

# Glass-Ceiling and Female Career Advancement: A Study of the Nigeria Police

## Abstract

*Despite the remarkable increase in the existence of women in the workforce, the entry of women into higher managerial positions remains restricted. Various studies have confirmed this fact. This phenomenon of hampering women's upward advancement to senior management positions has been referred to as the glass ceiling effect. This empirical survey shows results of the effect of glass ceiling on female career advancement in the Nigeria Police Force (NPF). The statistical analysis was based on 198 respondents in the NPF indicating cultural role expected of the female gender makes a significant predictor of the female career advancement. Also, career plan and higher education make significant contributions to the studied dependent construct. The effect of counterproductive male behaviour contributed positively but did not make significant statistical contribution to the prediction of the survey dependent construct. However, it is therefore recommended that organizations (both private & public) embark on enlightenment campaign and also incorporate equal opportunity employment policy in their company or organizational policies.*

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*Key words: Glass ceiling, Career Advancement, Nigeria Police Force*

## Introduction

Despite professional eligibilities and ample opportunities, female employees are not aptly represented in the higher corridors of organisational power (Pillai, Prasad & Thomas, 2011). Today's workforce is unique because never before has the workforce been so diverse, as women and minority are being integrated into the workforce. Despite the remarkable increase in the existence of women in the workforce, women's right of entry to diverse managerial positions remains restricted, and this is especially so for senior management positions all over the world (Oakley, 2000; Black & Rothman, 1998; Adams, Gupta, Haughton, & Leeth, 2007; Weyer, 2007; Vianen & Fischer, 2002). Adams *et al.*, (2007), indicate that women, for example, held less than 16 percent of the corporate officer positions in the United States (US) Fortune 500 companies in 2002 and less than 15 percent of Canada's FP500 corporate officer positions in 2004. Females also represented less than 2 percent of all Chief Executive Officer (CEO) positions at major US corporations in 2004. Similar to this result, Stuart's (2008) research indicated that there were only fourteen females in the CEO position at firms in the S&P 500. This phenomenon of impeding women's upward advancement to senior management positions in large corporations is well documented and has been referred to as the glass ceiling effect (Morrison, Schreiber, & Price, 1995; Vianen *et al.*, 2002).

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Women are in a distinct minority among police officers, especially at more advanced ranks. Traditionally, police organizations have mainly been dominated by males; nevertheless, police organizations started to admit women at the end of the nineteenth century, not because they would believe that integrating women into policing would attribute to improved quality of police services; rather, it was due to a pressure from women rights groups or even courts (Schulz, 1989). Their struggle up the ladder to try to reach top-ranking positions in law enforcement is a fascinating tale of both success and failure, of fair play and politics (Wells & Alt, 2005). The roles of women to work in police were quite limited; typically, they were assigned to work with victims of sexual crimes, juvenile, female offenders, missing persons, and abused children (Sulton & Townsey, 1981). A positive progress was made even in the United States in the late sixties and early seventies when equal opportunity laws declared discrimination based on gender (and other protected classifications) an unlawful employment practice.

Nevertheless, while the problem of discriminating against women in police was solved, it *de facto* remained to exist, due to a large resistance from the police personnel themselves. According to Celona (2012), there is strong evidence of hostility toward the idea of female police officers. Feinman (1986), suggests that as long as women remained in the prescribed, traditional roles in criminal justice (i.e., secretarial and dispatch) they were generally accepted. However, when women sought to break out of these confines, serious obstacles appeared (Pagon & Lobnikar, 1993), for a review of women issues in police.

In Nigeria the story is even worst. Despite the fact that section 17 (1)(2) of the 1999 Constitution of the Federal Republic of Nigeria say: "That every citizen shall have the equality of right, obligations, and opportunity before the law; section 42 of the same constitution also says that no Nigerian citizen shall be discriminated against because of a particular sex, religion or ethnic group". The same constitution also guarantees the right to private and family life; nonetheless, the Nigerian Police command expressly spell out that before a female police officer get married, she must notify and get permission from the Police Commissioner of her command. This is gross violation of the right of female police officers and gender discrimination (Ogbeide, 2010).

## Literature Review

Gender discrimination at the workplace has long been a debated issue (Bernard & Laband 1995, Lazear & Rosen 1990, & Arrow 1971). The gender dimension of glass ceiling is most often applied in organizations where the upper echelons of power is prejudiced in favour of men and the women counterparts are sidelined in the race to organizational hierarchies. Barrier of prejudice and discrimination that excludes women from higher level of leadership positions in working environment is a phenomenon, known as the glass ceiling (Morrison, White, & Van Velsor, 1987); this discrimination is due to negative beliefs about women's management ability. The phrase *glass ceiling* has been understood to represent a variety of biases that prevent qualified minorities and women, though they are members of an increasingly diverse workforce, from advancing into mid- and senior-level management positions within the workplace (Zachariasiewicz, 1993). Glass ceiling can also be defined as an intangible barrier that determines the altitude to which women or a marginalized/under represented demographic minority can come up in an organization (Albrecht, Borland, & Vroman, 2003; Arulampalam, Booth, & Bryan 2004; Pendakur & Pendakur, 2005). Therefore, we proceed to hypothesize that:

**Hypothesis 1:** *A culture where "male managerial behaviour" is prevalent in the Nigeria Police Force (NPF) and this inhibits the promotion of women to managerial positions in professional and para-professional employment.*

While the phrase glass ceiling is metaphorical many women do not realise the intensity of its effect unless and until it is experienced. According to Carli and Eagly (2001), the glass ceiling constitutes an invisible organizational or perceptual barrier for women and minority groups, preventing them from moving up the corporate ladder. Particularly emphasizing the subordinate position of women. Demirdjian (2007), maintains that throughout the long history of mankind, women have been employed as a second fiddle to men. *Glass ceiling*, according to the U.S. Department of Labor, Federal Glass Ceiling Commission (1995), is an invisible, artificial barrier that prevents qualified individuals from advancing within an organization. It also refers to racial and ethnic minorities and men when they experience barriers to

advancement. Glass ceiling has remain a modern-day issue, with many surveys and reports being undertaken internationally (see Catalyst, 2007; Singh and Vinnicombe, 2004; EOWA, 2003). The word ‘ceiling’ implies that there is a limitation, preventing career growth and ‘glass’ transparent and unseen” (Pillai, Prasad, & Thomas, 2011). For the purposes of this study, the glass ceiling was discussed regarding Nigerian women in the police force with a focus on promotional opportunities for advancement. Even though previous circumstances and consequences of the glass ceiling occurrence have been well documented in developed countries (Vianen *et al.*, 2002), little is known about this in less developed countries, such as Nigeria. However, as obtained in the literature, it could be summarized that:

**Hypothesis 2:** *Women are usually denied executive positions as a result of their limited leadership and management skills on the entry level.*

**Hypothesis 3:** *The concept that women have some physical or mental abnormality, which makes them stereotypically unsuited for police work, is an example of gender stereotype.*

According to Brannon (2001), many factors could possibly be responsible for this glass ceiling. One possibility is that women choose occupations that are “sticky-floor” positions - jobs in which employees usually remain stuck in the lowest levels. These positions include human resource and administrative assistant roles, where the chances of being promoted to top management are slim. Some women sacrifice their careers to be wives and mothers. Many women take maternity leaves or request shorter workdays to take care of their children. This, too, can hinder their chances of being considered for promotions. Another major reason why women are not promoted to top-management positions, might be, lack of enough qualified women.

The wage gap and the lack of upper-management promotions being offered are not the only issues affecting women today. Often, women feel discriminated against by their male coworkers and/or managers, who use words such as “honey,” “sweetie,” “dear,” and “baby” (Esty, Griffin, & Hirsch, 1995). Many women do not complain because they do not want to

cause trouble, but their overall performances may be hindered by anger, depression, or stress. From the existing literature, we proposed that:

**Hypothesis 4 :** *The job title of women in Nigeria Police Force is a sticky floor position.*

Around the world, women make the full time workforce and managers (Wirth, 2001); yet they are still under-represented in management in most countries and in senior management everywhere (Davidson and Burke, 2004; Wirth, 2001). Wirth concluded that one of the major obstacles to women advancement to management is the gender inequality in the home responsibilities. Family responsibilities create major challenges for a woman who wants to advance to management cadre. Family responsibility represents a unique challenge for who wants to advance in management. Cares for dependent children continue to be the major responsibility for women (Hochschild, 1997, Wirth, 2001). Additionally, Liff & Ward, (2001) and Metz & Tharenou, (2001), conclude that many women believe that family responsibilities are barrier to their advancement. Additionally, women in police force are faced with numerous forms of harassment that have been identified. These include sexist jokes about police cadets and comments about women depicted in teaching materials (Prokos and Padavic, 2002), men’s use of derogatory vocabulary such as “girl” and “whore” in talking about women (Martin, 1978), sexual jokes and materials in the workplace (Wong, 1984; Martin and Jurik, 2007; & Robinson, 1994). Also Wong (1984) exposed that it was common for policewomen to be repeatedly propositioned by male (superiors) counterparts for many months or even years. Apart from pressure for dates, policewomen also frequently encountered deliberate sexual physical contact (Brown, 1998; Martin, 1980). Sexual coercion, including threats relating to job conditions in exchange for sexual cooperation (Fitzgerald *et al.*, 1997), has also been documented (Robinson, 1994; Segrave, 1995). It could be summarized from the existing literature that:

**Hypothesis 5:** *Women under-representation in managerial positions in Nigeria Police Force is due to the lack of careful career planning by women.*

In the literature, it is also revealed that women entering police work have encountered enormous difficulties, mainly as a result of the negative attitudes of the men towards women. Not only that male officers anticipate women to fail (Brookshire, 1980); they doubt if women can equal men in most job skills (Bloch and Anderson 1974); they do not see women officers as doing “real” police work (Melchionne, 1976); and they perpetuate myths about women’s lack of emotional fitness (Bell 1982). In the US, race, age, and education seem to influence attitudes toward women: for example, black officers were found to be somewhat more favorable toward women than white officers (Bell 1982, Bloch and Anderson 1974); and in St. Louis younger, better educated officers exhibited less negativism (Sherman 1975). Contrarily, a study in Atlanta Police Department concluded emphatically that male officers did not accept women as police officers (Remington, 1981). Harassments and resections of female police officers by their male counterparts were well documented because they (male officers) feared that women would violate departmental (actually, their own) secrets about police corruption and violence (Hunt, 1990). Thus, fear of exposure by women officers was cited by Hunt as the underlying cause of the significant resistance to women. In another study, the biggest obstacle facing women officers is the resistance displayed by male officers in their attitudes toward women actually doing police work (Horne, 1980). As obtained in the literature, we therefore summarize that:

**Hypothesis 6:** *Women career advancement in Nigeria Police Force is affected by glass ceiling syndrome.*

According to Martin (1993), in the USA, continuous pressure from the women’s liberation movement targeting sex based discrimination in employment, court mandates, and the assumption that women can bring positive qualities to policing have resulted in nationwide efforts to recruit women. Complaint of working women frequently feeling socially isolated is very common and particularly factual of women in higher-ranking positions. The feeling of social isolation can negatively affect the woman seeking to advance professionally. Recent studies have shown that mentoring by other women may help women obtain the skills needed to succeed (Keating, 2002). The mentoring relationship is

valuable at any point in a career. Much of the research on gender similarities and differences in leadership roles was initially driven by the paucity of females holding significant roles within corporations, politics, and government. While women have made great strides achieving positional success within business organizations (Fortune, 2007) and government, they are still underrepresented at the higher levels of these organizations. The investigation concluded in 2003 about the lack of access of women to management positions among employees and managers in several organizations indicated that although the administrators and staff questioned are accepted, the effectiveness and capabilities of women in the fields of organizational and managerial positions only 6 percent of male employees considered that management posts are appropriate for women. 30% of male employees don’t like that their superiors be females (Soufi, Gilaninia, & Mousavian 2011).

### **Historical Background**

Women are in a discrete minority among correctional officers, especially at more advanced ranks; however, Lambert, Paoline, Hogan, & Baker, (2007), projected that women would soon comprise half of the correctional workforce. Much research in criminology and criminal justice has explored the representation of women in police related careers and their less opportunities for advancement in the field; prior research has also documented that women who work in corrections face negative perceptions by co-workers, problems in being a token “woman” within the correctional hierarchy, harassment, and balancing a home life with a work life (Cassirer & Reskin, 2000; Kanter, 1977; and McMahan, 1999); as female correctional workers tend to be perceived negatively by male co-workers and supervisors (Griffin, Armstrong, & Hepburn, 2005).

Schulz (1989), indicate that historically, women entering the police force, consisted largely of social service in which women had to meet higher standards for police employment, but received lower wages, were restricted to a special unit or bureau, and were assigned primarily to clerical, juvenile, guard duty and vice work. Policewomen were not permitted to be promoted except within their own special women’s unit or where they permitted to take the same promotion test as men. Finally, most damaging for opportunities to demonstrate their general value to the organization, they were not permitted

to perform basic patrol duties (Price and Gavin 1981). Women could only be promoted within their own bureaus because; they were told by their police superiors, that they had not had the full “police experience” of being on general street patrol. It was, of course, the same male police administration that had refused over the years to assign women to general patrol and thus had blocked police women’s access to the required experience (Price and Gavin 1981). Nearly all of the past research on women police focused on the capabilities of women to perform police work; virtually all conclude that women, indeed, do have such ability.

### Brief History of the Nigeria Police force

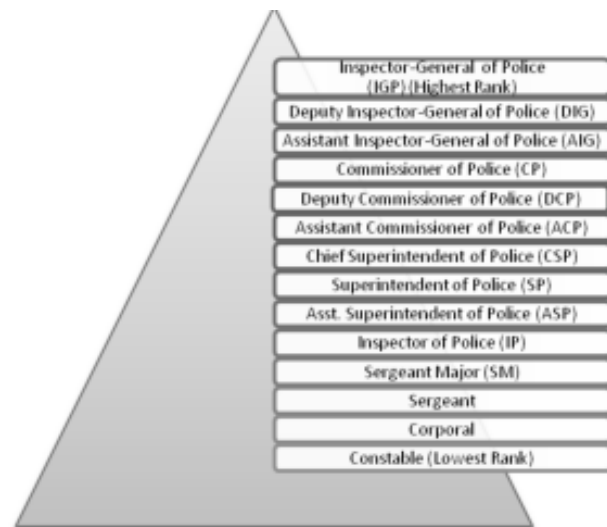
The Nigeria Police force as it is known today was established in April 1861, when the British Consul in Lagos obtained permission from London to establish a Consular Guard comprising of 30 men. These 30 men were known as “Hausa Guard”, because they were mainly from the North. However, after further regularization in 1879 an Ordinance created a Constabulary for the Colony of Lagos. Thus the Northern Nigeria Police Force and in the South, the Lagos Police Force and part of the Niger Coast Constabulary became the southern Nigeria Police Force in 1906. After the amalgamation of Northern and Southern Nigeria in 1914 both Police Forces continued to operate separately until 1st April 1930 when they were merged to form the present Nigeria Police Force with Headquarters in Lagos (later moved to Federal Capital Territory, Abuja).

In December 1944, Nigerian female leaders of the Women’s Party proposed to British Police Commissioner that women be employed as police constables ‘because they would be better able to prevent prostitution and to deal with female criminals’. While there was an initial obstacle from the British Police Commissioner for women to join the police force (Igbonovia, 1987); nevertheless, 10 years later the first set of female police officers graduated from the academy (Annual Report, 1955). Available data since 1964-2012, shows that all of the 16 Inspector General of Police, no woman has ever been promoted or appointed to the top post in the force; however, the force has produced one Assistant Inspector General (AIG).

The rank structure of the Nigeria Police Force is illustrated in figure 1. Constable is the lowest rank, while the highest

rank is Inspector-General of Police. It is perceived that anyone (irrespective of one’ gender) could join the Nigeria Police Force at the lowest rank (Constable) and rise to the peak of the ladder, which is the highest rank (Inspector-General of Police). Although, unmarried women in the Nigeria Police Force willing to be married are expected to inform the Inspector of Police of their intention before the commencement of the marriage rights. However, there is no written statement regarding career advancement among the women, but it is evident that in practice women are rarely promoted to the executive positions.

Figure 1: The Rank Structure of the Nigeria Police Force.



Source: Adapted from <http://npf.gov.ng/index.aspx>

### Research Objectives and Methodology

The paper aims at contributing to the discussion on the female career advancement in the Nigeria Police Force (NPF), trying to understand specifically if it is a culture where “male managerial behaviour” is prevalent and thereby inhibits the promotion of women to managerial positions in professional and para-professional employment; also to understand if women police are usually denied executive positions as a result of their perceived limited leadership and management skills at the entry level. The general characteristics of the respondents involved in this survey amongst others include; current serving police officer and must have served at least one year in the Nigeria Police Force. The respondents for our study could be considered representative of the entire population of the NPF, because the governance of the police force is central and their

operation is controlled by the same policies and ordinances irrespective of their geopolitical location.

The data used for the study was obtained through the administration of questionnaire to about two hundred and fifty (250) members of the Nigeria Police Force in Ogun and Lagos states, Southwest Nigeria. The target respondents were selected randomly from some of the police stations located within this geopolitical zone for easy access and convenience reasons. A total of one hundred and ninety eight (198) questionnaires were completed and returned, therefore considered valid for the statistical analysis of the research, which represents 79.2% of the total administered questionnaire. However, the research instrument used is divided into two sections; section ‘A’ tends to obtain the general information such as gender, age, marital status, etc about the respondents; while section ‘B’ contains twenty (20) items, which tend to draw respondents opinion about the research.

**Dependent Variables:** The dependent variables utilized for this survey include; under-representation, denial of managerial position, stagnation, and pay discrimination. The *underrepresentation* is the percentage of women being represented in the areas of management and professional employment. *Denial of managerial position* is the average number of women turned down for managerial positions and are equally or more educated than the men currently holding those positions. *Stagnation* is the percentage of women in the NPF that attain supervisory positions and get stuck there. *Pay discrimination* measures the discrimination that exists in reward systems in the NPF.

**Independent variables:** The independent variables for this survey amongst others include misconception, physical and mental imbalance, over-representation, sticky floor, executive position, career plan, male behaviour, ascribed status and gender stereotype. *Misconception* is the percentage of people conceptualization that women do not make better Police Officer. *Physical and mental imbalance* is the percentage of people’ belief that women have some physical and mental imbalance that make them stereotypically unsuited for police work. *Over representation* is the percentage of women in Nigeria Police Force represented in low-level management and clerical jobs. *Sticky floor* is the percentage of the job title of women in Nigeria Police Force in a sticky

floor position. *Executive position* is the percentage of women denied executive positions due to the limited leadership and management skills learned in entry-level positions. *Career plan* is the percentage of women in management positions due to the lack of careful career planning. *Male behaviour* is the percentage of the counterproductive behaviour of male counterparts that makes it difficult for women to be accepted as equal colleagues. *Ascribed status* is the percentage of women in the NPF that have attained certain positions by belonging to the right family or the right socio-economic class, which stands as career barrier. All the studied variables were measured on a 5-point Likert scale (5-Strongly Agreed to 1-Strongly Disagreed). In order to know the reliability of the scale used for this study, the scale was checked using Cronbach’s Alpha, which is illustrated in Table 1. The number of items on the research instrument is 27 and the Cronbach’s alpha coefficient is .807. This value is above .7, therefore the scale used for this study can be considered reliable.

**Table 1: Checking Reliability Statistics of Research Instrument**

Cronbach’s Alpha	N of Items
807	27

**Results and Discussions**

The results of this survey are presented below:

**Table 2: Respondents Demographic Attributes**

<b>Gender:</b>	Male	118	<b>Age:</b>	18 – 25 yrs	31
	Female	80		26 – 33 yrs	59
<b>Work Experience:</b>	1 – 5 yrs	14	<b>Rank:</b>	34 – 42 yrs	82
	6 – 10 yrs	54		42 & above	26
	11 – 15yrs	65		CSP	17
	16 yrs & above	65		SP	25
<b>Marital Status:</b>	Single	25	DSP	21	
	Married	115	ASP	29	
	Widowed	43	IP	29	
	Separated	15	SM	21	
<b>Educational Status:</b>	SSCE	56	Sergeant	01	
	OND/NCE	74	Corporal	29	
	HND/BSc	52	Constable	26	
	MSc	16			
	PhD	-			
	Others	-			
<b>Total:</b>	<b>198</b>				

Source: Survey, 2012

Table 2 shows respondents' demographic details used for this survey. The male gender represents 59.6% of the respondents while female represents 40.4%. The age item revealed that out of 198 respondents, the age category between 34 – 42 years is represented with highest percentage of 41.4%; followed by 26 – 33 years category represented with 29.8%, while the remaining percentage is shared between 18 – 25 years and 42 and above categories with 15.7% and 13.1% respectively. The respondents' work experience is categorised into four; both 11 – 15 years and 16 years and above categories are represented with 32.8% each, followed by 6 – 10years category which is represented with 27.3% while 1 – 5 years work experience is represented with 7.1%, which is the least among the categories. The marital status item showed that 58.1% of the respondents were married; 21.7% were widowed; 12.6% were single, and respondents that were separated amount to 7.6%. Educational status of the respondents revealed that 28.3% were Senior Secondary Certificate Examination (SSCE) holders; followed by Ordinary National Diploma (OND) / Nigeria College of Education (NCE), which is represented with 27.4%, while 26.3% of the respondents possessed Higher National Diploma (HND) / Bachelor of Science (BSc) degrees, and 8.0% of the respondents were Masters degree holders.

The descriptive statistics of mean and standard deviation scores of the survey variables are illustrated in Table 3. It is evident from table 3 that respondent perceived that women are underrepresented in the areas of management,

professional and para-professional employment (mean = 3.87; standard deviation = .789). Similarly, it is evident that the perception of the respondents reflect on the percentage of women promoted to middle management in Nigeria Police Force from entry-level and clerical positions is lower than the percentage of men in middle management (mean = 3.75; standard deviation = .759). Respondents perceived that cultural expectations can affect the role of women in their work place and in the society (mean = 3.77; standard deviation = .979). Evidently, the opinion of the respondents reflect on women that usually reach supervisory positions then get stuck there (mean = 3.92; standard deviation = .663). Responses on the counterproductive behaviour of male counterparts makes it difficult for women to be accepted as equal in Nigeria Police Force (mean = 3.13; standard deviation = 1.268) may have been influenced on the cultural belief that women are regarded as second class citizens in the society. The perception of the respondents is evident on the importance of ascribed status in gaining positions by belonging to the right family or the right socio-economic class can be a career barrier holding women back in the Nigeria Police Force (mean = 3.87). A greater percentage of the respondents considered promotion of women from clerical positions to middle management in Nigeria Police Force to be nearly impossible. However, the mean score values of variables measured in this survey are between 2.89 to 3.92. It is interesting to note that the under-representation of women in management positions in Nigeria Police Force is not due to the lack of careful career planning by women

**Table 3: Descriptive Statistics of Survey Variables**

Variables	Mean	Std. Deviation	Variables	Mean	Std.Deviation
Mis_concept	3.87	.789	Male_behavior	3.13	1.268
Promo_impo	3.68	.985	Ascribed_status	3.87	.698
Promo_m_mgt	3.75	.759	Limit_career	3.74	.760
Sticky_floor	3.14	1.267	Under_rep	3.52	1.305
Exe_posi_denial	3.87	.793	Denial	2.89	1.289
Women_role	3.77	.979S	tagnation	3.92	.663
Career_plan	3.31	1.367	Pay_discrimination	3.56	1.244

*Source: Survey, 2012*

**Table 4: Regression Analysis of the Variables**

	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	2.292	.261		8.789	.000
Misconception	1.143	.922	1.256	1.239	.217
Phy_Mental_Ability	.273	.382	.510	.715	.476
Over_rep_low_level	-.251	.207	-.286	-1.213	.227
Exec_position denial	-.667	.848	-.737	-.786	.433
Pay Discrimination	-.154	.106	-.268	-1.454	.148
Higher Education	-.233	.113	-.247	-2.065	.040
Cultural role	.240	.087	.328	2.776	.006
Male Behavior	.213	.195	.377	1.094	.276
Sticky_floor	-.185	.210	-.326	-.881	.379
Career_plan	.211	.086	.402	2.442	.016
<i>a. Dependent Variable : CP (underrepresentation, Denial, &amp; Stagnation)</i>					
R Square:	.282				
Adjusted R Square:	.248				
F:	8.200				
Sig.:	.000				

The results of the tests of relationship that exist between the survey dependent and independent variables are illustrated in Table 4. This survey tends to compare the contribution of each independent variable as illustrated in standardized coefficients section, beta column. However, the largest beta coefficient value is 1.256, which is for *Misconception*, meaning that this variable makes the strongest unique contribution to the perceived inability of the Female Police Officer advancing in their career, but does not make statistically significant contribution ( $p > 0.05$ ). The *physical & mental ability* and *executive position denial* variables make strong unique contributions to the study dependent variable but make insignificant statistical contributions to the prediction of the survey dependent variables (Phy\_Mental\_ability:  $\hat{\alpha}$  coefficient = .510,  $p > 0.05$ ; Exec Position denial:  $\hat{\alpha}$  coefficient = -.737,  $p > 0.05$ ).

The result supports the survey hypothesis ( $H_1$ ) where cultural role is a significant predictor of female career

advancement in the Nigeria Police Force ( $\hat{\alpha}$  coefficient = .328 &  $p < 0.05$ ). Career plan variable also has a significant role in determining the career advancement of female Police Officer which supports one of the study hypotheses ( $H_2$ ) with  $\hat{\alpha}$  coefficient of .402 and  $p = 0.16$ . In addition, higher education variable makes a significant contribution to the studied dependent construct with  $\hat{\alpha}$  coefficient of -.247 and  $p = .040$ . The effect of the counterproductive behaviour of male counterparts makes it difficult for women to be accepted as equal in Nigeria Police Force made a good contribution to the studied dependent variable but does not make statistically significant contribution to the prediction of the survey dependent construct.

### Conclusions and Implications

The study supports the opinion obtained in the literatures that glass ceiling has a noticeable impact on women career advancement, which is obvious in the low representation of



female employees in the higher corridors of organizational power with particular reference to the Nigeria Police Force (Pillai, Prasad & Thomas, 2011). In addition, the empirical findings derived from this study show that the expected cultural role of female ( $\hat{\alpha} = .328$ ;  $p = .006$ ); career plan ( $\hat{\alpha} = .402$ ;  $p = .016$ ); and women with higher education ( $\hat{\alpha} = .247$ ;  $p = .040$ ) variables make strong contribution to explaining female career advancement in the Nigeria Police Force. Further, it is a general belief that female children should play some specific roles such as household chores, which tend to relegate them to the background or make them second class citizens. Due to this gender stereotyping, female children are not given the privilege of acquiring western education, instead they are giving out in marriage at early age; and also this informs their decision in choosing career because it's complicated and tiresome for women to combine home obligations and career. The behaviour of male counterparts variable ( $\hat{\alpha} = .377$ ;  $p > .050$ ) in the study also makes a strong contribution that inhibit female career advancement in the Nigeria Police Force, this could be as a result of their cultural belief regarding female gender and also the fear of competition from the female officers, which could be attributed to egocentrism, therefore hypotheses 1 and 2 could be accepted. As evidence confirmed, Nigeria Police Force has a culture where male managerial behaviour is prevalent, thereby inhibits the promotion of women to managerial positions in professional and para-professional employment.

Further, the results of the analyzed and interpreted data made strong unique and significant statistical contributions to explaining the study dependent construct (female career advancement), while variables such as male behaviour and sticky floor made strong unique contributions but made low significant contributions to the prediction of the dependent construct. The survey also reveals that the respondents support the fact that cultural belief that stereotype female gender has led to under-advancement in female career in the Nigeria Police Force.

The Nigeria Police Force was studied for this survey; however, for further research we recommend similar study be carried out in other sectors of the economy such as the manufacturing, oil & gas, telecommunications, banking, and educational industries in order to establish if this gender

stereotyping concept exist in these sectors as they constitute greater part of the Nigerian economy.

Based on the empirical findings in literature and this survey, we therefore make the following submissions that may assist scholars and organizations towards alleviating or eradicating gender discrimination in organizations. We are of the opinion that government and organizations should champion the course of educating the populace about the danger in gender stereotyping, which does threatening female career advancement. The violence against women should also be eradicated in order to witness progress in their chosen career. Further, equal opportunity should be given to all irrespective of gender affiliation of individuals, which tends to create opportunity for the female gender.

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