

# Elements that have an Impact on the Glass Ceiling as a Competitive Factor of Family-Owned Service Sector Companies in Tijuana, B.C., Mexico

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The participation of women today is more representative within the organizational structure of companies, resulting in a greater participation in management positions, increasingly recognizing their effort in the workplace. For a family business, it is fundamental to adapt to the current labour market, modify its appreciations and adapt some values so that it is competitive and able to remain in the market. Therefore, it is important for a woman to progress in the family business. Management must support their growth and develop a life and career plan to give them the opportunity to ascend within the organizational hierarchy. Hence the importance of conducting this research and determining the elements that directly affect the glass ceiling of family-owned service companies in Tijuana, B.C., Mexico. To achieve the results, 135 representative surveys were carried out on the employees of the family service sector companies registered in the Mexican Business Information System (SIEM), corresponding to Tijuana, Baja California, Mexico, the research being carried out during 2016 and the first four months of 2017. Quantitative research is applied to survey conduction through questionnaires to the employees of family companies in the service sector to obtain the results.

**Key words:** *Glass Ceiling, Family-owned Businesses, Service sector, Competitiveness.*  
**JEL:** F23, L2, L21, L25.

## **Introduction**

### ***Problem statement***

At present, more than 40% of jobs in companies in the world are occupied by women; however, gender inequality prevents women's work from translating into greater global growth. (Mendoza, 2012; Salam, 2016). Regarding Mexico, despite the increasing participation of women in the economically active population, there are still significant differences between the salary they earn and that of men. Statistical figures show that while the percentage of women earning less than a minimum wage reaches 13.6%, that of men at this same level is barely 5.5%. Likewise, the percentage of women earning one or two minimum wages reaches 32.4%, while that of men reaches 16.8%. In contrast, while 6.1% of men earn more than 10 minimum wages, women barely reach 2% according to Montes (2012). Observing the differences between men and women, when it comes to leadership, women have a number of characteristics that distinguish them from men; on the other hand, if those characteristics are especially valid for running an organization, the conception of women's leadership is linked to the idea that women should not necessarily choose work or family, by way of exclusion. (Nisser, & Ayedh, 2017; Pulido, 2014)

### ***Objectives***

To identify the profile of the managers of the family companies of the service sector of Tijuana, B.C., Mexico.

To identify if leadership, family reconciliation, occupational segregation and job satisfaction are elements that affect the glass ceiling of family businesses in the service sector of Tijuana, B.C., Mexico.

### ***Significance of the study***

It is important to study the glass ceiling because, according to Burin (2012), this refers to the fact that the path towards a more equitable distribution in the power relations between the genders in the workplace makes this exclusivity of women a moment necessary, but not enough, to make the potential of the feminine gender visible in any job position and to analyse elements such as leadership, family reconciliation and organizational culture. Thus the glass ceiling describes how the women's labour career is stagnant at a low-level hierarchical level, without being able to access the main positions of senior management responsible for making the most important decisions, simply because it is a woman, in a clear manifestation of labour discrimination. (Gaete-Fernandez, 2015; Mai, & Thuy, 2015).

### ***Scope of the study***

The present investigation is structured as follows: In the section of literature review, the arguments that support the glass ceiling in family companies are raised, as well as the research variables. Following the methodology used to determine the elements that affect the glass ceiling of family businesses in the service sector, the determination of the sample and its calculation, as well as the reliability of the instrument. The Pearson Correlation Matrix was used to determine the variables that affect glass ceiling. The following section also presents the results of the research and finally the conclusions that provide family companies in the services sector with a guideline in the workplace, limitations and future lines of research. It is hoped that the results obtained will serve as a guide for the family businesses of the Services Sector and for those interested in the subject of the family business, specifically in the glass ceiling, and that through them new thus encouraging a change of perspective regarding those practices that put women at a disadvantage.

### **Literature Review**

#### ***Family-owned businesses in the service sector***

Family businesses in Mexico are one of the most important sectors according to a study carried out (García, 2011), in which it refers that in the country 99% of the total of companies, that are equivalent to about four million, which are classified as micro, small and medium enterprises (OECD, 2007, INEGI 2006). Several authors have addressed the issue of family enterprises, such as Urzúa (2012), referring to the family business as the economic entity where the general direction, as well as the key positions for decision making, are occupied by people with consanguineous relationships. Recently, the Mare Nostrum Family Business Chair carried out a study in which it affirms that the presence of women in the position of managers in family businesses reaches 8.9% according to López (2014), the study identifies a low level of access of women to the various managerial positions within the organization, low or no salaries, under recognition and an imperceptible role; on the other hand, despite being a rather low figure, it projects a hopeful scenario for the female inclusion in the high positions of the family companies.

#### ***The glass ceiling***

The concept of a glass roof is first used in the 1980s as a metaphor for describing the invisible and artificial barriers that did not allow women to advance in the organizational hierarchy of companies (Johns, 2013). The term glass ceiling is an Anglo-Saxon concept that is commonly used to refer to the low representation of women in senior management positions within a company. Several authors have addressed the topic of the glass ceiling, which he calls the

invisible barrier that hinders or impedes the professional progress of women and their presence in decisive positions. (Lockwood, 2004, Jackson and O'Callaghan, 2009) mention that it addresses the barriers faced by women attempting to aspire to high corporate office. Thus the glass ceiling describes how the women's labour career is stagnant at a low-level hierarchical level, without being able to access the main top-management jobs responsible for making the most important decisions, simply because they are women or because of issues of racial discrimination when the phenomenon affects people of colour or race, in a clear manifestation of labour discrimination. (Gaete-Quezada, 2015). However Muciño, (2016), a circumstance that is usually identified when, without a justification related to merits, women find invisible brakes to ascend from hierarchy to the inside of companies.

### ***Barriers and factors limiting women's professional advancement***

According to Johns (2013), identifies four types of barriers, hindering women's access to managerial positions, including social, governmental, companies and the structural ones, these factors are in force today. In addition, four factors limit the professional advancement of women according to Vargas (2014), which are mentioned below: a) Hold on to not share responsibility. b) Neglecting contacts. c) Feed the paradigms. d) Stereotyping leadership. Research has cited a number of obstacles to women's access to decision-making positions. In particular, most authors who study this variable (Falkenberg, 1990; Brett and Stroh, 1997; Powell, 1999; Sarrió, et al 2002; Cohen and Huffman 2003; OIT, 2008; Albrecht et al. 2003) note the existence of a series of social and personal elements, which make it difficult for women to access management positions. This set of elements can be divided into two different groups depending on whether they are elements external to women (FE) and on which it cannot influence, or if on the contrary these are internal factors on which women can exercise some kind of influence or decision (IF). According to this classification, the main factors that determine the known glass ceiling would be: Internal factors (FI). Internal factors include training (both level and type of studies) and aspects related to the family and the role of women in this area. External factors (FE). External factors are considered all those that have a direct influence on women's professional career, and that come from their environment, such as sociocultural factors, corporate culture and company policies.

### ***Profile of the directive woman***

The profile of the directive woman presents different characteristics with respect to the man according to Castaño et al. (2010), in the first place, are younger (except in the age range of 30 to 45 years, where there are more women), have fewer children, have domestic help and earn less than their male counterparts despite having higher qualifications such as masters degrees,

doctorates and proficiency in English or sometimes even in a third language. (Durbin, 2002, Christofides et al., 2013). In addition women climb to these positions to a greater extent by internal promotions, while men are hired through an external selection. This suggests that women must first prove their worth to the position. Garcés (2017), also mentions that, although women with a university degree grow year on year, they have a much lower proportion of men than men in positions of high responsibility.

### ***Leadership***

Some of its power relations, which is exercised internally in the company, according to the power needs of the members of the organization. Belausteguigoitia (2010) mentions that, with appropriate leadership to the characteristics of property and the company, owners, directors, and workers in general will remain relatively united and will pursue the same common goal: to make a strong company profitable for shareholders and a good place to work. It is when women's leadership is to be considered according to Eagly and Carli (2007), women are associated with community qualities, which entail an interest in treating others with compassion.

### ***Family reconciliation***

The incorporation of women into the workplace implies a change of roles. Many couples perform these roles out of necessity, in order to compensate for the family gap in many different ways, for example, with the help of service people and relatives such as grandparents and uncles. This scheme usually requires the participation of the children in the domestic work, and even becomes necessary a greater presence of the father at home. This combination of roles may represent the only way out for families who aspire to provide their children with a better standard of living, although it may have significant family costs due to their neglect, especially when there are young children. (Belausteguigoitia, 2010).

### ***Occupational segregation***

Addessi et al. (2012) assert that women have more difficulty in having professional careers than men and that their wages are lower than those of men. Like Howard (2005), who applies his study to chess, a game in which despite the social changes that have taken place in recent years, women players are still a minority, play fewer tournaments and have careers professionals. One of the possible explanations given in the study is based on the different interests and abilities on the part of men and women. Most of the time, professional segregation based on gender starts from the personnel selection processes established by the companies.

### ***Work satisfaction***

The profile of the directive woman presents different characteristics with respect to the man according to Castaño et al. (2010), in the first place, are younger (except in the age range of 30 to 45 years, where there are more women), have fewer children, have domestic help and earn less than their male counterparts despite having higher qualifications such as master's degrees, doctorates and proficiency in English or sometimes even in a third language (Durbin, 2002, Christofides et al., 2013). In addition women climb to these positions to a greater extent by internal promotions, while men are hired through an external selection. This seems to indicate that women must first prove their worth for the position.

### ***Research Hypothesis***

Hypothesis 0: There is a direct relationship between glass ceiling and leadership, family conciliation, occupational segregation and job satisfaction in family-owned enterprises in the service sector.

### **Research Methodology**

The methodology of the research is quantitative and qualitative. The quantitative research is applied to surveys, through questionnaires to employees according to a random sample of the total population of family businesses of the Services Sector. The information collected with the application of the statistical program SPSS for the descriptive and inferential analysis was processed. For the inferential analysis the Pearson Matrix was used, since it is a statistical test to analyse the relationship between the measured variables in one level per ratio range. (Hernández Sampieri, 2010). Therefore the method used to measure the glass ceiling is through the Pearson Correlation Matrix, since it measures the degree of dependence of a variable with respect to the others.

The design of the sample is the result of the identification of a total population of the family businesses of the Services Sector, registered in the Mexican Business Information System (SIEM) of March 2016, Tijuana, B.C. Mexico and considering the percentage of presence on the total population, the sample was determined based on the factors that will be taken into account in the calculation of the sample, being that the population is considered with homogeneous characteristics, in addition, to be counted on a finite population, since the number of companies in the Services Sector is known and the representativity of the sample is determined by a permissible error of 0.060, with a confidence level of 95% and  $p = q = 0.5$ . As shown below in Table 1.

**Table 1:** Total Companies according to SIEM, March 2016

	<b>Population</b>	<b>Sample</b>
Total Companies	534	135

For the collection of information, personal interviews will be conducted to clarify any doubts that the interviewee had about any of the questions in the questionnaire that will be designed for this research. For the validation of the instrument to the study subjects, a questionnaire was applied which was designed and validated according to the subject of study, using a measurement scale with categories of answers of multiple choice, elaborating the descriptive tables and a matrix of correlation that allow an analysis of the main factors that affect in the happiness of the companies of the Industrial Sector. The validity of the questionnaire was determined by the reliability coefficient of Alfa-Cronbach, through the SPSS program, as shown in Table 2.

**Table 2:** Reliability Analysis

Alfa de Cronbach	No. of elements
.873	41

The questionnaire is composed of 41 questions using a measurement scale with categories of multiple choice answers which is composed of four sections according to the variables of the study of the research. The first ten questions are focused on the variable leadership. Therefore, a validity of these ten questions was carried out, which was determined by the reliability coefficient of Alfa-Cronbach, through the SPSS program, as shown in Table 3.

**Table 3:** Reliability Analysis Leadership Variable

Alfa de Cronbach	No. of elements
.781	10

The corresponding to family reconciliation variable, it is composed of eleven questions. To determine the validity of these eleven questions using the reliability coefficient of Alfa-Cronbach, through the SPSS program, the following result was obtained as it is shown in Table 4.

**Table 4:** Reliability Analysis Family Reconciliation Variable

Alfa de Cronbach	No. of elements
.882	11

While the variable of occupational segregation is composed of ten questions, to determine the validity of them, we used the reliability coefficient of Alfa-Cronbach, through the SPSS program, the following result was obtained as shown in Table 5.

**Table 5:** Reliability Analysis Occupational Segregation Variable

Alfa de Cronbach	No. of elements
.781	10

Finally, the variable of work satisfaction consists of 10 questions, to determine the validity of them, we used the reliability coefficient of Alfa-Cronbach, through the SPSS program, the following result was obtained as shown in Table 6.

**Table 6:** Reliability Analysis Work Satisfaction Variable

Alfa de Cronbach	No. of elements
.781	10

## Results

Table 7 shows the results of the profile of the managers of the family businesses of the Services Sector, the female presence in the companies headed by some member of the family is of the 54.72% in total of which the female presence in the direction family by family members is 19.66%, the average age range between 30 and 45 years when it comes to women accounting for 19.87%. In family businesses that are run by non-family managers, there is less presence of external managers and it is something that must be analysed by companies. Since non-family managers provide an interesting advantage as is the possibility that the property demands results for their management without family interference. (Meroño, 2009). In the case of the management of family businesses run by a non-family manager is represented by 45.28% are women, having a representative in senior management positions a relative outside the family



only 17.96% women, also having a rank of average age between 30 to 45 years old at 16.05%. As a result, the profile of women is lower compared to the profile of the men who work in this sector since the total number of women hired at the management level by the family management who are members of the family is 52.14% compared to men who represent 64.60%. The same happens in the management of the family business by executives outside the family, representing a total of 47.86% of women, while the percentage of men is higher, being 35.40%. with respect to man according to Castaño et al. (2010), in the first place, are younger (except in the age group of 30 to 45 years, where there are more women).

**Table 7:** Profile of Managers Regarding the Direction of the Ownership Family and Age Range

Manager profile	Sex Women	Sex Mens	Manager family owner	Women manager family owner	Mens Manager family owner	Age Range 30-45 years	Age Women	Age Mens
135 respondents	48	87						
According to the type of family manager by family members	52.14%	64.60%	54.72%	19.66%	35.06%	55.30%	19.87%	35.43%
According to the management of the family business by non-family managers	47.86%	35.40%	45.28%	17.96%	27.32%	44.70%	16.05%	28.65%
Total	100%	100%	100%	37.62%	62.38%	100%	35.92%	64.08%

Table 8 shows the results of the profile of the managers of the family businesses of the Services Sector, the female presence in the companies headed by a family member in which the seniority of the women in the family management by the members of the family is 23.06%, and in women who are outside the family who hold senior positions their age is equal to 19.40%

Likewise, women who hold managerial positions with a university education that are members of the family represent 15.20%, while women outside the family 23.72% also have university studies. Therefore, according to Garcés (2017), although women with a university degree grow year-on-year, they have a much lower proportion of men than men in highly responsible positions. This reality corroborates the existence of barriers that impede the professional promotion of women. This is presented in the family businesses of the services sector.

**Table 8:** Profile of the managers regarding the antiquity and university studies

Manager profile 135 respondents	Sex Woman 48	Sex Mens 87	Old Range 4 – 6 years	Women Range 4 – 6 years	Mens Range 2 – 6 years	University studies	Women University studies	Men University studies
According to the type of family managers by family members	52.14%	64.60%	51.02%	23.06%	27.96%	37.51%	15.20%	22.31%
According to the management of the family business by non-family manager	47.86%	35.40%	48.98%	19.40%	29.58%	62.43%	23.72%	38.71%
Total	100%	100%	100%	42.46%	57.54%	100%	38.98%	61.02%

### ***Relationship between Variables***

Pearson Correlation Matrix was used to determine the variables in which correlation exists. Results of the correlations allow to conclude that two variables are related to two other variables: It is proposed as a research strategy that, based on the empirical evidence from the Pearson correlation coefficient matrix, consider only those significant correlations to the rank of 0.01 and 0.05 and of a magnitude equal to or greater than 0.5, which represents a moderate to strong positive correlation. As shown in Table 5.

**Table 5:** Bivariate Correlations (Pearson Matrix) of the independent variables

Correlation between Variables	Correlation
Leadership	0.747**
Family reconciliation	0.638**
Work Segregation	0.645**
Work satisfaction	0.683**

When performing the correlation analysis, it is determined that the elements that directly affect the glass ceiling of family businesses in the services sector are as follows:

With respect to leadership, there is a correlation of 0.747, since, despite the fact that companies allow women to occupy managerial positions and have wide freedom for decision making, as a result of competitive recruitment processes external; with the result that women achieve effective and transformational leadership, have a high capacity to reach consensus with the family and therefore share the family values of the administration, are limited because if there is resistance of men when a woman exercises the leadership by not giving her place as a manager by not respecting their hierarchical level, which is why most of the times they adopt a participatory style, integrating all their collaborators to work as a team and to make decisions together, in case that they do not find the necessary support adopt a style of autocratic leadership and as a last option.

In terms of family reconciliation, a correlation of 0.638 was obtained, since women opted for a management position if they needed to agree with their family, especially with the husband or partner and more when they already had children, because be the one who supports their decision given that one must look for ways to balance work and domestic tasks, such as who is going to look after the children, whether to hire a person to do the domestic activities, who will take the children to school and if they are old enough to involve them in the housework, so if it is a limitation since the couple should seek a balance between family and work so as not

to generate a vacuum in it. The support of the family is vital so that a woman can have a professional career at the managerial level without limiting her family.

However, with regard to labour segregation, the result of the correlation is quite high with a result of 0.645, although the selection process is competitive to hire qualified personnel, they do not have the same opportunities internally, it is more difficult to be promoted unlike their peers even with the same experience and qualifications, they have to strive twice to demonstrate to family business owners their ability to perform in positions of a higher hierarchical level with greater responsibility and that they will perform equal or better than a man. In family companies in the service sector, they are continuously trained as an attractive place to enter, but it is not an element to be promoted to managerial positions. Another way of segregation that is presented is in terms of salary, women can hold management positions but what they perceive is not the same income as men, despite having the same capacity, just for the simple fact of being women.

With respect to the job satisfaction of the woman who occupies a managerial position, a correlation of 0.683 was obtained, it can be said that a half job satisfaction is presented, since they feel unsatisfied when they do not achieve the promotion they wish for the simple fact of being women and not being valued for their experience, capacity and training, also for not considering them able to occupy the position for being married or having children, also for having been promoted at a managerial level and represents a promotion in their careers, this promotion with the promise of a higher salary expectation, that is to say, a salary increase and a package of benefits, but not all of them were granted and are already occupying the managerial position causing a job dissatisfaction, linked directly with the labour segregation, if they are committed to their work which is part of job satisfaction, but this commitment is diminishing when they do not feel. It is also important for women to achieve a balance between work and family, at managerial levels beforehand. They know that work is absorbing which brings a conflict for them because they cannot devote the necessary time to the work and the family. This satisfaction is achieved once she reaches the balance both in her work and in her professional life, through balancing the situations that are presented to her and integrating work and family in her daily life.

The objectives were reached since the profile of the women in the family businesses of the service sector was determined, being the following one: age of 30 to 45 years, with a seniority of 4 to 6 years with studies at university level, both that are members of the family as those who are outside the family.

It was also identified that leadership, family reconciliation, occupational segregation and job satisfaction are elements that affect the glass ceiling of family businesses in the service sector of Tijuana, B.C., Mexico

Checking the null hypothesis that the variables of leadership, family reconciliation, occupational segregation and job satisfaction are elements that do not affect the glass ceiling of family companies in the service sector of Tijuana, B.C., Mexico.

## **Discussion and Conclusion**

The profile of women in managerial positions, that is, managers are based on a selection of competitive processes for the selection of managers outside the family to be hired in companies, within the process can be incorporated into the same family or external executives, taking as contracting criteria for professionals outside the family, who have higher education relevant to hold the positions. They present an adaptive profile as they combine work with the family.

While the existence of competitive processes for the selection of managers outside the family, these are competent, they are trained and training is an attractive place for women to join companies, the training they receive on a continuous basis allowing them the possibility of professional growth and therefore generate a sense of loyalty and belonging to the organization.

The variables of leadership, family conciliation, occupational segregation and job satisfaction if they have a direct correlation with the glass ceiling are therefore elements that affect the glass ceiling of family companies in the service sector of Tijuana, B.C., Mexico. Hence the null hypothesis is accepted; which means that companies in this sector if they present the glass ceiling because if the implicit barriers are within the organizational culture imperceptibly, hindering the growth of women to occupy a high level or managerial position, giving discriminatory practices and gender inequality.

According to the correlation analysis, the leadership variable is the highest of the four, which is why it should be given more attention, because the women exercised in the services sector are effective and transformational, they are perceptive, empathic with their collaborators and support them, in addition to that the company gives guidelines to this type of leadership, but the limitation is presented that men take them as for what they have as a last option to exercise an autocratic leadership, which is not viable because it creates an image of an authoritarian and inflexible woman, so the company must establish mechanisms to eliminate this barrier imposed by its colleagues, who are at the same level, as Eagly and Carly (2007) mention. Different style of female leadership, yes there is, generally, women leaders are somewhat more

transformational, especially when it comes to offering support and encouragement to the subordinates. They also adopt more reward behaviours that constitute a leadership that has been established than the style, which is more given in modern companies, which is not characterized in the family businesses of this sector, but in spite of this presents this type of leadership in women.

Likewise, the **family reconciliation** variable is not one of the highest of the correlations, but it is one of the most important because the woman, when she does not find the support of the family, will find her career limited to intermediate positions. A professional growth within the company needs the support of her husband and even of their children if they are older, in the case of having small children, it's necessary to determine who will care for them and at the same time be educated by both parents and reach a consensus about how this personal and family balance is to be achieved and does not end in a personal conflict affecting the workforce. Also, service sector enterprises should seek such balanced participation by introducing equal opportunities in jobs, varying roles in those positions, and eliminating the traditional stereotypes faced by women. Equally, the reconciliation of family and work life should ensure equality between women and men so that, for example, marital status for women is not an impediment to high-level positions or positions with greater responsibilities. Therefore the family conciliation should facilitate the labour aspect so that at the same time a professional career can be maintained where the woman feels full and at the same time she can exercise the right not only to take care of her family, to continue her professional training if she wishes or enjoy her free time.

The highest correlation found was that of **labour segregation** with 0.765 and is the one that has the highest incidence in the glass ceiling of family businesses in the service sector, have competitive selection processes and train people who contract outside the family, alone that promotions are not very frequent, internal gender inequality exists, men are easily promoted even though they have the same capacities and qualifications, this means a social exclusion of women, first because they occupy more positions of lower status and unfavourable working conditions, giving promotions to women slowly and demonstrating that they are fit for the positions and that their personal or family status will not affect the position they occupy at a high level or managerial level. Sometimes this promotion arrives with an expectation of salary and package of higher benefits but they are not granted, only the promotion remains in occupying a higher position within the company and with more responsibilities, therefore the wage segregation is presented to the there is no equity in wages. Therefore the vertical segregation or the glass ceiling is an evident reality in this type of companies Since there are few that occupy managerial positions with personnel in charge.

The last variable that was analysed through the correlational study is the **job satisfaction**, being this partial, the evidence shows that women are satisfied when their jobs are intellectually stimulating and they face challenges, through equitable rewards, favourable working conditions and colleagues who cooperate with them and work at the same time, companies in the service sector do not have clearly defined promotion policies, therefore these promotions are not clear and congruent with the expectations of women, provoking a job dissatisfaction, in addition that the salaries are not equitable, this directly linked to the variable of labour segregation, makes the labour dissatisfaction is greater. Unlike companies that made their decisions of the promotions under clear policies and established criteria so that they were congruent and with equitable salaries they would break the glass ceiling that they present at the moment. Women in managerial positions prefer these positions because they provide them with the opportunity to apply their knowledge, experiences and skills, but the company must provide feedback about whether they are doing well, because it represents an intellectual stimulus for them. Not giving this feedback generates frustration and even feelings of failure or that they are adrift. Another important point in job satisfaction is the favourable conditions that the company gives its employees, the tendency of women is to find work environments that are safe, pleasant, clean and with the least distractions by the type of work of high level which they occupy, which in a partial way they are given.

Companies in the service sector must work on breaking the glass ceiling and gradually remove those invisible barriers that are part of their organizational culture that does not give women the same opportunity within them. The biggest challenge they face is to foster the culture they celebrate and to promote women's leadership, which is present, but has to be supported by co-workers. Promotions of inclusive jobs, to avoid gender discrimination and equality of opportunity for both. It is something that will take time, given the Mexican culture where *machismo* still predominates, but it is a step that the familiar companies of the service sector should give if they want to continue in the market and to be competitive and even in the near future to penetrate in global markets.

### **Limitations**

The main limitation of the research that was presented was the collection of information, first because it was a topic related to women such as the glass ceiling and the other point due basically to the fear of the entrepreneurs to provide data and information of their companies, attributed to the levels of insecurity that exist in the country, and specifically in the city of Tijuana, Baja California, Mexico, where the study was carried out, significantly prolonging the period to collect the data and therefore of the investigation.



### **Recommendations for the Further Research**

It is recommended for future work, to continue in the same line of research but at a regional level, so that results can be compared in the different cities of the region and a comparative study can be made. In addition to the fact that the subject of the glass ceiling in which the woman is immersed is a matter of society as a whole, for this reason the measures to reduce it must be taken by all those involved, in this case, the government and the companies, so the government ensures equal opportunity to access management positions without presenting these invisible barriers and supports family businesses to implement this equality in access to this type of work.



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