

The Influence of The Glass Ceiling Phenomenon and Perceived Organizational Support on Employee Performance Mediated by Career Development in The Regional Inspectorate of Pati Regency

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ABSTRACT

This study explores how the Glass Ceiling and Perceived Organizational Support influence employee performance, with career development acting as a mediating variable. The research focuses on employees at the Regional Inspectorate of Pati Regency, utilizing a quantitative survey method involving 70 respondents. Data were analyzed using multiple linear regression. Results indicate that Glass Ceiling has a significant direct effect on performance, while Perceived Organizational Support does not. However, Career development played a mediating role between the Glass Ceiling and Perceived Organizational Support in relation to Employee Performance. These results offer practical insights for human resources management, particularly regarding Glass Ceiling, Perceived Organizational Support, Career Development and Performance.

Keywords: *Glass Ceiling; Perceived Organizational Support; Career Development; Employee Performance*

ABSTRAK

Studi ini mengeksplorasi bagaimana Plafon Kaca dan Dukungan Organisasi yang Dirasakan memengaruhi kinerja karyawan, dengan pengembangan karir bertindak sebagai variabel mediasi. Penelitian ini berfokus pada karyawan di Inspektorat Daerah Kabupaten Pati, dengan menggunakan metode survei kuantitatif yang melibatkan 70 responden. Data dianalisis menggunakan regresi linier berganda. Hasil menunjukkan bahwa *Glass Ceiling* memiliki efek langsung yang signifikan pada kinerja, sedangkan *Perceived Organizational Support* tidak. Namun, pengembangan Karir memainkan peran mediasi antara Langit-langit Kaca dan Dukungan Organisasi yang Dirasakan dalam kaitannya dengan Kinerja Karyawan. Hasil ini menawarkan wawasan praktis untuk manajemen sumber daya manusia, khususnya mengenai *Glass Ceiling, Perceived Organizational Support, Career Development* dan *Performance*.

Kata kunci: Langit-langit Kaca; dukungan organisasi yang dirasakan; Pengembangan Karir; Kinerja Karyawan

INTRODUCTION

In the era of globalization and modern organizational transformation, the optimization of human resources has become a fundamental key to institutional success. Human resources are no longer merely viewed as a production input but as strategic assets that determine organizational competitiveness and sustainability (Kamilia et

al., 2024). Employee performance, as a manifestation of individual contributions toward the achievement of organizational vision, has become a central focus in contemporary human resource management studies.

According to Bernardin and Russell (1993), performance refers to the documented results derived from particular work tasks or activities within a defined timeframe. This concept aligns with the perspective of Singh and Gupta (2015), who emphasize performance as expected behavior within an organizational context. Furthermore, Armstrong (2006) highlights that performance reflects the comparison between actual outcomes and organizational expectations. The complexity of performance indicates that optimal achievement requires synergy among various internal and external factors.

The AMO (Ability, Motivation, Opportunity) model developed by Armstrong (2006) provides a comprehensive framework for understanding the determinants of performance. This model identifies three key pillars: individual ability, intrinsic and extrinsic motivation, and the opportunities provided by the organizational environment. Within the opportunity dimension, the phenomenon of the Glass Ceiling emerges as a significant structural barrier, particularly for women in attaining strategic leadership positions.

The Glass Ceiling, as defined by (Bombuwela, 2013), refers to an unseen obstacle that hinders women from advancing to senior management or leadership roles within organizations, even when their qualifications and expertise match or surpass those of their male peers. This phenomenon not only affects individual career trajectories but also has implications for organizational performance as a whole. Research by R. Saranya et al. (2014) confirms that the Glass Ceiling is a determining factor affecting employee performance, while Oakley (2000) underscores its impact on women's career development in managerial roles.

The dynamics between the Glass Ceiling and performance reveal contradictory findings in the academic literature. Studies by Sankari (2023), Putra et al. (2024), and Fitriyani & Soleh (2022) indicate a negative influence of the Glass Ceiling on performance. Conversely, research by Akbar et al. (2023) reports a positive correlation, thereby creating a research gap that warrants further investigation.

Career development, according to Dessler (2017), encompasses a range of ongoing activities throughout a person's life that support the discovery, solidification, accomplishment, and fulfillment of their professional aspirations. Cotter et al. (2001) emphasize that the Glass Ceiling significantly hampers vertical mobility and long-term career development. Studies by Wijayanti et al. (2021) and Victor & Shamila (2018) confirm the negative impact of the Glass Ceiling on career development, although Bhandari & Subedi (2024) present contrasting results.

Perceived Organizational Support (POS), as a construct developed by Eisenberger et al. (1986), represents employees' perceptions regarding the extent to which

the organization values their contributions and cares about their well-being. Robbins and Judge (2017) assert that POS positively influences performance by enhancing loyalty and affective commitment. Kurtessis et al. (2017) further reinforce this argument by stating that POS reflects employees' belief in the organization's support in overcoming challenges and achieving goals.

The Regional Inspectorate of Pati Regency, as an Internal Government Supervisory Apparatus (APIP), faces unique challenges in optimizing employee performance. With a workforce of 70 employees comprising 43 women and 27 men, the organization is dominated by female human resources. However, historical analysis reveals that all Regional Inspectors since 1980 have been male, indicating a significant presence of the Glass Ceiling phenomenon.

Meanwhile, there are several research gaps based on prior literature. According to Akbar et al. (2023), the Glass Ceiling positively influences performance. In contrast, Rosid et al. (2024) found that Perceived Organizational Support negatively impacts performance. Bhandari and Subedi (2024) reported no relationship between the Glass Ceiling and career development. Similarly, Akinlabi (2019) observed that Perceived Organizational Support does not significantly affect career development. Additionally, Adawiyah et al. (2023) identified a negative relationship between Career Development and performance.

Performance data from the Regional Inspectorate of Pati Regency shows a concerning trend. Although performance is still categorized as good, there has been a significant decline from a score of 88 in 2021 to 77 in 2024. This decline highlights the urgency to identify factors influencing employee performance, particularly in the context of the Glass Ceiling and organizational support.

Based on the identified phenomena and research gap, this study aims to analyze the influence of the Glass Ceiling and Perceived Organizational Support on employee performance, mediated by career development. A comprehensive understanding of these causal relationships is expected to provide both theoretical and practical contributions to the development of strategies for enhancing fair and inclusive employee performance.

The significance of this study lies in its contribution to the advancement of human resource management theory, particularly in the context of gender equality and organizational support. Practically, the findings of this study are expected to serve as a foundation for policy development that supports equitable career advancement and sustainable performance improvement in the public sector.

LITERATURE REVIEW

Glass Ceiling

According to Bombuwela (2013), the Glass Ceiling represents unseen obstacles that hinder women and minorities from reaching senior leadership roles, even when their qualifications match or exceed those of male peers. The Glass Ceiling is categorized into four dimensions: Individual Factors (encompassing 4 indicators), Family Factors (encompassing 2 indicators), Organizational Factors (encompassing 2 indicators), and Cultural Factors (encompassing 3 indicators), resulting in a total of 11 indicators.

Perceived Organization Support

According to Eisenberger et al. (1986), Perceived Organizational Support (POS) refers to employees' perceptions of how much the organization appreciates their efforts and prioritizes their welfare. POS is characterized by two main dimensions: emotional support, encompassing 3 indicators, and instrumental support, encompassing 2 indicators, resulting in a total of 5 indicators.

Career Development

According to Dessler (2017), career development encompasses a series of lifelong activities that contribute to the exploration, strengthening, success, and achievement of an individual's career goals. The dimensions of career development include Responsibility (comprising 4 indicators), Skills (comprising 2 indicators), Career Information (comprising 3 indicators), Career Planning (comprising 3 indicators), and Development Opportunities (comprising 3 indicators), resulting in a total of 15 indicators.

Performance

According to Bernardin and Russell (1993), performance refers to the recorded results of designated work tasks or activities carried out over a specific timeframe. The components of performance encompass Quality (encompassing 2 indicators), Quantity (encompassing 2 indicators), Punctuality (encompassing 2 indicators), Cost Efficiency (encompassing 2 indicators), Requirement for Oversight (encompassing 2 indicators), and Interpersonal Influence (encompassing 2 indicators), resulting in a total of 12 indicators.

Relationships Between Variables and Research Hypotheses

The Influence of Glass Ceiling on Career Development

The Glass Ceiling, a gender-based barrier, hinders women's advancement to managerial positions (Oakley, 2000). Career development involves individuals envisioning and managing their future professional roles through a continuous process that aligns personal and professional goals (Super, 1980). Studies by Bhandari and Subedi (2024), Wijayanti et al. (2021), Victor and Shamila (2018), and

Budiarti and Nurhayati (2023) confirm that the Glass Ceiling negatively impacts career development. Reflecting the evidence discussed, the ensuing hypothesis is constructed :

H1: Glass Ceiling has a negative and significant effect on career development.

The Influence of Perceived Organizational Support on Career Development

Perceived Organizational Support (POS) reflects employees' beliefs about the extent to which their organization values their contributions and cares for their well-being (Eisenberger, 1986). Career development encompasses an individual's vision for their future professional roles (Super, 1980). POS positively influences career development by fostering a sense of organizational care for employees' welfare (Sun, 2019), enabling them to enhance skills and better understand their roles and responsibilities (Septiana & Rijanti, 2024). Prior studies, including Akbar et al. (2023), Seema and Sujatha (2017), Yin Ma et al. (2020), Furman (2018), and Liu and Liu (2014), confirm that POS positively impacts career development. Based on this evidence, the following hypothesis is proposed:

H2: Perceived Organizational Support has a positive and significant effect on Career Development

The Influence of Glass Ceiling on Performance

The Glass Ceiling, a gender-based barrier, negatively affects women's performance in managerial roles (Oakley, 2000). Performance is defined as the achievements of individuals or groups within an organization, measured against established standards (Sedarmayanti, 2017). Previous studies, including Sankari (2023), Putra et al. (2024), Fitriyani and Soleh (2022), and Tran (2014), indicate that the Glass Ceiling has a detrimental impact on performance. In light of this evidence, the following hypothesis is formulated:

H3: Glass Ceiling has a negative and significant effect on Performance.

The Influence of Perceived Organizational Support on Performance

Perceived Organizational Support (POS) reflects employees' perceptions of the support provided by their organization, which is closely linked to their performance (Rubenstein et al., 2017). Employee performance is critical to organizational success, directly influencing the achievement of established goals (Nining et al., 2023). Prior research, including studies by Arifah and Rizky (2024), Septiana and Muhdiyanto (2024), Maida and Lukiyana (2024), and Liu et al. (2023), demonstrates that POS positively impacts performance. Based on this foundation, the following hypothesis is proposed:

H4: Perceived Organizational Support has a positive and significant effect on Performance

The Influence of Career Development on Performance

Career development significantly enhances employee performance, benefiting both the organization and individuals by improving work outcomes (Mariska et al., 2023). Performance encompasses expected behaviors within an organizational context, contributing to organizational goals (Singh & Gupta, 2015). Prior studies, including Hidayat and Heryjanto (2024), Ogi et al. (2024), Bupu and Wardani (2024), and Alwany et al. (2024), confirm that career development positively impacts performance. Given the supporting data, the hypothesis below is developed.

H5: Career Development has a positive and significant effect on Performance

Career Development mediated the influence of Glass Ceiling on Performance

The Glass Ceiling, an invisible barrier, impedes women's career advancement in the public sector, potentially reducing performance. However, career development can mitigate this negative impact by serving as a mediator. Putra et al. (2024) found that fair and accessible career development diminishes the adverse effects of the Glass Ceiling on employee performance. Thus, this study proposes the following hypothesis:

H6: Career Development mediated the influence of Glass Ceiling on Performance

Career Development mediated the influence of Perceived Organizational Support on Performance

Perceived Organizational Support (POS) reflects employees' perceptions of organizational support, which can enhance performance through career development. Napitupulu et al. (2017) found that career development mediates the relationship between POS and performance in the public sector. Accordingly, this study examines the following hypothesis:

H7: Career Development mediated the influence of Perceived Organizational Support on Performance

RESEARCH MODEL

Employee performance is a critical determinant of organizational success. Efforts to enhance performance must take into account a range of influencing factors, one of which is the career development system. A key issue that can significantly affect both career development and performance is the presence of the glass ceiling, an invisible barrier that limits women's access to strategic positions within bureaucratic institutions. In addition, employees' perceptions of organizational support, commonly referred to as Perceived Organizational Support (POS), also play an essential role in shaping performance outcomes.

Based on the description provided earlier, a clear empirical model can be visually represented as depicted in the accompanying figure

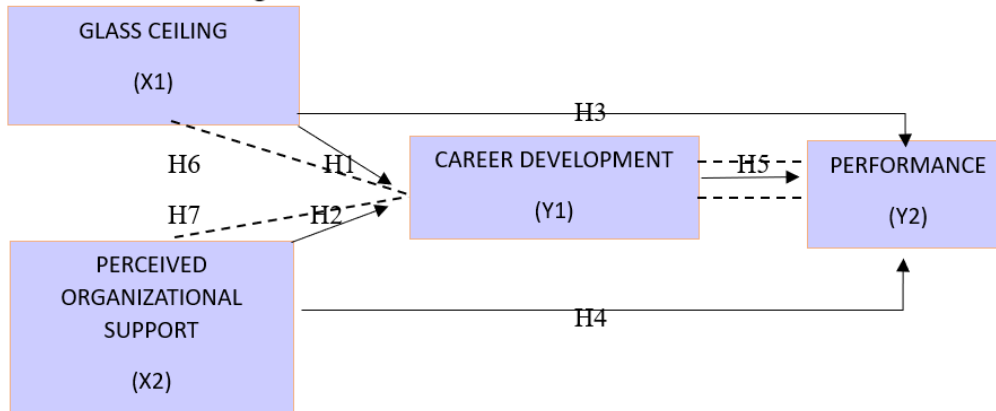


Figure 1. Research Model

Based on the explained model framework, a mathematical model is formulated as presented below :

$$Y_1 = a_1 + \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Y_2 = a_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$$

Proposed Method

The population consists of all 70 employees of the Pati Regency Regional Inspectorate in 2025. Given the relatively small population size, this study employed a saturated sampling technique, a form of non-probability sampling, by including every employee as a sample to ensure full representation (Hardani et al., 2020).

Data were collected from primary and secondary sources. Primary data were gathered through a web-based questionnaire using a seven-point Likert scale (1 = strongly disagree, 7 = strongly agree) to capture employees' perceptions of the variables (Hardani et al., 2020).

Data analysis was conducted using SPSS version 29, focusing on mediation effects. Descriptive analysis included respondent characteristics (e.g., gender, age, education, years of service) and variable metrics (e.g., mean, median, mode, minimum, maximum). Instrument testing comprised validity and reliability assessments. Validity was evaluated using Confirmatory Factor Analysis (CFA) with a Kaiser-Meyer-Olkin (KMO) value > 0.5 and factor loadings > 0.4, while reliability was assessed using Cronbach's Alpha (> 0.70) (Ghozali, 2018). Data analysis utilized multiple linear regression with model tests including R^2 and F-test ($p < 0.05$ for significance). Hypothesis testing employed the t-test ($p < 0.05$), and mediation was evaluated using the Sobel test, with bootstrapping recommended for robustness in small samples (Baron & Kenny, 1986; Sobel, 1982).

RESULTS AND DISCUSSION

Data analysis was performed using SPSS version 29. The demographic profile of respondents shows a predominance of female employees, with 43 individuals representing 61.4 percent of the sample. Regarding age distribution, the largest group consisted of respondents aged 31 to 40 years, accounting for 42.9 percent of the total. In terms of education, the majority held bachelor's degrees (S1), with 37 respondents or 52.9 percent. For tenure, the most prevalent group was employees with 11 to 15 years of experience, comprising 32.9 percent of the respondents.

The Glass Ceiling variable received a neutral response, as indicated by a mean score of 4.04, suggesting that most employees at the Pati Regency Regional Inspectorate maintain a balanced perception of the Glass Ceiling. Likewise, Perceived Organizational Support (POS) elicited a neutral response, with a mean score of 4.114, reflecting employees' impartial views on organizational support. The Career Development variable also recorded a neutral response, with a mean score of 4.07, indicating that employees generally perceive career development opportunities neutrally. Similarly, the Performance variable was rated neutrally, with a mean score of 4.01, demonstrating that employees at the Pati Regency Regional Inspectorate hold a neutral perspective on their performance.

Results

Validity Test Results

Table 1. Validity Test Results

Variable	KMO	Loading Faktor	Deskripsi
Glass Ceiling (X1)	0,957	>0,4	Valid
Perceived Organizational Support (X2)	0,917	>0,4	Valid
Pengembangan Karir (Y1)	0,974	>0,4	Valid
Kinerja (Y2)	0,960	>0,4	Valid

Source: SPSS Output (processed primary data), 2025.

Table 2 demonstrates that the validity test was successful, and the instrument is deemed valid for the four variables: X1, X2, Y1, and Y2. The KMO values for the Glass Ceiling variable are 0.957, for Perceived Organizational Support 0.917, for Career Development 0.974, and for Performance 0.960. All obtained KMO values exceed 0.5, indicating that the sample size meets the minimum criteria. Additionally, the validity test results show that no loading factor values are below 0.4, confirming that all indicators are valid.

Reliability Test Results

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Nilai Kritis	Ket-erangan
Glass Ceiling (X1)	0,984	0,7	Reliabel
Perceived Organizational Support (X2)	0,971	0,7	Reliabel
Pengembangan Karir (Y1)	0,988	0,7	Reliabel
Kinerja (Y2)	0,985	0,7	Reliabel

Source: SPSS Output (processed primary data), 2025.

Table 3 reveals that the research variables: Glass Ceiling, Perceived Organizational Support, Career Development, and Performance, exhibit Cronbach's Alpha values exceeding 0.7, establishing the reliability of all variables in the study.

Regression Analysis Results

Table 3. Multiple Linear Regression Test Results

No	Persamaan	Uji Model			Uji Hipotesis		Ket
		Adjusted R ²	F	Sig.	Beta	Sig.	
1.	$Y_1 = a_1 + \beta_1 X_1 + \beta_2 X_2 + e_1$	0,974	1285,706	<0,001b	-	-	The hypothesis is rejected
	$X_1 \rightarrow Y_1$	-	-	-	0,668	<0,001	
	$X_2 \rightarrow Y_1$	-	-	-	0,325	<0,001	
2.	$Y_2 = a_2 + \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + e_2$	0,984	1402,742	<0,001b	-	-	The hypothesis is rejected
	$X_1 \rightarrow Y_2$	-	-	-	0,388	<0,001	

X2 → Y2	-	-	-	0,064	0,384	The hypothesis is rejected
Y1 → Y2	-	-	-	0,545	<0,001	The hypothesis is accepted

Source: SPSS *Output* (processed primary data), 2025.

The analysis of the aforementioned findings is presented as follows:

- a. Coefficient of Determination (R^2): It is established that in Model I Regression, the Adjusted R^2 value is 0.974, indicating that the variables Glass Ceiling and Perceived Organizational Support account for 97.4% of the variance in Career Development, with the remaining 3.6% explained by variables outside the model. In Model II Regression, the Adjusted R^2 value is 0.984, meaning that the variables Glass Ceiling, Perceived Organizational Support, and Career Development explain 98.4% of the variance in Performance, with the remaining 2.6% attributed to other variables outside the model.
- b. F test: For Model I Regression, the calculated F-value is 1285.706 with a significance level of <0.001, which is less than 0.05, indicating that the variables Glass Ceiling and Perceived Organizational Support have a simultaneous effect on Career Development. In Model II Regression, the calculated F-value is 1402.742 with a significance level of <0.001, which is less than 0.05, demonstrating that the variables Glass Ceiling, Perceived Organizational Support, and Career Development have a simultaneous effect on Performance.
- c. Uji t:
 - The Glass Ceiling has a negative effect on Career Development.

Based on Table 4, the effect of the Glass Ceiling on Career Development is indicated by a beta coefficient of 0.668 with a significance level of <0.001, which is less than 0.05, demonstrating that the Glass Ceiling has a positive and significant effect on Career Development. Consequently, Hypothesis 1, which posited a negative effect, is rejected.

- The effect of Perceived Organizational Support on Career Development.

The relationship between Perceived Organizational Support and Career Development is shown by a positive beta coefficient of 0.325 with a significance level of <0.001, which is less than 0.05, indicating that Perceived Organizational Support has a positive and significant effect on Career

Development. This suggests that higher levels of Perceived Organizational Support lead to improved Career Development.

- The effect of the Glass Ceiling on Performance.

According to Table 4, the effect of the Glass Ceiling on Performance is indicated by a beta coefficient of 0.388 with a significance level of

- The effect of Perceived Organizational Support on Performance.

Based on Table 4, the effect of Perceived Organizational Support on Performance is shown by a beta coefficient of 0.064 with a significance level of 0.384, which is greater than 0.05, indicating that Perceived Organizational Support has a positive but non-significant effect on Performance. Thus, Hypothesis 4 is rejected.

- The effect of Career Development on Performance.

According to Table 4, the effect of Career Development on Performance is demonstrated by a beta coefficient of 0.545 with a significance level of <0.001, which is less than 0.05, confirming that Career Development has a positive and significant effect on Performance. Therefore, Hypothesis 5 is accepted.

Mediation Test Results

Table 4. Mediation Test Results

No	Mediasi Y1	Sobel Test	Probability	Description
1	X1 → Y2	4,657	0,000	Mediate
2	X2 → Y2	3,303	0,000	Mediate

Source: SPSS Output (processed primary data), 2025.

Mediation test results are explained as follows:

- a. Mediation I: Effect of Glass Ceiling (X1) on Performance (Y2) through Career Development (Y1)

Based on Table 5, the Sobel Test value for the mediation of Y1 (X1→Y2) is 4.657 with a p-value of 0.000, which is less than 0.05. This indicates that Career Development mediates the effect of the Glass Ceiling (X1) on Performance, and thus Hypothesis 6 is accepted.

- b. Mediation II: Effect of Perceived Organizational Support (X2) on Performance (Y2) through Career Development (Y1)

Based on Table 4.9, the Sobel Test value for the mediation of Y1 (X2→Y2) is 3.303 with a p-value of 0.000, which is less than 0.05. This indicates that Career Development mediates the effect of Perceived Organizational Support (X2) on Performance, and thus Hypothesis 7 is accepted.

Discussion

Effect of Glass Ceiling on Career Development

The study findings indicate that the Glass Ceiling has a positive and significant effect on Career Development, implying that the more employees encounter the Glass Ceiling phenomenon, the greater their career development. Oakley (2000) explains that the Glass Ceiling represents systemic and cultural barriers faced by women in their pursuit of senior managerial positions. These findings support Morrison and Velsor (1987), who suggest that awareness of the Glass Ceiling can motivate individuals, particularly women, to work harder, enhance their competencies, and seek creative ways to overcome these barriers. In this context, the Glass Ceiling indirectly fosters resilience and motivation for development. This phenomenon aligns with Morrison and Velsor's (1987) assertion that women in the study population are aware of gender discrimination, as evidenced by the Glass Ceiling indicator with the highest mean. This awareness prompts them to work effectively in teams, thereby supporting career development, as shown by the highest mean score of 4.16 for the Career Development indicator Y1.12, stating, "I can identify the resources I need to support my career."

However, these findings contradict prior studies by Bhandari and Subedi (2024), Wijayanti et al. (2021), Victor and Shamila (2018), and Budiarti and Nurhayati (2023), which indicate a negative effect of the Glass Ceiling on Career Development.

Effect of Perceived Organizational Support on Career Development

The study results demonstrate that Perceived Organizational Support (POS) has a positive and significant effect on Career Development, suggesting that stronger organizational support enhances career development. This finding reinforces Eisenberger et al.'s (1986, 2002) Organizational Support Theory (OST), which posits that when employees perceive that the organization values their contributions and cares for their well-being (POS), they are motivated to engage in positive reciprocal behaviors, such as improving skills, pursuing promotion opportunities, and advancing their careers. This is supported by the POS indicator with the highest mean of 4.24 for X2.5, stating, "I receive direct technical assistance when facing work-related challenges."

These results align with prior studies by Akbar et al. (2023), Seema and Sujatha (2017), Yin Ma et al. (2020), Furman (2018), and Liu and Liu (2014), which confirm that POS has a positive and significant effect on Career Development.

Effect of Glass Ceiling on Performance

The study findings indicate that the Glass Ceiling has a positive and significant effect on Performance, suggesting that the presence of the Glass Ceiling phenomenon enhances employee performance. In the study context, the Glass Ceiling fosters awareness among women of gender discrimination, as evidenced by the highest mean score of 4.17 for the Glass Ceiling indicator X1.10, stating, "I have sufficient access to

self-development opportunities and inspiring role models at work.” This awareness does not lead to resignation but instead motivates respondents to improve their performance, viewing the Glass Ceiling as a challenge rather than a barrier. This aligns with Smith, Caputi, and Crittenden’s (2012) Career Pathways Survey (CPS) theory, which identifies four types of “Glass Ceiling beliefs”: denial, resilience, acceptance, and resignation. For individuals with denial (rejecting the existence of specific barriers for women) and resilience (belief in overcoming barriers), work engagement increases, positively contributing to job performance.

These findings support prior research by Akbar et al. (2023), which found a positive and significant effect of the Glass Ceiling on performance.

Effect of Perceived Organizational Support on Performance

The study results show that Perceived Organizational Support does not affect Performance. Respondent data indicate that most have adequate education levels (52.9% with a bachelor’s degree, 17.1% with a master’s degree) and significant work experience (many with 11 to 15 years of service), suggesting a strong understanding of their roles. However, responses regarding performance, with low mean scores, indicate that work outcomes do not meet standards, funding use is inefficient, and workplace relationships are less harmonious. This suggests that organizational support does not impact performance due to a lack of recognition and appreciation for employees’ efforts, as evidenced by the lowest mean score of 4.03 for the POS indicator X2.1, stating, “I feel the organization recognizes and values my hard work.”

These findings align with prior research by Rosid et al. (2024), which indicates a negative effect of POS on performance.

Effect of Career Development on Performance

The study findings demonstrate that Career Development has a positive and significant effect on Performance, indicating that improved career development enhances performance. This aligns with Vroom’s (1964) Expectancy Theory, which posits that career development increases employees’ belief that their efforts will yield expected outcomes (e.g., promotion or recognition), motivating them to work harder and more efficiently, resulting in better performance. Respondents’ belief that strong performance may lead to organizational rewards, such as promotions, is reinforced by the highest mean score for Career Development, indicating employees’ ability to identify resources needed to support their careers. These results support prior studies by Hidayat and Heryjanto (2024), Ogi et al. (2024), Bupu and Wardani (2024), and Alwany et al. (2024), which confirm a positive and significant effect of Career Development on performance.

Career Development Mediates the Effect of Glass Ceiling on Performance

The mediation test results indicate that Career Development mediates the effect of the Glass Ceiling on Performance. This suggests that enhancing performance is

more effective through career development than directly addressing the Glass Ceiling phenomenon. These findings support prior research by Putra et al. (2024), which demonstrates that fair and accessible career development mitigates the negative impact of the Glass Ceiling on employee performance.

Career Development Mediates the Effect of Perceived Organizational Support on Performance

The mediation test results show that Career Development mediates the effect of Perceived Organizational Support on Performance. This indicates that improving performance is more effective through career development than directly enhancing organizational support. These findings align with prior research by Napitupulu et al. (2017), which demonstrates that career development mediates the relationship between POS and performance in the public sector.

CONCLUSIONS

The findings of this research summarize as follows: Glass Ceiling has a positive impact on Career Development ($\beta = 0.668$; $p < 0.05$), suggesting that employees facing Glass Ceiling barriers are motivated to advance their careers. Likewise, POS significantly enhances Career Development ($\beta = 0.325$; $p < 0.05$), demonstrating that robust organizational support fosters professional growth. The Glass Ceiling also directly improves Performance ($\beta = 0.388$; $p < 0.05$), indicating that its presence drives employees to enhance their work outcomes. However, POS shows no direct effect on Performance ($\beta = 0.064$; $p > 0.05$). Career Development significantly boosts Performance ($\beta = 0.545$; $p < 0.05$), confirming that well-structured career progression elevates employee performance. Moreover, Career Development mediates the relationships between both the Glass Ceiling and POS on Performance, as validated by statistical analysis.

The study's limitations are reflected in the regression models. In Model I, an Adjusted R^2 of 0.974 indicates that the Glass Ceiling and POS account for 97.4% of the variance in Career Development, leaving 2.6% explained by other factors. In Model II, an Adjusted R^2 of 0.984 shows that the Glass Ceiling, POS, and Career Development explain 98.4% of the variance in Performance, with 1.6% attributed to external variables. Future studies could explore additional factors such as competencies, person-organization fit, organizational citizenship behavior, organizational culture, or leader-member exchange to further refine the model.

Theoretically, this study contributes to human resource management by clarifying the dynamics of the Glass Ceiling, POS, Career Development, and Performance, particularly in the context of the Pati Regency Regional Inspectorate, where performance scores have declined from 88 in 2021 to 77 in 2024. Managerially, organizations should enhance career development by aligning opportunities with employees' aspirations (Y1.1), providing access to career resources (Y1.4), supporting career

goals based on educational qualifications (Y1.5), ensuring transparency in career opportunities (Y1.7), and promoting equitable advancement (Y1.15). Furthermore, strengthening POS through recognition of efforts (X2.1), personalized supervisory support for personal or work challenges (X2.2), attention to employee well-being (X2.3), and provision of adequate workplace facilities (X2.4) is essential for improving performance and advancing gender equity in public sector organizations.

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