

**THE ROLES OF GLASS CEILING BELIEFS AND
ORGANIZATIONAL COMMITMENT ON SOCIAL LOAFING
AMONG FEMALE EMPLOYEES**

Adepeju Ogungbamila¹, Chibuzor Uchenna Onuoha^{2*} & Dada Emmanuel Job³

^{1,2,3}Department of Pure & Applied Psychology, Adekunle Ajasin University, Akungba-Akoko,
Ondo State, Nigeria

*chibuzor.onuoha@aaau.edu.ng

ABSTRACT: Perception of obstacles to career advancement and psychological attachment to the organization are employee attitudes that may influence negative discretionary work behaviour. This present study aims to examine the contributions of perceived glass ceiling and organizational commitment to workplace social loafing. Designed as a cross-sectional quantitative research, 271 female employees purposively selected from structured work organizations were surveyed. They completed a self-report paper-and-pencil questionnaire that measured validated scales of glass ceiling beliefs, organizational commitment, and social loafing. The research instrument was completed anonymously by the participants. High level of coefficient alpha that ranged from $\alpha = .78$ to $\alpha = .85$ was reported for the scales. Data were analyzed using bivariate correlation and hierarchical regression tests. Results showed that the correlation coefficient between glass ceiling beliefs ($r = .33$, $p < .01$), organizational commitment ($r = .49$, $p < .01$) and social loafing, respectively, is positive and significant. Hierarchical regression analysis indicated that glass ceiling beliefs significantly and positively predicted social loafing ($\beta = .33$, $p < .01$), accounting for 10% of the variance in social loafing. Organizational commitment is positively related to social loafing ($\beta = .44$, $p < .01$), and contributed 11% variance in social loafing. The study concluded that a perceived high glass ceiling is associated with increased social loafing among female employees who reported a higher level of organizational commitment.

Keywords: Glass Ceiling Beliefs, Organizational Commitment, Social Loafing, Female Employees

INTRODUCTION

Organizations prefer that employees exert effort maximally, however instances of social loafing are becoming common in the workplace. Social loafing describes a reduced motivation to exert physical and mental effort by an employee when working in a group compared to when such individual(s) work alone (Karau & Williams, 1993). Social loafing is more likely to occur when accountability for the outcome when working collectively on a task is distributed among all team members, or when individuals believe that their personal contributions will neither be recognized nor rewarded by the organization (Hacker et al., 2020; Karau & Williams, 1993; Ying et al., 2014). It is a destructive work behaviour that is viewed as a social disease due to its negative effects on work outcomes such as knowledge sharing, group performance, and group cohesion (Bououd et al., 2016; Stieglitz et al., 2022). By reducing their effort, social loafers contribute less to organizational

functionality. In addition, loafing negatively affects team members' motivation and organizational performance, leading to reduced productivity (Yusuf & Sanusi, 2024).

Employee attitudes have been identified as predicting negative discretionary behaviour, which may include social loafing. These include glass ceiling beliefs as self-perceived barriers to career advancement, promotion and discriminatory practices, which may lead to job dissatisfaction and reduced work engagement (Sunaryo et al., 2024), which could result in the employee being less likely to contribute fully to collective assignments. Organizational commitment is another attitude that describes the degree to which an employee feels a sense of obligation or belonging to the organization (Meyer & Allen, 1991; Saal & Knight, 1987). Employees who exhibit a strong sense of psychological attachment are typically loyal and dedicated (Meyer & Allen, 1991; Saal & Knight, 1987), making them less likely to reduce job-related effort.

Research Questions

- i. Do perceived glass ceiling beliefs influence social loafing among female employees?
- ii. Is organizational commitment associated with social loafing among female employees?

LITERATURE REVIEW

Glass Ceiling Beliefs and Employee Social Loafing

Legislation favoring equal opportunity in top leadership positions and equality in pay for females has been achieved, however, due to restrictions related to glass ceiling, women still struggle to attain executive leadership positions in the workplace (Andersson et al., 2021; Martinez-Fierro & Sancho, 2021). Glass ceiling is the belief by women in particular, and minority in general, in the existence of invisible obstacles that hinders them from advancing in their careers within an organization or industry (Eagly & Carli, 2016; Eagly, 2018; Ramos et al., 2022). Specifically, glass ceiling describes a workplace discriminatory behavior against females that negatively impacts recruitment of new employees, career progression of incumbents and the provision of resources (Strauß & Boncori, 2020). It is conceptually different from the 'glass cliff' which refers to a situation where women are intentionally elevated to executive positions in unstable organizations (such as those that are experiencing a crisis) when the chances of failure is more likely (Ryan & Haslam, 2005).

Glass ceiling tends to be prevalent in patriarchal societies with a predominantly homogenous perception of feminine attributes (e.g. nurturance, empathy) as being incompatible with agentic qualities such as competitiveness and aggressiveness, which makes men more effective leaders (Eagly & Karau, 2002). This perspective may provide a clue to the origin of barriers to women's advancement in workplaces, and also reveal the glass ceiling as a negative prejudice fueled by the perception of women as lacking classical leadership qualities that restricts their ascension to top leadership levels in their organizations.

Besides hindering career advancement, glass ceiling beliefs have been shown to impact crucial organizational outcomes of female employees (Taparia & Lenka, 2022). Previous studies steered

in this direction have established glass ceiling beliefs to positively associate with personal attributes that have work-related implications such as lack of self-confidence and ambition for managerial posts among female employees (Taparia & Lenka, 2022); turnover intention (e.g. Lathabhavan, 2019; Masood et al., 2021), and to be negatively related to psychological wellbeing and career satisfaction (Fathy & Kareem, 2020; Mai et al., 2024), organizational citizenship behaviour (Javadizadeh et al., 2024), and work engagement (Sewon & Yoon, 2021; Sunaryo et al., 2024).

Although past studies have established glass ceiling beliefs to be negatively related to employee and organizational outcomes, their impact on social loafing behaviour among female employees is not widely researched and needs to be established, especially from the perspective of a patriarchal society such as Nigeria, where females are largely ignored when filling leadership positions. The present study, therefore, argues that denying female employees leadership roles because of their gender might elicit strong negative feelings that, despite their contribution, they are denied the opportunity to lead at higher levels of authority in the organization. The norm of reciprocity (Gouldner, 1960) argues that such a belief may lead to declined career aspiration, which could result in negative reciprocal behaviour such as reduced job-related effort.

Organizational Commitment and Employee Social Loafing

Employees' level of psychological attachment influences their work behaviour, which may explain sustained scholarship on organizational commitment by researchers and practitioners alike. Organizational commitment gauges an employee's psychological attachment to and dedication to the organization and its goals (Meyer & Allen, 1991; Meyer et al., 1993). It signifies employees' recognition of organizational values and a firm, stable psychological connection to it. Allen & Meyer (1991) 3-dimensional model of organizational commitment is the most widely accepted model (Choi et al., 2015). It comprises Affective Commitment – which describes a positive sense of loyalty and identification with the organization. Continuance Commitment is the tendency to remain in an organization driven by the fear of perceived high costs of leaving the organization. It is cost-based commitment so that individuals with high continuance commitment feel compelled to keep membership in the organization. Normative Commitment is the perceived moral obligation to remain with an organization (Allen & Meyer, 1990). Each have been demonstrated to influence employee behavior.

Studies have established that employees who self-reported higher on organizational commitment tend to feel highly motivated, contribute more, extend their stay, and are less likely to absent themselves from work unnecessarily (Andrews et al., 2021; Woods et al., 2012). To further underscore its importance in organizational setting, studies consistently showed a negative correlation between organizational commitment and turnover intention (Abet et al., 2024; Nketsia & Nkansah, 2024; Odunewu et al., 2024; Pandey et al., 2019; Thrassou et al., 2020; Yassine & Jacobs, 2025), and social loafing (Agu et al., 2024), and positive association with high performance (Lee et al., 2022; Stackhouse et al., 2022), organizational citizenship behaviour (Nguyen et al., 2022; Ugwu et al., 2024), work engagement (Cesario & Chambel, 2017; Schaufeli et al., 2002), and knowledge sharing (Fayda-Kinik, 2022; Ordua & Wuche, 2025). In sum, these previous findings suggest that employees who displayed a high level of organizational commitment are more motivated to engage in behaviour that ensures organizational goals are achieved through positive

reciprocity behaviour. In contrast, when employees are less committed to their organization, they feel less obligated to help the organization, and are less likely to refrain from negative reciprocity behaviour. This increases their likelihood of seeking to harm the organization.

Theoretical Perspective

Equity theory (Adams, 1965) explains that people are motivated by their need for fair treatment. In an organizational context, justice consists of a balance between a worker's inputs (e.g. ability, education, experience) and their outcomes (such as salary, promotion and bonus) with those of a comparable co-worker. When an employee's personal values are aligned with the organization's goals, and they perceive equity and fair treatment in human resource practice, the higher the likelihood that they will reciprocate positively with supportive behaviour. In contrast, perceived inequity and unfair treatment create a feeling of psychological imbalance which may increase the likelihood of retaliatory behaviour to restore equity in the employment relationship. As predicted by the Sucker Effect (Orbell & Dawes, 1993), employees who perceived unfair treatment may intentionally expend less effort to avoid being continuously taken advantage of by the organization.

Research Hypotheses

- i. Glass ceiling beliefs will significantly and positively predict social loafing
- ii. Organizational commitment will significantly and negatively predict social loafing

METHOD

Design

This study was a survey that utilized a cross-sectional design since all variables were measured simultaneously. The main independent variables were glass ceiling beliefs and organizational commitment, while the dependent variable was social loafing. All the variables were measured on interval scales.

Sampling

A purposive sample of 271 female employees participated in the study. The sample size was determined based on the guideline reported by Sekaran (2003), which recommended that a sample size less than 30 but not more than 500 from organizational settings is adequate to be analyzed using general statistical tools.

Participants

The sample comprised 271 females with a mean age of 33.83 years. The eligibility criteria were that participants must be full-time employees and be members of a work team. The majority (74.8%) held post-secondary school certificates/degrees certificates/degrees; 47.8 % had more than two children, and the majority (60.4%) had worked more than 10 years in the organization. Possible sources of common method bias, such as self-reported bias, social desirability bias, method effect

of item characteristics, and method effect of item context (Podsakoff et al., 2003, 2012), were addressed using procedure remedies. These included protecting participants' anonymity and reducing apprehension about evaluation.

Instruments

A self-administered paper and pen questionnaire was used for data collection. This method of data collection was considered appropriate for two main reasons: (i) potential to generate a higher response rate, and (ii) it encourages more honest responses when dealing with sensitive information (Dommeyer et al., 2002; Nulty, 2008). It contained validated instruments measuring social loafing, glass ceiling beliefs, and organizational commitment. The use of established scales helped to minimize measurement error, leading to a decrease in common method bias (Spector, 1987). They were all five-point Likert scales (1 = strongly disagree, 5 = strongly agree) that have been widely used in past studies.

Glass Ceiling Beliefs

This was assessed using the Women's Beliefs about Glass Ceiling Scale (Smith et al., 2012). It is a widely used research instrument for measuring glass ceiling beliefs among female employees. The 38 items in this multi-dimensional scale are written in short statements. Responses were rated on a 5-point Likert scale with options that ranged from strongly agree (1), agree (2), neither agree nor disagree (3), disagree (4), strongly disagree (5). Two sample items are: 'Women prefer a balanced life more than gaining highly paid careers' and 'Women reject the need to work incredibly long hours. Because it was used as a single scale in this study, the composite scale was calculated, and a Cronbach alpha coefficient of .85 was reported. The scores were interpreted so that higher scores indicated a stronger perception of the glass ceiling.

Organizational Commitment

This was measured using Allen and Meyer (1990) Organizational Commitment Scale. This 3-dimensional instrument is an 18-item scale that aims to assess affective, normative and continuance conceptualizations of organizational commitment. Each of the dimensions has 6 items. Responses were measured on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. All negatively worded statements were reverse-coded prior to the main analysis. Examples of items include: 'I do not feel like part of my family in this organization', and 'I do not feel emotionally attached to this organization'. The authors reported Cronbach's alpha coefficient ranging from .70 to .90, indicating good internal consistency across the dimensions. In line with the study's objective, a Cronbach alpha of .82 was calculated for the composite scale. A higher total score indicated a higher level of organizational commitment and vice versa.

Social Loafing

Employee social loafing was measured with the Social Loafing Scale (Mulvey & Klein, 1998). It is a self-administered measure containing 13 statements written in a short, lucid narrative. The scale aims to assess an individual's tendency to put in less effort when working on group tasks. Responses

were scored on a 5-point Likert-type scale with options that ranged from strongly agree (1) to strongly disagree (5). Some items include: 'Members of my group tried as hard as they could', and 'Members of my group were free riders'. In this study, a moderately high Cronbach alpha coefficient ($\alpha = .78$) was reported. Higher scores indicated a greater tendency to engage in social loafing and vice versa.

Procedure

All procedures in the study were approved by the Ethics Committee of the university to which the authors are affiliated. Respondents were informed of the objectives of the study, and their consent was sought prior to the distribution of the questionnaire. Questionnaire completion was made voluntary, although participants were encouraged to respond to all the items. They were assured of the confidentiality and privacy of the data collected. Four (4) postgraduate students were trained as research assistants and assisted with the distribution, collection and collation of the completed questionnaires. They also assisted with data entry and screening. The researchers and the four research assistants were available on the ground to offer clarification regarding the items in the questionnaire to the respondents, where and when necessary. A total of three hundred (300) questionnaires were administered. Of these, 271 were found to contain sufficient information for further data analysis, yielding an overall response rate of 90.3%.

Data Analysis

Data screening preceded analysis. The latest version of the Statistical Package for Social Sciences (SPSS) was utilized for data analysis. There were two levels of analysis, the first entailed conducting bivariate correlations using Pearson's Product-Moment Correlation (r) to establish the relationships among the study variables. The second level involved hierarchical regression analysis to establish the contributions of glass ceiling beliefs, organizational commitment and the control variables to social loafing.

RESULTS

Table 1: Distribution of participants' socio-demographic attributes

Variables	Characteristics	Frequency (n)	Percentage (%)
Age	(Mean = 33.83; SD = 9.80)		
Number of Children	Not more than two	141	52.1
	Three or more	130	47.9
Education	Up to senior secondary school	68	25.1
	Above senior secondary school	203	74.9
Organizational Tenure	Less than 10 years	107	39.5
	10 years and above	164	60.5

Table 2: Means, standard deviation, and bivariate correlations among the variables

SN	Variable	Mean	SD	1	2	3	4	5	6	7
1	Age	33.83	9.80	1						
2	No. of Children	-	-	.16**	1					
3	Education	-	-	.18**	.33**	1				
4	Organizational Tenure	-	-	.43**	.48**	.38**	1			
5	Glass Ceiling Beliefs	100.40	17.60	.02	-.18**	-.21**	-.25**	1		
6	Organizational Commitment	46.42	10.85	.00	-.26**	-.16**	-.24**	.64**	1	
7	Social Loafing	35.98	8.30	.13**	-.20**	.06	-.04	.33**	.49**	1

Note: * $p < .05$; ** $p < .01$

Table 2 is a summary of the means, standard deviations, and bivariate correlations of the study variables. The analysis showed a significant positive association between glass ceiling beliefs and organizational commitment ($r = .64, p < .01$). Further analysis indicated that glass ceiling beliefs and organizational commitment were both positively related to social loafing ($r = .33, p < .01$) and ($r = .49, p < .01$), respectively. There is a significant relationship between control variables: age ($r = .13, p < .01$), and number of children ($r = -.20, p < .01$) and social loafing, respectively. Education and organizational tenure were not significantly associated with social loafing.

Table 3: Hierarchical multiple regression analysis predicting employee social loafing from glass ceiling beliefs and organizational commitment

	B	SE	β	T	$R^2\Delta$
Step 1					.08
Age	.15	.05	.17*	2.74	
No of Children	-4.27	1.13	-.25	-3.76	
Education	2.58	1.23	.13*	2.09	
Org Tenure	-.89	1.28	-.05	-.70	
Step 2					.10
Glass Ceiling Beliefs	.16	.02	.33**	5.78	
Step 3					.11
Org Commitment	.33	.05	.44**	6.47	

Note: * $p < .05$; ** $p < .01$; Total $R^2 = .29$

Predicting social loafing from glass ceiling beliefs and organizational commitment

Control variables (age, number of children, education and organizational tenure) were entered in step 1 of the model. The result showed that as a block, they contributed 8% to the variance in social loafing. Additional analysis indicated that among the control variables, only age ($\beta = .17, p < .05$) and education ($\beta = .13, p < .05$) contributed to social loafing.

Glass ceiling beliefs was entered in step 2 of the model. Results showed glass ceiling beliefs significantly and positively predicted social loafing ($\beta = .33, p < .01$). It contributed 10% variation in social loafing. Hypothesis one was supported.

Organizational commitment was hypothesized to have a significant negative influence on social loafing. The variable was entered in step 3 of the hierarchical regression analysis and result showed it positively predicted social loafing ($\beta = .44, p < .01$), and contributed 11% variance in social loafing. Hypothesis two is not supported.

DISCUSSION

The present study empirically examined relationships among glass ceiling beliefs, organizational commitment and social loafing in a purposive sample of female employees in Nigeria. Two hypotheses were generated and tested in the study. Hypothesis one, which postulated that glass ceiling beliefs will be significantly and positively related to social loafing, was confirmed. The results showed that participants who self-reported high levels of glass ceiling beliefs were more likely to engage in social loafing. The findings supported previous empirical studies (e.g. Javadizadeh et al., 2024; Sewon & Yoon, 2021; Sunaryo et al., 2024), which reported that female employees who believed they were discriminated against or treated unfairly were more likely to withhold effort.

In patriarchal societies, including Nigeria, where this study was conducted, females are perceived as generally lacking the requisite capacity to lead, so they tend to be excluded from leadership positions (Pepple et al., 2024). It is likely female employees surveyed in the present study may have believed that their efforts were either not recognized, rated low, or undervalued by their employer simply because of their gender, resulting in them been intentionally by-passed or denied higher or leadership position. Such belief may have triggered a decline in perceived self-efficacy rating which may have resulted in lower motivation to contribute maximally to work assignment. The assertion is further supported by previous research that demonstrated perceived glass ceiling to associate positively with lack of self-confidence among female employees' (e.g. Taparia & Lenka, 2022).

Hypothesis two which assumed that organizational commitment will significantly and negatively predict social loafing was not supported. Results revealed that employees who self-reported high on organizational commitment were more likely to engage in social loafing. The outcome is not supported by previous findings in the organizational behaviour literature (e.g. Agu et al., 2024; Cesario & Chambel, 2017; Lee et al., 2022; Nguyen et al., 2022; Schaufeli et al., 2002; Stackhouse et al., 2022). Substantively, these previous studies individually indicated that highly committed employees exerted greater effort as they were more likely to be highly motivated, engaged and dedicated to work. It is against this background that the positive association between highly committed female employees and social loafing, as reported in this study, was unexpected. An intuitively appealing argument for this finding is that the participants may have preserved organizational membership due to a lack of alternative jobs or due to the perceived undesirable costs of leaving their present job (Andrews et al., 2021). Feeling "trapped" in an organization that is perceived as not treating one fairly could lead to effort reduction, especially in group activity in which individual contribution cannot be readily accounted for. Further, the outcome might be

expected in the context of a developing country such as Nigeria, where, due to a high unemployment rate, employees tend to feel ‘compelled’ to remain in jobs that offer low satisfaction, which they otherwise would have exited if there were desirable alternatives.

Conclusion

The results of the present study provided empirical evidence that glass ceiling beliefs and organizational commitment significantly led to social loafing among female employees. Specifically, the result indicated that high perceived glass ceiling and high levels of organizational commitment were associated positively with social loafing. Additionally, the study concludes that organizational commitment is the strongest predictor of social loafing among the variables examined.

Recommendations

The findings of this study lead to specific recommendations aimed at reducing social loafing among female employees in structured work organizations. Firstly, a perceived high glass ceiling is positively associated with social loafing, and implies that the stronger the perception of barriers to desirable outcomes such as promotion or career advancement, the greater the likelihood that employees would engage in social loafing. This means that if female employees perceived fewer obstacles to their career advancement, the incidence of social loafing could be reduced. It is recommended that organizations ensure that human resource policies and practices communicate fairness to all employees, and especially female employees. For example, when qualified employees are treated fairly and equitably in terms of promotion, appointment, and remuneration, regardless of their gender, this may significantly reduce perceptions of bias, particularly among female employees, and foster higher performance.

Secondly, the study findings established that organizational commitment positively predicted social loafing. This implied that highly committed employees were more likely to reduce personal effort on the job by coasting on others' effort. Organizations may avoid this outcome by creating a work culture that values and rewards individual contributions to team/organizational achievement. This may require clarifying individual tasks, monitoring team dynamics, feedback sharing and publicly denouncing and punishing social loafing when it occurs. In addition, increasing the level of familiarity among highly committed group members may lead to a stronger sense of obligation, which could reduce the tendency to minimize personal effort on the job.

Limitations

Some limitations of this study are worth considering. Firstly, purposive sampling was used to select participants, which could have decreased the generalizability of the findings due to researcher bias and subgroup exclusion, largely because of its non-random nature. Secondly, due to the cross-sectional nature of the study, causal directions found between the variables are to a large extent inferences. Therefore, further study with other research approaches (e.g. longitudinal and experimental studies) is needed to provide support for these inferences. Thirdly, the study was conducted among female employees in only one region of the country. Further studies can focus on

other regions not covered in this study in order to contribute more to literature. Lastly, the study sampled only female employees, whereas the outcomes might have been different if participants included male employees.

Acknowledgements

The authors are grateful to the organizations where data were collected for allowing access to their employees. We express appreciation to the participants for volunteering their time, and lastly to the research assistants for helping with questionnaire administration, collection and collation.

Conflict of Interest

The authors declare that there is no conflict of interest whatsoever regarding the publication of this manuscript.

REFERENCES

- Abet, Z., Anuar, M. A. M., Arshad, M. M., & Ismail, I. A. (2024). Factors affecting turnover intention of Nigerian employees: The moderation effect of organizational commitment. *Heliyon*, 10(1) e23087. <https://doi.org/10.1016/j.heliyon.2023.e23087>
- Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2, 267-299
- Agu, E. A., Kanu, G. C., Ogba, K T. U., Nwanosike, C. L., & Ugwu, L. E. (2024). Social loafing and teachers' organizational commitment: Examining the impact of organizational support. *Journal of Psychology and Allied Disciplines*, 4(1), 38-54.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <http://dx.doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Andersson, S., Balkmar, D., & Callerstig, A. C. (2021). From glass ceiling to firewalls: Detecting and changing gendered organizational norms. *NORA-Nordic Journal of Feminist and Gender Research*, 1-14. <https://doi.org/10.1080/08038740.2021.1931438>
- Andrews, R., Hansen, J. R., & Huxley, K. (2021). Senior public managers' organizational commitment: Do private sector experience and tenure make a difference? *International Public Management Journal*, 24(6), 811-942. <https://doi.org/10.1080/10967494.2019.1580231>
- Bououd, I., Skandrani, S.R., Boughzala, I., & Makhoulf, M. (2016). Impact of object manipulation, customization and social loafing on competencies management in 3D virtual world. *Information Systems Frontiers*, 18, 1191-1203.

- Cesario, F., & Chambel, M. J. (2017). Linking organizational commitment and work engagement to employee performance. *Knowledge and Process Management*, 24(2), 152-158. <https://doi.org/10.1002/kpm.1542>.
- Choi, S. B., Tran, T. B. H., & Park, B. (2015). Inclusive leadership and work engagement: Mediating role of affective commitment a creativity. *Social Behavior and Personality: an International Journal*. 43, 931-943. <https://doi.org/10.2224/sbp.2015.43.6.931>
- Dommeyer, C. J., Baum, P., Chapman, K., & Hannah, R.W. (2002). Attitudes of business faculty towards two methods of collecting teaching evaluations: paper vs online. *Assessment & Evaluations in Higher Education*, 27(5), 455 – 462.
- Eagly, A. H. & Carli, L. L. (2016). Women face a labyrinth: An examination of metaphors for women leaders. *Gender in Management: An International Journal*, 31(8), 514-527. <https://doi.org/10.1108/GM-02-2015-0007>
- Eagly, A. H. & Karau, S. J. (2002). Role congruity theory of prejudice toward female leaders. *Psychological Review*, 109(3), 573-598. <https://doi.org/10.1037/0033-295X.109.3.573>
- Eagly, A. H. (2018). Some leaders come from nowhere: Their success is uneven. *Journal of Social Issues*, 74(1), 184-196. <https://doi.org/10.1111/josi.12263>
- Fathy, I., & Kareem, D. (2020). The impact of glass ceiling beliefs on women's subjective career success in tourism and hospitality industry: The moderating role of social support. *The Scientific Journal of the Faculty of Tourism and Hotels*, 17(2), 132-162.
- Fayda-Kinik, F. S. (2022). The role of organizational commitment in knowledge sharing amongst academics: An insight into the critical perspectives for higher education. *International Journal of Educational Management*, 36(2), 179-193. <https://doi.org/10.1108/IJEM-03-2021-0097>.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161–178.
- Hacker, J., van Brocke, J., Handali, J., Otto, M., & Schneider, J. (2020). Virtually in this together – how web conferencing systems enabled a new virtual togetherness during the COVID-19 crisis. *European Journal of Information Systems*, 29(5), 563-584. <https://doi.org/10.1080/0960085X.2020.1814680>
- Javadizadeh, B., Ross, J., Valenzuela, M. A., Adler, T. R., & Wu, B. (2024). What's the point in even trying? Women's perception of glass ceiling drains hope. *The Journal of Social Psychology*, 164(4), 488-510. <https://doi.org/10.1080/00224545.2022.2119121>.

- Karau, S. J., & Williams, K. D. (1993). Social loafing: A meta-analytic review and theoretical integration. *Journal of Personality and Social Psychology*, 65(4), 681 - 706. <https://doi.org/10.1037/0022-3514.654.681>.
- Lathabhavan, R. (2019). Glass ceiling beliefs, performance, and turnover intention through work engagement. *International Journal of Environment, Workplace and Employment*, 5(4), 304-321.
- Lee, C., Li, Y., Yeh, W., & Yu, Z. (2022). The effects of leader emotional intelligence, leadership styles, organizational commitment, and trust on job performance in the real estate brokerage industry. *Frontiers in Psychology*, 13, 881725.
- Mai, N. P., Hau, N. T., & Ton, N. N. (2024). Glass ceiling among female managers and its impact on wellbeing at work. *Proceeding of the International Conference on Multidisciplinary Research for Sustainable Innovation*, 1, 19-24. <https://doi.org/10.31098/icmrsl.v1i.779>.
- Martínez-Fierro, S., & Lechuga Sancho, M. P. (2021). Descriptive elements and conceptual structure of glass ceiling research. *International Journal of Environmental Research and Public Health*, 18(15), 8011. <https://doi.org/10.3390/ijerph/18158011>
- Masood, S., Nawaba, S., & Shafi, K., (2021). A study of women's glass ceiling beliefs and turnover intentions in relation with OSE. *Journal of Management Practices, Humanities and Social Sciences*, 5(3), 43-54. <https://doi.org/10.33152/jmphss-5.3.5>.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-z](https://doi.org/10.1016/1053-4822(91)90011-z).
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538-551. <https://doi.org/10.1037/0021-9010.78.4.538>.
- Mulvey, P. W., & Klein, H. J. (1998). The impact of perceived loafing and collective efficacy on group goal processes and group performance. *Organizational Behavior and Human Decision Processes*, 74(1), 62-87. <https://doi.org/10.1006/obhd.1998.2753>.
- Nguyen, PN-D., Tran, V. D., & Le DN-T. (2022). Does organizational citizenship behaviour predict organizational commitment of employees in higher educational institutions? *Frontiers in Education*, 7: 909263. <https://doi.org/10.3389/fedu.2022.909263>.
- Nketsia, T. A., & Nkansah, E. A. (2024). Organizational trust, commitment and turnover intention in employees of domestic and foreign banks in Ghana. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2362397>.

- Nulty, D. D. (2008). The adequacy of response rates to online and paper surveys: what can be done? *Assessment & Evaluation in Higher Education*, 33(3), 301-314
- Odunewu, A. O., Oyedokun, S. A., Oyedipe, W. J., & Aluko-Arowolo, T. (2024). Organizational commitment as a determinant of librarians' turnover intention in university libraries in south west, Nigeria. *Gateway Information Journal*, 25(2), 1-16.
- Ordua, G., & Wuche, A. M. (2025). Knowledge sharing and employee commitment in road construction firms in Rivers State. *Bushwealth Academic Journals*, 2, 15-25.
- Orbell, J. M., & Dawes, R. M. (1993). Social welfare, cooperators advantage, and the option of not playing the game. *American Sociological Review*, 58(6), 787 - 800. <https://doi.org/10.2307/2095951>.
- Pandey, P., Singh, S., & Pathak, P. (2019). Factors affecting turnover intentions in the Indian retail industry. *International Journal of Human Resources Development and Management*, 19(2), 166-182. <https://doi.org/10.1504/IJHDM.2019.10018450>.
- Pepple, D., Oseghale, R., Nmecha, E., & Nwagu, J. (2024). Glass ceiling in the Nigerian banking sector: Evidence from senior male and female employees. *Contemporary Economies*, 18(1), 101-117
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 65, 539–569. <https://doi.org/10.1146/annurev-psych-120710-100452>.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. <https://doi.org/10.1037/0021-9010.88.5.879>.
- Ramos, A., Latorre, F., Tomas, I., & Ramos, J. (2022). Women's promotion to management and unfairness perceptions: A challenge to the social sustainability of the organizations and beyond. *Sustainability*, 14(2), 788-801. <https://doi.org/10.3390/su14020788>.
- Ryan, M., & Haslam, A. (2005). The glass cliff: Evidence that women are overrepresented in precarious leadership positions. *British Journal of Management*, 16(2), 81-90. <https://doi.org/10.1111/j.1467-8551.2005.00433.x>.
- Saal, F. E., & Knight, P. A. (1987). *Industrial-organizational psychology: Science and practice*. Pacific Grove, CA: Brooks/Cole.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A confirmative analysis approach. *Journal of Happiness Studies*, 3(1), 71–92. <http://dx.doi.org/10.1023/A:1015630930326>.

- Sewon, M., & Yoon, B. (2021). The role of glass ceiling perception on work engagement and service orientation behaviour among female hotel employees. *Journal of Human Resources in Hospitality & Tourism*, 20(4), 497-511. <https://doi.org/10.1080/15332845.2021.1959799>.
- Sekaran, U. (2003). *Research method for business: A skill building approach* (4th edition). New York: John Wiley & Sons.
- Smith, P., Caputi, P., & Crittenden, N. (2012). How are women's glass ceiling beliefs related to career success? *Career Development International*, 17(5), 458-474. <https://doi.org/10.1108/13620431211269702>.
- Spector, P. E. (1987). Method variance as an artifact in self-reported affect and perceptions at work: Myth or significant problem? *Journal of Applied Psychology*, 72(3), 438-443. <https://doi.org/10.1037//0021-90.10.72.3.438>.
- Stackhouse, L E., Zaman, F. M., & Turner, K. W. (2022). Effect of employee commitment organisational performance: Case of textile firms in Sweden. *Journal of Human Resource and Leadership*, 6(2), 1-10. <https://doi.org/10.5381981018102t5074>.
- Stieglitz, S., Mirbabaie, M., Mollmann, N.R., & Rzycki, J. (2022). Collaborating with virtual assistants in organizations: analyzing social loafing tendencies and responsibility attribution. *Information Systems Frontiers*, 24, 745-770. <https://doi.org/10.1007/s10796-021-10201-0>
- Strauß, A., & Boncori, L. (2020). Foreign women in academia: Double-strangers between productivity, marginalization and resistance. *Gender, Work & Organization*, 27(6), 1004-1019. <https://doi.org/10.1111/gwao.12432>
- Sunaryo, S., Rahardian, R., Suyono, R. J., & Ekowati, D. (2024). Leader-member exchange and glass ceiling: The effects on career satisfaction and work engagement. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2336285>.
- Taparia, M., & Lenka, U. (2022). An integrated conceptual framework of the glass ceiling effect. *Journal of Organizational Effectiveness: People and Performance*, 9(3), 372-400. <https://doi.org/10.1108/joepp-06-2020-0098>.
- Thrassou, A., Santoro, S., Leonidou, E., Vrontis, D., & Christofi, M. (2020). Emotional intelligence and perceived negative emotions in intercultural service encounters: Building and utilizing knowledge in the banking sector. *European Business Review*, 32(3), doi: 10.1108/EBR-04-2019-0059.
- Ugwui, A. J., Abdul, A., Ahmed, I., Sulaiman, A. S. (2024). Effect of affective commitment on organizational citizenship behaviour in Africa Independent Television, Abuja. *Fulafia International Journal of Business and Allied Studies*, 2(2), 68-83.

- Woods, S. A., Poole, R., & Zibarras, L. D. (2012). Employee absence and organizational commitment: Moderation effects of age. *Journal of Personnel Psychology*, 11(4), 199-203. <https://doi.org/10.1027/1866-5888/a000073>.
- Yassine, R. A., & Jacobs, R. L. (2025). Addressing brain drain through employee development: The interplay of organizational commitment, turnover intention, and individual differences in Lebanon's health-care sector. *European Journal of Training and Development*, 49(1/2), 175-195.
- Ying, X., Li, H., Jiang, S., Peng, F., Lin, Z. (2014). Group laziness: The effect of social loafing on group performance. *Social Behaviour and Personality: an international journal*, 42(3), 465-471. <https://doi.org/10.2224/sbp.201442.3.465>
- Yusuf, Y., & Sanusi, F. (2024). A review of the effects of social loafing on firm's performance. *Journal of Accounting and Taxation*, 4(3), 41-55.