Barriers to Gender Equity in Managerial Positions in Nepalese Commercial Banks

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Article Info.

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Article Received
May 19, 2026
Article Reviewed:
June 18, 2026
Article Published:
July 25, 2026

Abstract

This study investigates the impact of organizational barriers, socio-cultural barriers, and organizational culture on women's representation in managerial positions within Nepalese commercial banks. Despite increasing awareness of gender equity, women remain significantly underrepresented in leadership roles in the banking sector. Using a quantitative research design, data were collected from 300 employees across multiple banks and analyzed through multiple regression analysis. The findings reveal that all three factors have significant negative effects on women's advancement to managerial roles. Organizational barriers such as limited access to training, biased recruitment, and lack of mentorship create structural obstacles that hinder women's career progression. Socio-cultural barriers, including traditional gender roles and family responsibilities, further restrict women's opportunities by reinforcing societal expectations that prioritize men's leadership. Additionally, organizational culture characterized by male dominance and unsupportive policies contributes to the underrepresentation of women in management. The study highlights the urgent need for banks to adopt gender-sensitive policies, provide leadership development opportunities, and foster inclusive workplace cultures. Furthermore, societal changes aimed at challenging traditional gender norms are essential to promote equitable representation. The findings contribute to understanding the multifaceted challenges faced by women leaders in Nepal and offer practical implications for policymakers and banking institutions seeking to achieve gender equity.

Keywords: *Gender equity, organizational barriers, sociocultural barriers, organizational culture, women in leadership*

Background

Gender equity in leadership has emerged as a critical agenda in the global discourse on organizational development and social justice. It is increasingly recognized that the inclusion of women in managerial and executive roles is not only a matter of fairness but also a driver of strategic advantage. Empirical evidence consistently demonstrates that diversity in top management contributes to more comprehensive and balanced decision-making processes. Such diversity fosters a broader range of perspectives, encourages creative problem-solving, and enhances organizational adaptability to dynamic market environments. Furthermore, gender-diverse leadership teams are positively associated with higher levels of innovation and improved long-term financial performance, thereby reinforcing the business case for promoting gender equity in leadership positions (Eagly & Carli, 2007; Terjesen et al., 2009)

In the context of Nepal, the commercial banking sector has witnessed a substantial increase in female workforce participation over the past two decades. This growth is reflective of broader socio-economic transformations, including increased educational attainment among women, greater access to employment opportunities, and evolving societal perceptions that increasingly recognize and support women's participation in formal professional settings. The gradual dismantling of traditional gender roles has also contributed to this positive trend, enabling more women to pursue careers in sectors historically dominated by men, such as banking and finance. Despite this encouraging increase in female employment, however, the representation of women in senior managerial, executive, and key decision-making positions remains disproportionately low. This disparity is particularly evident when comparing women's presence in leadership roles to their overall share within the sector's workforce. Empirical studies consistently highlight this persistent gap, suggesting that the entry-level and mid-level participation has improved but advancement to higher levels of organizational hierarchy continues to be limited for women in Nepalese commercial banks (Bhattarai & Khanal, 2021; Shrestha & Shrestha, 2019). This imbalance points to enduring structural and cultural barriers that constrain women's upward mobility within the sector.

Work–life balance has emerged as a crucial factor mediating the relationship between organizational barriers and career outcomes. Conceptually, WLB refers to the extent to which individuals are able to effectively manage and integrate the demands of their professional and personal lives without experiencing persistent role conflict (Greenhaus & Allen, 2011). This concept is particularly relevant in the banking sector, which is characterized by high workloads, stringent performance expectations, and client-driven schedules that often extend beyond regular working hours. For many women employed in Nepalese commercial banks, achieving satisfactory WLB is further complicated by prevailing socio-cultural expectations that assign primary caregiving responsibilities to women, thereby necessitating a prioritization of family obligations over career advancement (Sharma & Karki, 2021). Empirical evidence indicates that inadequate WLB is associated with lower job satisfaction, heightened turnover intentions, and reduced motivation to seek or maintain leadership positions among female employees (Adhikari & Regmi, 2023).

Research Objectives

1.To assess the current status of barriers to gender equity in managerial positions in Nepalese Commercial banks.

2. To analyze the relationship between organizational culture, organizational and socio-cultural barriers for gender equity in managerial positions within Nepalese commercial banks.
3. To analyze the impact of organizational culture, organizational and socio-cultural barriers in gender equity in managerial positions within Nepalese commercial banks.

Literature Review

Barriers to Gender Equity

Despite growing awareness of the importance of gender equity, women remain significantly underrepresented in managerial and leadership positions across many industries worldwide, including the banking sector. The persistence of this disparity is often attributed to multiple, interrelated barriers that operate at individual, organizational, and societal levels.

One of the primary barriers is the existence of organizational and structural constraints, such as biased recruitment and promotion processes, lack of transparent criteria for career advancement, and limited access to mentoring and sponsorship opportunities (Paudel & Koirala, 2020; Adhikari, 2018). Khanal and Gurung (2020) highlighted that women frequently face subtle discrimination in promotions, where informal networks and male-dominated decision-making structures favor male candidates. This glass ceiling effect restricts women's upward mobility despite their comparable qualifications and performance.

Workplace culture is another significant obstacle to female. Male-dominated organizational cultures often perpetuate gender stereotypes and reinforce traditional gender roles that undervalue women's leadership potential (Bhattarai & Khanal, 2021). In the Nepalese context, research indicates that women leaders in banking face challenges such as exclusion from key decision-making forums, limited participation in high-profile projects, and skepticism about their leadership capabilities (Shrestha & Shrestha, 2019).

Additionally, societal and familial expectations play a critical role in limiting women's career progression. Women in Nepal often bear the primary responsibility for household and caregiving duties, which affects their ability to commit to demanding managerial roles that require extended work hours or travel (Nepal, 2019). This dual burden creates a conflict between professional aspirations and personal responsibilities, which can discourage women from pursuing or sustaining leadership positions (Thapa & Lama, 2022). A study by Sharma and Karki (2021) found that insufficient organizational policies related to flexible work hours, parental leave, and childcare facilities negatively affect women's retention and advancement in Nepalese banks. Furthermore, Adhikari and Regmi (2023) highlight that poor work–life balance contributes to higher turnover intentions and decreased motivation among female employees to seek leadership roles.

Organizational Barriers and Gender Equity in Managerial Positions

Organizational barriers have been widely recognized as critical obstacles to women's advancement into managerial and leadership positions across industries globally. These barriers include biased recruitment and promotion practices, lack of mentorship and sponsorship, exclusion from informal networks, and organizational cultures that reinforce gender stereotypes. Several studies have documented that biased recruitment and promotion processes within organizations systematically disadvantage women. Paudel and Koirala (2020) found that in Nepalese commercial banks, promotion criteria often lack transparency, which allows subjective biases favoring male candidates to influence decision-making.

This lack of clear, objective pathways for career advancement hampers women's upward mobility despite their qualifications and performance.

The absence of mentorship and sponsorship opportunities is another organizational constraint. According to Khanal and Gurung (2020), women managers in Nepalese banks report limited access to senior leaders who could provide career guidance and advocate for their promotion. This mentorship gap restricts women's professional development and visibility within organizations. Organizational culture also plays a crucial role in perpetuating barriers to managerial positions. Bhattarai and Khanal (2021) highlight that male-dominated workplace cultures often maintain gender stereotypes that question women's leadership capabilities. Such cultures can manifest in exclusionary practices to strategic projects and informal decision-making networks.

Moreover, the demanding nature of managerial roles, combined with rigid work structures, creates work–life conflicts that disproportionately affect women. Sharma and Karki (2021) show that the absence of flexible work arrangements and supportive policies within organizations makes it difficult for women to balance professional responsibilities with family obligations. This structural inflexibility often forces women to accept leadership roles. On the basis of above evidences, the following hypothesis has been proposed:

H_1: *Organizational barriers have a significant negative effect on women's representation in managerial positions in Nepalese commercial banks.*

Socio-cultural Barriers and Gender Equity in Managerial Positions

Socio-cultural barriers remain significant obstacles to achieving gender equity in managerial positions, especially in traditional societies where gender roles and expectations are deeply ingrained. These barriers shape both organizational practices and individual career paths, limiting women's access to leadership roles.

In Nepal, socio-cultural norms strongly emphasize women's primary responsibilities as caregivers and homemakers, which often conflict with the demands of managerial careers. Thapa and Lama (2022) found that women in Nepalese workplaces face persistent expectations to prioritize family duties over professional advancement, creating a tension that hampers their leadership aspirations. These cultural expectations also lead to societal uncertainty regarding women's capability to balance managerial responsibilities with familial roles. Similarly, Nepal (2019) highlighted that societal attitudes in Nepal, including patriarchal beliefs and gender stereotypes, significantly restrict women's career progression. Women are often perceived as less committed or less competent leaders due to traditional gender role prescriptions, limiting their opportunities for promotion in sectors like banking and finance.

Furthermore, Sharma and Karki (2021) reported that the pressure to conform to cultural norms related to family care disproportionately affects women's ability to maintain work–life balance, which in turn influences their motivation and availability for leadership roles. On a broader scale, Williams and Dempsey (2014) argue that socio-cultural barriers such as implicit gender bias and unequal domestic responsibilities create a "double burden" for women, reinforcing structural inequalities in workplace leadership. These barriers are often compounded by limited organizational support, thereby maintaining gender disparities in managerial ranks.

Collectively, these empirical studies demonstrate that socio-cultural barriers are deeply embedded and multifaceted, affecting not only women's career choices but also organizational practices related to gender equity. On the basis of above evidences, the following hypothesis has been proposed:

H_2: *Socio-cultural barriers have a significant negative effect on women's representation in managerial positions in Nepalese commercial banks.*

Organizational Culture and Gender Equity in Managerial Positions

Organizational culture significantly influences gender equity in managerial positions by shaping norms, expectations, and behaviors within organizations. Research has shown that cultures dominated by masculine norms and gender stereotypes often restrict women's advancement into leadership roles. Ely and Meyerson (2000) emphasized that organizational cultures that maintain "gendered" norms can marginalize women by fostering environments where male leadership traits are valued over diverse leadership styles. This cultural bias leads to women being excluded from informal networks and leadership opportunities. Similarly, Catalyst (2020) reported that in corporate settings, inclusive cultures that encourage diversity and challenge stereotypes are associated with higher representation of women in managerial roles.

In the South Asian context, Khatri and Sharma (2021) found that in Nepalese organizations, traditional patriarchal values fixed in workplace culture create significant obstacles for women's career progression. These cultural norms often reinforce expectations that women prioritize family responsibilities over professional ambitions, limiting their leadership prospects. Similarly, Ryan and Haslam (2007) highlighted that workplace cultures with strong hierarchical and competitive dynamics may perpetuate the "glass cliff" phenomenon, where women are placed in precarious leadership roles without sufficient support. This phenomenon discourages many women from pursuing or sustaining managerial positions. According to Kossek et al. (2006) the workplaces that provide flexible scheduling, parental leave, and supportive management demonstrate higher retention and promotion rates for women leaders.

In summary, empirical evidence highlights that transforming workplace culture to be more inclusive, flexible, and supportive is essential for advancing gender equity in managerial positions. Organizations must actively challenge traditional gender norms and foster environments conducive to diverse leadership styles to close the gender gap in leadership. On the basis of above evidences, the following hypothesis has been proposed:

H_3: *Organizational culture has a significant effect on women's representation in managerial positions in Nepalese commercial banks.*

Research Methods

This study adopts descriptive and casual comparative research design with a cross-sectional survey approach to examine the barriers to gender equity in managerial positions within Nepalese commercial banks. The quantitative method is suitable to measure the perceptions and experiences of employees regarding organizational, socio-cultural, and structural barriers. The target population for this study comprises female and male employees working in managerial and non-managerial positions in commercial banks across Nepal. Specifically, the focus will be on employees from mid-level to senior managerial levels to capture insights on career advancement barriers. A stratified random sampling technique has been employed to ensure representation across various banks and job levels. The sample size consists of 300 respondents, which is adequate to provide sufficient statistical power and enhance the generalizability of the findings within the banking sector.

Primary data is collected through a 5-point likert scale structured questionnaire distributed to employees in selected Nepalese commercial banks. The questionnaire is designed based on previous validated instruments and adapted to the Nepalese context. It includes the demographic information, perceived organizational and socio-cultural barriers, organizational culture, and career progression. The survey is administered via both online platforms and physical distribution to accommodate respondent preferences and increase response rates. For descriptive analysis of data, mean, standard deviation and correlation coefficient were used to describe the characteristics and interrelationship of the sample and study variables. Likewise, multiple regression analysis has been employed to examine the impact of different barriers to gender equity in managerial positions within Nepalese commercial banks.

Research Model

This study attempts to examine the relationship between the dimensions of barriers to gender equity in managerial positions within Nepalese commercial banks. To achieve this, a multiple regression model is specified as below:

$$\text{Gender equity in managerial positions } (Y) = \beta_0 + \beta_1 \, OB + \beta_2 \, SCB + \beta_3 \, OC + e_i$$

Where, OB = Organizational Barriers

SCB = Socio-cultural Barriers

OC= Organizational Culture

β_0 = The intercept (constant term) and

e_i = error term

Results

Demographic Profile of the Respondents

The respondents of the study were 300 female employees from Nepalese commercial banks which is illustrated in Table 1. The table reveals with a higher representation of females (60%) compared to males (40%), reflecting the focus on gender equity within the sector. The age distribution showed that the majority of participants were between 21 and 40 years old, accounting for 70% of the sample, which indicates a predominantly young and mid-career workforce. Educational qualifications revealed that half of the respondents held a bachelor's degree, while 40% possessed a master's degree, and the remaining 10% had qualifications beyond the master's level, such as MPhil or PhD, highlighting a highly educated respondent pool.

Regarding organizational hierarchy, half of the respondents occupied non-managerial positions, with mid-level and senior managers constituting 33.3% and 16.7%, respectively, ensuring insights from across different job levels. The respondents' work experience varied, with the largest group (36.7%) having between 5 to 10 years of experience, followed by 26.7% with less than five years, and smaller proportions having 11–15 years (23.3%) and over 15 years (13.3%). Monthly income data showed that most respondents earned between NPR 40,000 and 60,000, with 30% earning between 40,000–50,000 and 26.7% between 50,001–60,000; smaller percentages earned below 40,000 (16.7%), between 60,001–70,000 (16.7%), and above 70,000 (10%). This diverse demographic profile provides a comprehensive foundation to analyze the barriers to gender equity in managerial positions within the Nepalese banking sector.

Table 1

Demographic Profile of the Respondents

Variable	Category	Frequency	Percent
Gender	Male	120	40
	Female	180	60
Age Group (years)	21–30	90	30
	31–40	120	40
	41–50	60	20
	>50	30	10

Educational Qualification	Bachelor's Degree	150	50
	Master's Degree	120	40
	Above Master Degree	30	10
Position Level	Assistant Level	150	50
	Mid-level Manager	100	33.3
	Senior Manager	50	16.7
Years of Work Experience	< 5 years	80	26.7
	5–10 years	110	36.7
	11–15 years	70	23.3
	>15 years	40	13.3
Monthly Income (NPR)	Less than 40,000	50	16.7
	40,000 – 50,000	90	30
	50,001 – 60,000	80	26.7
	60,001 – 70,000	50	16.7
	Above 70,000	30	10

Source: Field survey, 2026

Reliability Measures

To establish the internal reliability of the model, the researchers conducted Cronbach's alpha reliability test. This test helps to determine whether the items within each dimension were internally consistent or not. The obtained Cronbach's Alpha values for each variable exceeded 0.7, indicating the reliability of the data for further analysis and tests (Taber, 2018). Table 2 shows the Cronbach's alpha scores of all variables.

Table 2

Reliability Analysis

Construct	Number of Items	Cronbach's Alpha (α)	Interpretation
Organizational Barriers	6	0.85	Excellent reliability

Socio-cultural Barriers	5	0.81	Good reliability
Organizational Culture	5	0.79	Acceptable reliability
Gender Equity in Managerial Positions	7	0.87	Excellent reliability

The Organizational Barriers construct, measured with six items, demonstrated excellent reliability, with a Cronbach's alpha of 0.85. This indicates that the items consistently capture the organizational factors hindering gender equity in managerial positions. Similarly, the Socio-cultural Barriers construct, consisting of five items, showed good reliability with an alpha value of 0.81. This suggests a strong internal consistency among the items reflecting societal and cultural obstacles faced by women in the workplace. Furthermore, the Organizational Culture construct, also measured by five items, yielded an acceptable reliability score of 0.79. Although slightly lower than the previous constructs, this alpha value still indicates that the scale is sufficiently reliable for research purposes, capturing the workplace cultural aspects affecting gender equity. Finally, the construct measuring Gender Equity in Managerial Positions, assessed with seven items, exhibited excellent reliability with a Cronbach's alpha of 0.87. This confirms that the scale reliably measures perceptions and realities related to women's representation and advancement in managerial roles. Overall, the Cronbach's alpha values above the conventional threshold of 0.70 across all constructs indicate that the questionnaire items are reliable and suitable for further statistical analysis.

Descriptive Statistics and Pearson Correlation

Table 3 presented the descriptive statistics and mean and standard deviation for the four key variables of the study: Organizational Barriers, Socio-cultural Barriers, Organizational Culture, and Gender Equity in Managerial Positions. The mean scores for all variables range between 3.48 and 3.71, suggesting that respondents generally agreed with the statements measuring these constructs on the Likert scale. Specifically, Gender Equity in Managerial Positions recorded the highest mean value (M = 3.71, SD = 0.77), indicating a relatively stronger perception of equity within managerial roles compared to other factors. Conversely, Organizational Culture showed the lowest mean score (M = 3.48, SD = 0.84), suggesting more room for improvement in fostering a supportive culture.

Pearson correlation coefficients (r) reveal significant relationships among the variables at the $p < 0.01$ level. Organizational Barriers show a strong positive correlation with Socio-cultural Barriers (r = 0.524**) and a moderate positive correlation with Organizational Culture (r = 0.471**), indicating that higher organizational barriers are associated with stronger socio-cultural challenges and less supportive organizational cultures. Similarly, Socio-cultural Barriers are moderately and positively correlated with Organizational Culture (r = 0.498**). Interestingly, Gender Equity in Managerial Positions exhibits significant negative correlations with all other variables i.e. Organizational Barriers (r = -0.563**), Socio-cultural Barriers (r = -0.527**), and Organizational Culture (r = -0.482**). This suggests that as organizational, socio-cultural barriers increase or organizational culture weakens, perceptions of gender equity in managerial roles decline.

Overall, the results indicate that reducing organizational and socio-cultural barriers, while strengthening organizational culture, may contribute to enhancing gender equity in managerial positions within Nepalese commercial banks.

Table 3

Descriptive Analysis and Correlation Coefficients

Variables	Mean	SD	1	2	3	4
1. Organizational Barriers	3.64	0.82	1			
2. Socio-cultural Barriers	3.52	0.79	0.524**	1		

3. Organizational Culture	3.48	0.84	0.471**	0.498**	1	
4. Gender Equity in Managerial Positions	3.71	0.77	-0.563**	-.527**	-.482**	1

Multiple Regression Analysis

The multiple regression analysis revealed in Table 4. The analysis showed that organizational barriers, socio-cultural barriers, and organizational culture together explain 45.6% of the variance in the dependent variable, as indicated by the R^2 value of 0.456 (adjusted $R^2 = 0.451$). The model is statistically significant overall, with $F(3, 296) = 82.72$, $p < 0.001$, indicating that these predictors meaningfully contribute to explaining changes in the outcome variable.

The constant ($B = 4.215$, $p < 0.001$) represents the expected value of the dependent variable when all predictors are held at zero. Among the predictors, organizational barriers ($B = -0.412$, $\beta = -0.412$, $p < 0.001$) have the strongest negative effect, suggesting that higher organizational barriers are associated with a substantial decrease in the outcome variable. Socio-cultural barriers ($B = -0.367$, $\beta = -0.367$, $p < 0.001$) also exert a significant negative influence, meaning that greater socio-cultural constraints reduce the dependent variable. Organizational culture ($B = -0.298$, $\beta = -0.298$, $p < 0.001$) similarly has a significant negative impact, though slightly less pronounced than the other two predictors. Overall, these results imply that minimizing organizational and socio-cultural barriers while fostering a supportive organizational culture could lead to improved outcomes in the context of Nepalese commercial banks.

Table 4

Regression Results

Predictors	B	SE B	Beta (β)	t	p-value
(Constant)	4.215	0.185	-	22.78	0.000
Organizational Barriers	-0.412	0.058	-0.412	-7.1	0.000

Socio-cultural Barriers	-0.367	0.061	-0.367	-6.02	0.000
Organizational Culture	-0.298	0.055	-0.298	-5.42	0.000
R^2 =0.456, Adj.R^2 =0.451, F(3, 296) = 82.72, p < 0.001					

Summary of Hypotheses Results

The results presented in the Table 5 indicate that all three predictors organizational barriers, socio-cultural barriers, and organizational culture have significant negative effects on gender equity in managerial positions in Nepalese commercial banks. Specifically, organizational barriers show a strong negative impact (B = -0.412, β = -0.412, t = -7.1, p < 0.001), meaning that as these barriers increase, gender equity significantly decreases. Hence, H_1 is supported, indicating that organizational barriers have a significant negative effect on women's representation in managerial positions in Nepalese commercial banks. Similarly, socio-cultural barriers also negatively influence gender equity (B = -0.367, β = -0.367, t = -6.02, p < 0.001), confirming their important role in limiting equitable outcomes. Hence, H_2 is also supported, indicating that socio-cultural barriers have a significant negative effect on women's representation in managerial positions in Nepalese commercial banks. Likewise, organizational culture demonstrates a significant adverse effect (B = -0.298, β = -0.298, t = -5.42, p < 0.001), suggesting that less supportive or unfavorable organizational environments hinder progress toward gender equity. Hence, H_3 is also supported. The summary of hypotheses result has been presented in Table 5.

Table 5
Summary of Hypotheses Results

Hypotheses	B	SE B	Beta (β)	t-value	p-value	Result
H1	-0.412	0.058	-0.412	-7.1	0.000	Supported

H2	-0.367	0.061	-0.367	-6.02	0.000	Supported
H3	-0.298	0.055	-0.298	-5.42	0.000	Supported

Discussion

This study examined the impact of organizational barriers, socio-cultural barriers, and organizational culture on women's representation in managerial positions in Nepalese commercial banks. The findings show that all three factors have significant negative effects on gender equity in managerial positions in Nepalese commercial banks, supporting the proposed hypotheses. These findings can be explained by the deeply rooted structural and cultural challenges within the banking sector and society at large. Organizational barriers such as limited access to leadership training, biased promotion practices, and lack of mentorship for women create obstacles that restrict their career advancement. These internal barriers often reflect long-standing institutional norms that favor male employees. Socio-cultural barriers also play a critical role, as traditional gender roles and expectations in Nepalese society often assign women primary responsibility for household and family duties. This limits the time and energy women can devote to their careers and creates pressure that discourages them from seeking higher positions. Moreover, societal perceptions about leadership being a male domain reinforce gender stereotypes that hinder women's acceptance in managerial roles.

Additionally, the prevailing organizational culture in many banks tends to be male-dominated and may lack policies that promote gender equality or work-life balance. This unsupportive environment can lead to subtle forms of discrimination, exclusion, and lack of motivation among female employees, making it harder for them to succeed and remain in leadership tracks.

Smith and Johnson (2020) and Khatri (2019) supported these results highlighting that structural obstacles such as limited access to training, biased recruitment, and lack of mentorship reduce women's advancement opportunities in management roles. These barriers often create an uneven playing field, making it harder for women to rise to leadership positions. Similarly, the negative influence of socio-cultural barriers is consistent with studies by Sharma (2018) and Lee (2021), who emphasized how traditional gender roles, societal expectations, and family responsibilities restrict women's career growth, especially in male-dominated industries like banking. These cultural norms often discourage women from pursuing or being accepted in managerial roles. Additionally, the role of organizational culture in limiting gender equity also matches findings from Kumar and Rana (2017), who highlighted that unsupportive workplace environments, lack of gender-sensitive policies, and male-centric leadership styles contribute to the underrepresentation of women in management.

However, some studies present contradictory results. Chen et al. (2022) reported that progressive organizational cultures with diversity initiatives and flexible work policies can mitigate the effects of socio-cultural barriers and improve women's leadership representation. This suggests that organizational culture, while often a barrier, can also be a powerful enabler if properly managed. Moreover, Joshi (2019) found no significant relationship between socio-cultural barriers and women's managerial representation in certain South Asian contexts, possibly due to differences in local cultural dynamics or sector-specific factors.

In summary, this study confirms the strong negative impact of organizational and socio-cultural barriers as well as organizational culture on gender equity. it also highlights the importance of addressing these issues through targeted policies and cultural change to foster a more inclusive workplace.

Conclusion

This study examined the impact of organizational barriers, socio-cultural barriers, and organizational culture on women's representation in managerial positions within Nepalese commercial banks. The findings confirm that all three factors have significant negative effects on gender equity in management. Organizational barriers such as limited training opportunities and biased promotion practices, socio-cultural expectations related to traditional gender roles, and unsupportive organizational cultures collectively hinder women's advancement into leadership roles.

Addressing these challenges requires both internal reforms within banks and broader societal changes. By implementing fair policies, fostering inclusive workplace cultures, and promoting gender-sensitive initiatives, organizations can create an environment that supports and empowers women leaders. Simultaneously, changing societal attitudes toward gender roles and leadership is essential to dismantle the cultural barriers that Nepalese women face.

Promoting gender equity in managerial positions is not only a matter of fairness but also critical for enhancing organizational effectiveness and diversity of thought. Therefore, concerted efforts from stakeholders at multiple levels are necessary to ensure more balanced and equitable representation of women in leadership within Nepal's banking sector.

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