# Association between Age Group and Perception towards 'Women's Career Success and Barriers'

## Sarita Maharjan

## **Abstract**

The age factor plays a vital role in the perception of human beings on different issues. Regarding this, the main objective of this study is to examine the association between age group and perception of Nepali universities female teachers in the issues of women's career success and barriers such as individual factor, family factor, organizational factor, and socio-cultural factor. With judgmental sampling technique, only 202 responses were selected and usable out of 275 questionnaires distributed to female University teachers. This study has tested the reliability by using Cronbach alpha. Using likelihood ratio, it was found that there is only a significant association of agegroup and perception of female teachers in the issue of women's career success but there is no significant association in the issues of individual factor, family factor, organizational factor, and socio-cultural factor. From this output, it concluded that perceptions of women university teachers are different with different age-group in the issue of women's career success. This study could be useful for University/college management, trainers, and human resource developers to assist the career success of female university teachers.

**Keywords**: Individual Factor, Family Factor, Organizational Factor, Socio-cultural Factor, Women's career success

## I. Introduction

Following own culture in the society, most of the women confront numerous obstacles in their daily lives in developing country like Nepal. Hence, women's career advancement is hampered by such restrictions. According to literature, it includes

Sarita Maharjan, Lecturer, Shankardev Campus, Kahmandu, Nepal

Email: saritamaharjan78@gmail.com

Article history: Received on August 31; Accepted on October 9; Published on October 21

Peer reviewed under the authority of CRAIAJ, academic journal of Ghodaghodi Multiple Campus, Kailali, Nepal, with ISSN 2717-4611 (Print) and ISSN 2717-462X (Online).

© 2021 CRAIAJ

Full text of this article can be downloaded from www.craiaj.com and www.nepjol.info

<sup>&</sup>lt;sup>1</sup> Cite this article as: Maharjan, S. (2021). *Contemporary Research: An Interdisciplinary Academic Journal*, vol. 5 (1); DOI: <a href="https://doi.org/10.3126/craiaj.v5i1.40491">https://doi.org/10.3126/craiaj.v5i1.40491</a>

individual, family, organizational, and socio-cultural factors, etc. Human perceptions, especially women people might be varied from person to person depending on their age. As a result, the age factor may have an impact on women's perceptions on several issues such as women's career success and barriers (i.e., individual factor, family factor, organizational factor, and socio-cultural factor).

In this regard, the theory by Levinson (1978) found that there is a different timetable for women in reaching a certain level in the organization by a certain age and these do not accurately define the careers of most women. A survey conducted by (Levinson, 1996) on females age from 35 to 45 years found that women face 'gender splitting' throughout their career. In addition, by age 30 years, women may change their focus on either career or family or vice versa (Robert & Newton, 1987).

According to Subramaniam et al. (2013), job level, age, marital status, the highest academic qualification, and family-related barriers all have a significant impact on the career advancement of women managers. Deng (2017) depicted the perception of employees on the factors affecting women's advancement in the hotel industry such as gender, age, numbers of children of women employees, and employment level. Furthermore, Piosik et al., (2019) found that age matters more than gender when it comes to determining job satisfaction. Ang et al., (1993) did extensive research on the impact of age on accountant work satisfaction, focusing on the aging population. The study proved that the sense of job satisfaction would be increased with age.

Age factor was a significant negative association with workability, with job resources (e.g., decision authority and meaning of work) and private resources (e.g., hope and resilience) moderating the link (Converso et al., 2018). Gragnano et al. (2017) reflected that the aging of workers necessitates a focus on two primary issues, which are kept together from a sustainability perspective- the first is workers' health, and the second is job productivity and performance. In addition to the present, there are significant differences in participants' perceptions of the factors that influence their decision-making processes owing to gender and age (De Acedo Lizárraga et al., 2007).

In this way, the previous studies have proven that the age factor of employees influences their work performance. The previous studies have touched the banking and manufacturing sectors while the area of Nepal's universities with the female teacher is not covered. Hence, from the previous study, an issue has been raised for the study. The

issue is that whether there is a significant association between age-group and perceptions of female university teachers in the case of women's career success, individual factor, family factor, organizational factor, and socio-cultural factor. Thus, this research attempted to fill in some of the gaps mentioned above.

# II. Objectives

To analyze the association between age group and the perception of the respondents in the issues of Women's Career Success, Individual Factors, Family Factor, Organizational Factor, and Socio-cultural Factors.

# III. Methodology

Descriptive research design has been used to test the association between agegroup and perception of female Nepalese University teachers in the issues of women's career success, individual factor, family factor, organizational factor, and socio-cultural factor. Based on the highest number of constituent and affiliated campuses/colleges(University Grants Commission, 2020),three Nepalese Universities (i.e., Tribhuvan University, Pokhara University, and Purbanchal University) are selected for the study area. With judgmental sampling technique, only 202 responses were selected and usable out of 275 questionnaires distributed to female University teachers. This study has tested the reliability of responses of respondents by using Cronbach alpha. Using chi-square test and likelihood ratio, the data has been analyzed to testthe association of agegroup and perceptions of female teachers of Nepalese Universities in the issues of women's career success as well as barriers (i.e., individual factor, family factor, organizational factor, and socio-cultural factor).

In order to test the association, the perceptions of respondents (i.e., strongly disagree, disagree, fairly agree, agree, and strongly agree) are cross-loaded with the age group. The expected number of respondents would be calculated and compared with an observed number of respondents in each cell. To adopt the chi-square statistics for the testing association, the expected count less than 5 should be 20 percent or less.

If this assumption does not meet, the likelihood ratio  $(L\chi^2)$  can be employed to test the associations (Field, 2018). If the corresponding p-value of the particular statistic is less than 0.10, 0.05, or 0.01, it can be decided that there is a significant association between responses and agegroup at 10 percent, 5 percent, or 1 percent level. The p-value

greater than 0.10 indicates that there is no significant association between agegroup and perceptions of respondents. The following hypotheses can be formulated to test the association between age group and the perception of respondents.

*Null Hypothesis*: There is no significant association between the agegroup and the perception of respondents on the different issues.

Alternative Hypothesis: There is a significant association between the agegroup and the perception of respondents on the different issues.

#### IV. Results and Discussion

Data has been collected, organized and analysed using statistical tools. All the outcomes of the analysis are presented in the tables and interpreted. From the output of the data, major findings have been taken out and discussed thoroughly comparing with the previous studies.

## 4.1 Data Analysis

Table 1 demonstrates the number of respondents by University. Among 202, 168 respondents were from Tribhuvan University (i.e., 83.2%), 19 were from Pokhara University (i.e., 9.4%), and 15 were from Purbanchal University (i.e., 7.4%).

**Table 1**Distribution of Respondents by University

University	Number of Constituent/Affiliated Colleges	%
Tribhuvan university	168	83.2
Pokhara university	19	9.4
Purbanchal university	15	7.4
Total	202	100

Note. Survey 2020

The number of respondents by agegroup is shown in Table 2. Among 202 respondents, 46 were under the age of 30, 146 were between the ages of 30 and 50, and

20 were over the age of 50, accounting for 22.8 percent, 67.3 percent, and 9.9 percent, respectively.

 Table 2

 Distribution of Respondents by Age-group

Agegroup (Years)	Number of Respondents	%
Below30	46	22.8
30-50	136	67.3
50&above	20	9.9
Total	202	100

Note. Survey 2020

As per the rule of thumb explained by George and Mallery (2009), reliability was tested with five variables in the survey as primary data related to Nepalese University's female teachers. The variables and their values of Cronbach's alpha are given in Table 3.

**Table 3** *Reliability Test* 

S.N.	Variables N	N	Cronbach's	George & Mallery  Decision	
		IN	Alpha ( )		
1	Individual Factor	10	0.717	> 0.7	Acceptable
2	Family Factor	6	0.795	> 0.7	Acceptable
3	Organizational Factor	10	0.805	> 0.8	Good
4	Socio-cultural Factor	9	0.808	> 0.8	Good
5	Women Career Success	12	0.828	> 0.8	Good

Note. Survey, 2020

Full text of this article can be downloaded from www.craiaj.com and www.nepjol.info

Table 3 shows that the Cronbach's alpha values of individual factors (IF) and family factors (FF),organizational factors (OF), socio-cultural factors (SF), and women's career success (WCS)were 0.717, 0.795, 0.805, 0.808, and 0.828respectively which were greater than 0.7. Since Cronbach's alpha value is greater than 0.7, the reliabilities of these variables were acceptable according to George & Mallery (2009). As a result, all variables were trustworthy for data analysis.

According to the objectives, this study has strived to present the association of Age group(i.e., Below30 years, 30 to 50 years, and50 years& above) with the perception of the respondents (i.e., strongly disagree, disagree, fairly agree, agree, and strongly agree) on the issues of Women's Career Success, Individual Factors, Family Factor, Organizational Factor, and Socio-cultural Factors. The chi-square statistic ( $\chi^2$ ) and likelihood ratio ( $L\chi^2$ ) are used to test the associations.

Table 4 represents the association between agegroup and perception of respondents in the issue of women's career success. The table reports that the percentage of the expected count less than 5 of the women's career success is 46.7 percent which is greater than 20 percent. Since the value is greater than 20 percent, the Likelihood ratio  $(L\chi^2)$  is appropriate for the analysis. The table also shows the value of  $(L\chi^2)$ , as well as corresponding p-values of concerning variable, are 14.921 and 0.061(i.e., p<0.10) respectively with a degree of freedom 8. As a result, the corresponding p-value of women's career success is less than 0.10. Since the corresponding p-value is less than 0.10, the  $(L\chi^2)$  is statistically significant at the 10 percent level. This means that there is a significant association between agegroup and perception of respondents in the issue of women's career success.

Table 4

Association between Age Group and Perception of Respondents on Women's Career Success

Null Hypothesis: There is no significant association between Age group and perception on women's career success.

Alt. Hypothesis: There is a significant association between Age group and perception on women's career success.

Scale of		Age Group	ı	Total
Response	Below30	30-50	50&above	Total

O)	Strongly	Count	4	2	0	6
	disagree	<b>Expected Count</b>	1.4	4	0.6	6
	Discorres	Count	21	51	4	76
Women's	Disagree	<b>Expected Count</b>	17.3	51.2	7.5	76
/оп	Fairly	Count	14	55	13	82
	agree	<b>Expected Count</b>	18.7	55.2	8.1	82
n o	A arras	Count	7	25	3	35
ptic .ss	Agree	<b>Expected Count</b>	8	23.6	3.5	35
Perception on Success	Strongly	Count	0	3	0	3
Pe Su	agree	<b>Expected Count</b>	0.7	2	0.3	3
-	Total	Count	46	136	20	202
	Total	<b>Expected Count</b>	46	136	20	202
Chi-S	quare Tests	Value	df	p-value	sig.	
Likeli	hood Ratio	14.921	8	0.061	*	

The expected count less than 5 was 46.7 percent

Note. Author's Calculation from Survey, 2020

Table 5 demonstrates the association between respondents' age groups and their perceptions of various factors. According to the table, the percentage of women's professional success with an expected count of fewer than 5 is 40.0 percent, which is more than 20 percent. The Likelihood ratio ( $L\chi^2$ ) is appropriate for the study because the value is greater than 20%. With a degree of freedom of 8, the table also shows that the value of  $L\chi^2$  and the related p-values of the relevant variable are 9.501 and 0.302 (i.e., p>0.10), respectively.

As a result, the p-value of the associated 'individual factor' is greater than 0.10. The  $L\chi^2$  is statistically insignificant at the 10 percent level since the accompanying p-value is greater than 0.10. This suggests that there is no significant association between respondents' age group and their opinion of the individual component.

 Table 5

 Association between Age Group and Perception of Respondents on Individual Factor

Null Hypothesis: There is no significant association between Age group and perception on individual factor.

Alt. Hypothesis: There is a significant association between Age group and perception

<sup>(\*), (\*\*),</sup> and (\*\*\*) indicate that the results are significant at 10 percent level, 5 percent level, and 1 percent level respectively.

on ind	ividual factor	r.					
	Scale of			Age group			
	Response		Below30	30-50	50&above	- Total	
-	Strongly	Count	2	7	0	9	
a	disagree	<b>Expected Count</b>	2	6.1	0.9	9	
idu	Discorrece	Count	17	47	10	74	
ıdiv	Disagree	<b>Expected Count</b>	16.9	49.8	7.3	74 96	
n In tor	Fairly	Count	18	69	9	96	
Perception on Individual Factor	agree	<b>Expected Count</b>	21.9	64.6	9.5	96	
ptio	A	Count	8	13	1	22	
rce]	Agree	Expected Count	5	14.8	2.2	22	
Pe	Strongly	Count	1	0	0	1	
	agree	Expected Count	0.2	0.7	0.1	1	
	Total	Count	46	136	20	202	
Total		Expected Count	46	136	20	202	
Chi-s	square tests	Value	df	p-value	sig.		
Likelil	hood ratio	9.501	8	0.302			

The expected count less than 5 was 40.0 percent

Note. Author's Calculation from Survey, 2020

Table 6 reveals the association between agegroup and perception of respondents in the issue of family factor. The table reports that the percentage of the expected count less than 5 of the women's career success is 25.0 percent which is greater than 20 percent. Since the value is greater than 20 percent, the Likelihood ratio ( $L\chi^2$ ) is appropriate for the analysis. The table also shows the value of  $L\chi^2$  and corresponding p-values of concerning variable are 9.076 and 0.169 (i.e., p>0.10) respectively with a degree of freedom 6.

The association between age group and respondents' perceptions of the family factor is shown in Table 3 in the issue of family factor. According to the table, the expected count less than 5 is 25.0 percent which is higher than 20 percent. Since the expected count is greater than 20 percent, the likelihood ratio  $(L\chi^2)$  is appropriate for the study. With a degree of freedom of 6, the table also shows that the value of  $L\chi^2$  and the related p-values of the relevant variables are 9.076 and 0.169 (i.e., p>0.10), respectively.

<sup>(\*), (\*\*),</sup> and (\*\*\*) indicate that the results are significant at 10 percent level, 5 percent level, and 1 percent level respectively.

As a result, the  $L\chi^2$  is statistically not significant at even a ten percent level since the accompanying p-value is greater than 0.10. This indicates that there is no association between respondents' age and their perceptions of the family factor.

 Table 6

 Association between Age Group and Perception of Respondents on Family Factor

Null Hypothesis: There is no significant association between Age group and
perception on family factor.
Alt Hypothesis: There is a significant association between Age group and the

Alt. Hypothesis: There is a significant association between Age group and the perception on family factor.

Scale of			Age Grou	p	Total
Response		Below30	30-50	50&above	Total
Strongly	Count	0	0	0	0
Disagree	<b>Expected Count</b>	0	0	0	0
Disagras	Count	4	9	0	13
Disagree	<b>Expected Count</b>	3	8.8	1.3	13
Fairly	Count	10	29	2	41
Agree	<b>Expected Count</b>	9.3	27.6	4.1	41
Disagree  Disagree  Fairly Agree  Agree  Strongly	Count	21	59	15	95
Agree	<b>Expected Count</b>	21.6	64	9.4	95
Strongly	Count	11	39	3	53
Agree	<b>Expected Count</b>	12.1	35.7	5.2	53
Total	Count	46	136	20	202
Total	<b>Expected Count</b>	46	136	20	202
quare tests	Value	df	p-value	sig.	
ihood ratio	9.076	6	0.169		
	Response Strongly Disagree Disagree Fairly Agree Agree Strongly Agree Total quare tests	Response  Strongly Count Disagree Expected Count  Expected Count  Expected Count  Fairly Count  Agree Expected Count  Count  Expected Count  Count  Expected Count  Count  Expected Count  Count  Count  Expected Count  Count  Expected Count  Count  Count  Expected Count  Count  Count  Count  Count  Count  Expected Count  Count  Count  Count  Count  Expected Count  Count  Count  Expected Count  Count  Count  Expected Count	Response         Below30           Strongly         Count         0           Disagree         Expected Count         0           Disagree         Count         4           Expected Count         3           Fairly         Count         10           Agree         Expected Count         9.3           Count         21           Expected Count         21.6           Strongly         Count         11           Agree         Expected Count         12.1           Total         Count         46           Expected Count         46	Response         Below30         30-50           Strongly         Count         0         0           Disagree         Expected Count         0         0           Disagree         Count         4         9           Expected Count         3         8.8           Fairly         Count         10         29           Agree         Expected Count         9.3         27.6           Agree         Expected Count         21.6         64           Strongly         Count         11         39           Agree         Expected Count         12.1         35.7           Total         Count         46         136           Expected Count         46         136           quare tests         Value         df         p-value	Response         Below30         30-50         50&above           Strongly         Count         0         0         0           Disagree         Expected Count         0         0         0           Disagree         Count         4         9         0           Expected Count         3         8.8         1.3           Fairly         Count         10         29         2           Agree         Expected Count         9.3         27.6         4.1           Agree         Expected Count         21.6         64         9.4           Strongly         Count         11         39         3           Agree         Expected Count         12.1         35.7         5.2           Total         Count         46         136         20           Expected Count         46         136         20           quare tests         Value         df         p-value         sig.

The expected count less than 5 was 25.0 percent

Note. Author's Calculation from Survey, 2020

Table 7 presents the association of respondents' perceptions towards organizational factors and their age group. The table reported that an expected count less than 5 is 46.7 percent which is more than 20 percent. Since the expected count is more than 20 percent, the Likelihood ratio ( $L\chi^2$ ) is adopted for the study. The table also shows that with a degree of freedom of 8, the value of  $L\chi^2$  and the concerned p-value are 9.690 and 0.287 (i.e., p>0.10) respectively. Here, the corresponding p-value of the 'organizational factor' is greater than 0.10. Since the corresponding p-value is greater

<sup>(\*), (\*\*),</sup> and (\*\*\*) indicate that the results are significant at 10 percent level, 5 percent level, and 1 percent level respectively.

than 0.10, the  $L\chi^2$ is statistically not significant at the 10 percent level. This suggests that there is no significant association between respondents' age group and their perceptions on organizational factor.

**Table 7**Association between Age Group and Perception of Respondents on Organizational Factor

Null Hypothesis: There is no significant association between Age group and perception on organizational factor.

Alt. Hypothesis: There is a significant association between Age group and perception on organizational factor.

Scale of	cale of Age group				Total
Response		Below30	30-50	50&above	Total
Strongly	Count	0	5	0	5
disagree	<b>Expected Count</b>	1.1	3.4	0.5	5
Disagrag	Count	16	47	6	69
Disagree	<b>Expected Count</b>	15.7	46.5	6.8	69
Fairly	Count	19	59	13	91
agree	<b>Expected Count</b>	20.7	61.3	9	91
A arras	Count	9	21	1	31
Agree	<b>Expected Count</b>	7.1	20.9	3.1	31
Strongly	Count	2	4	0	6
agree	<b>Expected Count</b>	1.4	4	0.6	6
Total	Count	46	136	20	202
Total	<b>Expected Count</b>	46	136	20	202
quare tests	Value	df	p-value	sig.	
hood ratio	9.690	8	0.287		
	Response Strongly disagree Disagree Fairly agree Agree Strongly agree Total quare tests	Response  Strongly disagree Expected Count  Disagree Expected Count  Expected Count  Fairly Count  agree Expected Count  Count  Count  Expected Count  Count  Expected Count  Count  Count  Expected Count  Count  Expected Count	Response         Below30           Strongly disagree         Count (Expected Count)         0           Disagree         Expected Count (Expected Count)         1.1           Fairly (Count) (Expected Count)         15.7           Fairly (Count) (Expected Count)         20.7           Agree (Expected Count) (Expected Count)         7.1           Strongly (Count) (Expected Count) (Expected Count)         2           Agree (Expected Count) (Expected Count) (Expected Count)         46           Expected Count) (Expected Count) (Expected Count) (Expected Count)         46           Expected Count) (Expected Count) (Expected Count) (Expected Count) (Expected Count)         46           Expected Count) (Expected Count	Response         Below30         30-50           Strongly disagree         Count Expected Count         0         5           disagree         Expected Count         1.1         3.4           Disagree         Count         16         47           Expected Count         15.7         46.5           Fairly Count         19         59           agree         Expected Count         20.7         61.3           Count         9         21           Expected Count         7.1         20.9           Strongly agree         Expected Count         1.4         4           Total         Count Count         46         136           Expected Count         46         136	Response         Below30         30-50         50&above           Strongly disagree         Count         0         5         0           Disagree         Expected Count         1.1         3.4         0.5           Disagree         Count         16         47         6           Expected Count         15.7         46.5         6.8           Fairly Count         19         59         13           agree         Expected Count         20.7         61.3         9           Count         9         21         1           Expected Count         7.1         20.9         3.1           Strongly Count         2         4         0           agree         Expected Count         1.4         4         0.6           Total         Count         46         136         20           Expected Count         46         136         20           quare tests         Value         df         p-value         sig.

The expected count less than 5 was 46.7 percent

Note. Author's Calculation from Survey, 2020

Table 8 exposes the association between agegroup and perception of respondents in the issue of socio-cultural factor. The table demonstrates that the expected count of less than 5 of the women's career success is 25.0 percent which is greater than 20 percent. Since the value is greater than 20 percent, the Likelihood ratio  $(L\chi^2)$  is applied for the analysis. The table also shows the value of  $L\chi^2$  and corresponding p-values of concerning

<sup>(\*), (\*\*),</sup> and (\*\*\*) indicate that the results are significant at 10 percent level, 5 percent level, and 1 percent level respectively.

variable are 0.525 and 0.998 (i.e., p>0.10) respectively with a degree of freedom 6. Since the corresponding p-value is greater than 0.10, the  $L\chi^2$  is statistically not significant at the 10 percent level. This means that there is no significant association between agegroup and perception of respondents in the issue of socio-cultural factor.

**Table 8**Association between Age Group and Perception of Respondents on Socio-cultural Factor

Null Hypothesis: There is no significant association between Age group and perception on socio-cultural factor.

Alt. Hypothesis: There is a significant association between Age group and perception on sociocultural factor.

	Scale of			Age Group			
	Response		Below30 30-50		50&above	Total	
	Strongly	Count	10	25	4	39	
Perception on Socio-cultural Factor	Disagree	Expected Count	8.9	26.3	3.9	39	
Ħ	Discorres	Count	18	59	9	86	
10-6	Disagree	Expected Count	19.6	57.9	8.5	86	
Soctor	Fairly	Count	16	45	6	67	
on Soc Factor	Agree	Expected Count	15.3	45.1	6.6	67	
uo	Agree	Count	2	7	1	10	
epti		Expected Count	2.3	6.7	1	10	
erc	Strongly	Count	46	136	20	202	
щ	Agree	Expected Count	46	136	20	202	
	Total	Count	10	25	4	39	
	Total	Expected Count	8.9	26.3	3.9	39	
Chi-s	square tests	Value	df	p-value	sig		
Likeli	hood ratio	0.525	6	0.998			

The expected count less than 5 was 25.0 percent

Note. Author's Calculation from Survey, 2020

# 4.2 Findings and Discussion

Using likelihood ratio, it is found that the association of age group and perception of Nepalese universities' female teachers are significant in the issue of women's career success. This result is supported by the study of Subramaniam et al. (2013), Deng (2017), Piosik et al. (2019), Ang et al. (1993), Converso et al. (2018), and De Acedo Lizárraga et

<sup>(\*), (\*\*),</sup> and (\*\*\*) indicate that the results are significant at 10 percent level, 5 percent level, and 1 percent level respectively.

al.(2007). However, the association of age group and perception of the female teachers in the issue of women barriers (i.e., individual factor, family factor, organizational factor and socio-cultural factor) are not significant.

## V. Conclusion

The individual, family factor, organizational, and socio-cultural factor are the barriers to women's career success. Perception of the human beings on these issues could be changed with the age factor. Thus, this study has tried to express the association between agegroup and perception of female University teachers in Nepal on different issues such as career success and barriers. From the analysis, it is concluded that the age group of female teachers influence the perception of respondents on women's career success whereas it does not influence the perceptions in the other issues such as individual factor, family factor, organizational factor, and socio-culture factor. This study could be valuable to university/college administrators, trainers, and human resource developers in assisting female teachers in achieving career success.

Further Research: Women's obstacles should not be restricted only to individual, familial, organizational, and socio-cultural variables. In this regard, other aspects such as corporate culture, corporate climate, corporate practice, male members' attitudes, role conflict, and so on might be incorporated in future research. Other study areas, such as banking, hotel, hospital, and hospitality industries, can also be included in future research other than the university area.

# Acknowledgments

I would like to express my gratitude to the University Grants Commission (UGC), Nepal for the financial assistance in finishing my research for this article. This encouragement has pushed me to finish my research work in such good shape.

#### References

Ang, K. B., Goh, C. T., & Koh, H. C. (1993). The impact of age on the job satisfaction of accounts. *Personnel Review*, 22(1), 31–39.

Converso, D., Sottimano, I., Guidetti, G., Loera, B., Cortini, M., & Viotti, S. (2018). Aging and workability: The moderating role of job and personal resources. *Frontiers in Psychology*, 8, 1-12. https://doi.org/10.3389/fpsyg.2017.02262 de Acedo Lizárraga, M. L. S., de Acedo Baquedano, M. T. S., & Cardelle-Elawar, M.

Full text of this article can be downloaded from www.craiaj.com and www.nepjol.info

- (2007). Factors that affect decision-making: Gender and age differences. *International Journal of Psychology and Psychological Therapy*, 7(3), 381–391.
- Deng, W. (2017). Factors affecting woman career advancement in Guangzhou's 5-star hotels. Auckland University of Technology.
- Field, A. (2018). *Discovering statistics using IBM SPSS statistics* (5th ed.). SAGE Publications, Inc.
- Gragnano, A., Miglioretti, M., Frings-Dresen, M. H. W., & de Boer, A. G. E. (2017). Adjustment between work demands and health needs: Development of the workhealth balance questionnaire. *Rehabilitation Psychology*, 62(3), 374–386. https://doi.org/https://doi.org/10.1037/rep0000121
- Levinson, D. J. (1978). The seasons of a man's life (1st ed.). Ballntine.
- Levinson, D. J. (1996). The seasons of a woman's life. Knopf.
- Piosik, A., Strojek-Filus, M., Sulik-Górecka, A., & Szewieczek, A. (2019). Gender and age as determinants of job satisfaction in the accounting profession: Evidence from Poland. *Sustainability (Switzerland)*, 11(11). https://doi.org/10.3390/su11113090
- Robert, P., & Newton, P. M. (1987). Levinsonian studies of women's adult development. *Psychology and Aging*, 2(2), 154–163. https://doi.org/https://doi.org/10.1037/0882-7974.2.2.154
- Subramaniam, I. D., Arumugam, T., & Abu Baker Akeel, A. B. A. (2013). Demographic and family-related barriers on women managers' career development. *Asian Social Science*, *10*(1), 86–94. https://doi.org/10.5539/ass.v10n1p86
- University Grants Commission. (2020). Education management information system: Report on higher education 2018/19 AD

  Nepal.https://www.ugcnepal.edu.np/uploads/upload/lBmXHe.pdf