's alpha of 0.77, the eigenvalue of 1.60 and the explanation of the variance of the instrument in 4.2 %. This factor is represented by a mean in which respondents agree that there is this particular discrimination with women at work and that this affects their careers (4.38), with a standard deviation of 1,298. This confirms the findings of Madalozzo and Blofield (2017) in the case of recruitment and Kuper (2015) in the case of promotions.

Management demographics – diversity: the variables of this factor, although consisted of only two items, presented high and close factorial loads, confirming the convergent and discriminant validity of the factor, good reliability from Cronbach 's alpha of 0.74, eigenvalue of 1 , 33 and the explanation of the variance of the instrument in 3.5%. This diversity among decision-makers is portrayed by respondents as an important factor for women's access to management positions (mean 4.58) and with a low standard deviation in responses (1,157). Respondents agree that “greater diversity (men and women) among company decision-makers increases the likelihood of women being promoted to leadership positions” (4.71) and that “having women on the council/administrative board influences the office term of women directors” (4.45). This confirms the findings of Glass and Cook (2014), in the case of the women's office term as directors, as this fact would reduce pressures for performance of these bigger leaders in addition to increasing their support by the council and reducing the effects of the Glass Cliff, which addresses this situation and the mandates of women when they act as directors.

Organizational structure and culture: in this factor, it is worth emphasizing that two of its initial items are originally confirmed for this particular factor but two items, that initially would be related to the “management demography – diversity” factor. However, the items are conceptually related directly to the structure and organizational culture of companies, both in the sense that there is a tendency for decision-makers to appoint people equal to themselves in relation to demographic characteristics, and because the board is mostly male affects negatively the promoting of women to management positions, confirming the appointments of homosexuality reproductions stated of Kanter (1977) for these decisions of valorization of individuals with the same characteristics of the managers, not only in the sense of work behavior, but also in other intrinsic factors such as gender, race and sexual orientation. The variables of this factor presented adequate factorial loads, good reliability from the Cronbach's alpha of 0.67, eigenvalue of 1.28 and the explanation of the variance of the instrument in 3.4%, demonstrating a good result for this factor (HAIR et al., 2009).

This factor had the second highest mean (4.67) among the factors and with the lowest standard deviation of the study (0.956), showed high means in all its factors, with respondents agreeing that this factor and its items interfere in the female promotion to management positions. Its items dealt with different circumstances of this corporate culture and were reported in descending mean order: the importance of a mentoring policy (training) in the company to allow equal access for men and women to promotions in the company (4.84). Regarding the mentoring (training) in the companies, the responses and high evaluation of this need in the perception of the respondents confirm the findings of Woolnough and Fielden (2014). There is also a trend evidenced in this study, according to the woman managers' perception, regarding the appointment of individual to management positions that are equal to the current managers in relation to demographic characteristics, confirming Kanter's (1977) homosexual reproduction annotations, which do not follow only factors related to work behavior but also to factors intrinsic to individuals such as gender, race and sexual orientation.

The tendency for decision makers to nominate people who are equal to them according to their demographic characteristics, such as gender, ethnicity, religious orientation, sexual orientation, and other values that the present group already possess (mean 4.81), a majority of male managers negatively affecting the promotion of women to managerial positions (4.76), and the absence of opportunities as a cause of the current low female representation in management positions (4.29). These items, based on the premise of Kanter (1977) and Madalozzo (2011), show that in the opinion and experiences of these women managers, the appointment process for management positions stems from a restrictive view of the adequacy of candidates' profiles, such as gender, ethnicity, religious and sexual orientation, and other values that the current group already has, as also found by Nekhili and Gatfaoui (2013), and which in the case of women still go through the traditional bias and through gender stereotypes.

Company policies and legislation: The variables of this factor were initially presented together, but in two poles; on the one hand, this is the factor with the second largest load of the discriminant validity of the questionnaire, in the case of q38, and on the other it presents only adequate loads with both q36 and q37, although both are confirmed in this factor in the discriminant validity with respect to the convergent validity,

and are presented more closely and with good loads for q38, q36 and q37. With adequate reliability from the Cronbach's alpha of 0.60, the eigenvalue of 1.19 and the explanation of the variance of the instrument in 3.1%, it demonstrates overall a good result for this factor. This factor presented a mean of partial agreement (4.08) and a reasonable standard deviation (1.212). One item decreased this average, causing a partial discordance of the respondents regarding the need for legislation that shows greater opportunity for women in management positions (3.03).

Lack of respect, support, and authority: this factor has the item with the highest discriminant validity of the questionnaire, in the case of q34 and complemented with q33, confirming this factor in the discriminant validity. With respect to the convergent validity, they both present loads with the same value, demonstrating the strong relation of both of q34 and q33. With adequate reliability from the Cronbach's alpha of 0.56, the eigenvalue of 1.09 and the explanation of the variance of the instrument in 2.9%, it demonstrates an overall good result for this factor. The factor presented a mean of partial agreement (4.01) and standard deviation of 1.421. Respondents believe that increasing women's access to managerial positions weakens gender inequality at lower levels in the work scale (4.47). However, the majority of respondents disagrees partially that women seek to take fewer risks than men in business decisions (3.55). This evidence regarding risk in business decisions confirms previous studies (GLASS; COOK, 2016; NELSON, 2017) that there is no solid empirical scientific evidence of gender differences in risk decisions.

5 FINAL CONSIDERATIONS

This study aimed to analyze how the factors that make up the Glass Ceiling phenomena impact the career of women managers in Brazil, from their perception. For this purpose, the main factors of Glass Ceiling were identified through a meta-synthesis, which are: prejudice – gender stereotypes; discrimination; management demography – diversity; family and domestic responsibilities; work-life balance; low self-confidence; organizational culture structure; non-flexible schedules; leadership styles; lack of respect, support and authority; and absence of corporate inclusion policies.

The profile of female managers and the companies in which they operate was characterized. Most of the companies are a non-family business that acts in the services sector, operating with capital of national origin, and in which the respondent woman had no relation to the founder. Most are white women between the ages of 26 and 41 years old with an MBA or Specialization degree, with slightly more than half of the respondents being married and about half not having children. As for the periods of their activities, they mainly work between eight and ten hours a day, extrapolating the daily legally prescribed limit, and among those who have children, most spend more than three hours a day caring for their children. Most work a period between three and five years in the current company, and roughly the same period acting in the same position.

In the verification of how each factor of Glass Ceiling has impacted the career of women in the labor market, exploratory factor analysis and descriptive analysis that women have in fact dealt with these factors in the day to day of their lives and work routines was carried out. For Brazilian women managers, the factors that have most impacted the Glass Ceiling are “culture and society”, “organizational culture and structure”, “management demography” and “discrimination”. Respondents perceive that those who have the least impact are “household and family responsibilities” and “leadership styles”. Consequently, the study adds new evidence about the glass ceiling among women managers in Brazil (LIMA et al., 2013; SILVA, 2016; SILVA; DAL MAGRO; SILVA, 2016).

The factors that make up the Glass Ceiling are impacting the career of women managers in Brazil, from unfavorable conditions stemming from the culture of society and companies. The social structure continues to reproduce old-fashioned values and perceptions regarding the roles of women and men in society and about their actions in public and private spaces. In the case of women at work, the positions of power and management become barriers that are difficult to break, but still possible, as in the case of these participants.

Some limitations of this study that stimulate further research possibilities are the size and characterization of the sample and the culture of Brazilian society. The valid sample consisted of 62 participants and upon it, it was possible to perform some statistical tests. However, with a larger sample, it is possible to perform further testing, such as dependency techniques and interdependence between Glass Ceiling factors, allowing the emergence of new results and conclusions. With regards to the sample, because it is exclusively composed of women managers who have completed or are undergoing MBA, Specialization, Master's or Doctorate courses in management, controlling or finance positions, samples with other characteristics regarding the education, managerial and income levels, as well as the inclusion of men in the sample, can serve as a comparison and contribute to the understanding of Glass Ceiling and the development of positive practices regarding gender equality in promotion to management positions. Conducting the same research with this instrument in other countries could bring interesting contributions, both on the reality of the particular country, as well as in order to compare the results with those of Brazil.

These women have faced the Glass Ceiling mainly through their own effort and qualification, breaking

these barriers while still seeking to maintain a harmonious life. However, changes in companies' and society's culture are necessary to further provide equity for women and men, in an effort that involves both genders. In this way, the work potential, including those of women with management capacities, can be stimulated, aiming at the development of society in the social and economic spheres.

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