The Role of Family-work Conflict, Self-confidence on Leadership Aspirations of Women in Banking Sector

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ABSTRACT

Research background: Drawing on glass-ceiling and self-efficacy theories, this study examines how social and psychological factors shape women's leadership aspirations in Pakistan's banking sector. The focal factors are family–work conflict, self-confidence, and diversity climate.

Purpose of the article: The study further investigates the moderating role of family support and the mediating role of organizational culture in explaining women's leadership aspirations.

Methods: Survey data were collected from 214 female employees in Pakistan's banking sector. Partial least squares structural equation modelling (PLS-SEM) was applied to test the proposed hypotheses.

Findings & Value added: The findings show a significant positive direct relationship between self-confidence and leadership aspirations, whereas family–work conflict has no direct effect. Diversity climate exhibits a significant direct association with leadership aspirations; however, its indirect effect via organizational culture is not significant. Organizational culture emerges as a key mediator in the relationship between self-confidence and leadership aspirations. The study contributes empirical evidence on how psychological and social factors interact to shape women's leadership aspirations and advances the literature by examining an under-researched setting—Pakistan's banking sector in a developing-country context.

INTRODUCTION

Gender equality and workplace diversity have attracted sustained global attention, particularly in relation to organizational leadership and governance (Shivhare, 2025). Despite notable increases in women's labour-force participation, substantial gender disparities persist—especially in positions of authority and decision-making (Cornejo-Abarca et al., 2025; Plückelmann et al., 2024). Although more women are entering the workforce, only a small proportion reach executive roles (Taparia & Lenka, 2025). Advancement within organizational hierarchies is often constrained by structural and cultural barriers commonly described as the "glass ceiling." In professional settings, women frequently face limited access to leadership role models and mentors, further impeding career progression (O'Brien et al., 2023). Moreover, gender stereotypes, work–life balance constraints, and uncons-

cious bias in promotion and performance evaluation processes intensify women's under-representation in leadership (Gierke et al., 2025).

Evidence from the McKinsey Global Institute (2024) suggests that women are less likely than men to secure entry-level roles, contributing to early under-representation. Women are also markedly less likely to receive their first promotion to a managerial position, and progress on this front remains slow. In 2018, for every 100 men promoted to manager, only 79 women were promoted; by 2024, this figure had increased only slightly to 81. This "broken rung" at the first step into management leads to persistent under-representation at the managerial level and, consequently, restricts progression into senior leadership.

Recent scholarship has examined how individual, social, organizational, cultural, and structural (glass-ceiling) factors shape women's access to leadership roles (Ferrari, 2025). Social factors are particularly difficult to reform because they are embedded in multiple domains of life—including religion, family roles, and socioeconomic status—and tend to change gradually over time. Consistent with this view, Hoyt and Simon (2024) argue that such social constructions continue to constitute substantial barriers to women's leadership advancement. Within this context, strong family support can also be decisive in enabling women's progression into leadership roles. Recent studies have therefore called for deeper examination of the social and psychological factors shaping working women's experiences and outcomes in the workplace (Ahmed & Riaz, 2025). Responding to this call, the present study investigates how psychological and social factors jointly influence women's career advancement, with the aim of generating insights that can strengthen organizational culture and support gender equality in the workplace.

RQ1. How can the social and psychological factors affecting women in leadership aspirations be addressed in the context of Pakistan's banking industry?

THEORETICAL BACKGROUND

Theoretical Perspectives of Glass Ceiling Effect Theory and Self-Efficacy Theory

The constructs of diversity climate, women's leadership aspirations, family–work conflict, and organizational culture are grounded in glass ceiling theory (Kamberi, 2025). The glass ceiling refers to a pervasive workplace phenomenon in which women and minority groups face barriers to advancement into managerial roles despite possessing the requisite capabilities (Nisha & Vasumathi, 2025). The "glass" metaphor underscores that these barriers are rarely codified or openly stated; instead, they arise from systemic, organizational, and cultural practices that are often difficult to identify and contest (Lala et al., 2025). While women may aspire to leadership, their career mobility is frequently constrained by prejudice and stereotyping (Akanji et al., 2024). In many contexts, tradi-

tional gender-role expectations contribute to the perception that women are less suited to managing organizations. Common manifestations include limited access to developmental assignments, exclusion from informal organizational networks ("the grapevine"), and insufficient sponsorship (Ito & Bligh, 2024).

Recent evidence underscores the organizational relevance of addressing these barriers. For instance, Tariq et al. (2025) argue that increasing women's representation on boards can promote gender equality and meritocracy and may foster more transparent and cooperative decision-making, benefiting banks at the organizational level. Similarly, Zenebe et al. (2025) identify inadequate networking opportunities and work–life conflict as major impediments to women's representation across both upper and lower management tiers. Relatedly, Poma and Pistoresi (2024) highlight policy debates around gender quotas even for top executive positions (e.g., CEO or president), noting a potential "double spillover effect" that could influence both other roles within targeted firms and firms not directly subject to quotas. Given the persistence of male-dominated organizational structures and conservative social norms in many settings, glass ceiling theory provides a particularly appropriate lens for examining the constraints faced by women professionals.

In addition to structural barriers, psychological resources also shape women's career trajectories. Prior research indicates that self-efficacy and family support can positively influence psychological well-being (Ozer, 2024). Stronger self-efficacy is also associated with greater perceived control and is predictive of lower stress and higher life satisfaction and happiness (Babazadeh et al., 2025). In organizational contexts, self-efficacy has been shown to function as a key mechanism linking workplace inputs to employee outcomes. For example, Yoon et al. (2024) report that supervisor knowledge sharing is positively related to creative behavior, with self-efficacy operating as a mediator; they further show that work–family conflict weakens this indirect effect. De Clercq and Belausteguigoitia (2024) similarly suggest that work-related frustrations can spill over into the family domain, dampening creative effort, particularly when employees develop intentions to leave. Extending this line of inquiry, Yan and Takahashi (2025) examine how leadership may influence work–family conflict through a self-efficacy lens. More broadly, motivation and performance are strongly shaped by individuals' efficacy beliefs regarding their ability to accomplish task demands and goals.

Family-Work Conflict and Leadership Aspiration of Women

Recent evidence suggests that family–work conflict can create substantial hurdles for women seeking to attain leadership positions (Ahmed & Riaz, 2025). Similarly, Chang et al. (2025) report persistent gender disparities in corporate leadership and attribute part of this gap to women's disproportionate family responsibilities and the resulting work–family tensions. The dual demands of managing paid work and household responsibilities often

place women at a disadvantage, particularly in contexts where they continue to be viewed as primary caregivers (Gerçek, 2025).

Leadership aspiration refers to an individual's internal motivation and intention to pursue leadership roles, including both the desire to attain such positions and the willingness to assume and perform leadership responsibilities (Nair & Kumar, 2024). In gender-focused research, women's leadership aspirations have also been framed as an intentional orientation toward pursuing future trajectories aligned with personal visions, ambitions, and a sense of purpose—even when such ambitions are not explicitly articulated as leadership goals (Kinahan et al., 2025).

H1. Women who experience higher levels of family-work conflict will have lower leadership aspirations compared to women who experience lower levels of family-work conflict.

Diversity Climate on Leadership Aspiration of Women

Diversity climate refers to employees' perceptions of the extent to which their organization values diversity, as reflected in informal norms, formal structures, policies, and the social inclusion of underrepresented employees (Pillai & Arora, 2025). Despite progress toward gender equality in the workforce, women remain underrepresented in leadership roles across many organizations (Tushabe et al., 2025). Diversity climate is also expressed through observable organizational actions that signal the importance of diversity, including training initiatives, leadership communication, recruitment and selection practices, and the deliberate incorporation of diverse perspectives in decision-making (Houston et al., 2025). As Williams (2023) notes, leadership diversity is not merely a question of representation but also of achieving a critical mass that can enable meaningful organizational change. In this context, a supportive diversity climate is expected to strengthen women's leadership aspirations.

H2. Higher levels of workplace diversity are associated with increased leadership aspirations among women.

Self Confidence and Leadership Aspiration of Women

Self-confidence is widely recognized as a core attribute underpinning effective leadership performance (Dhillon et al., 2025). Prior research indicates that low self-confidence—often expressed as self-doubt, fear of failure, and anxiety—combined with an unwelcoming masculine organizational culture can undermine women's success and contribute to perceptions of constrained career progression (Bates et al., 2025). Relatedly, Maheshwari (2025) highlights that personal qualities frequently associated with women managers—such as determination, self-confidence, and the ability to assert themselves in interactions with male colleagues—are perceived as influential in women's participation in decision-making and are important for strengthening self-esteem and professional aspirations. Taken together, these findings suggest that workplace experiences and leadership-related roles can play a meaningful part in shaping and reinforcing women's self-confidence.

H3. Women with higher levels of self-confidence will have higher leadership aspirations compared to women with lower levels of self-confidence.

Mediating effect of Organizational Culture

Organizational culture is widely regarded as a critical element of public-sector organizations (Quinn et al., 2025). A substantial body of research links organizational culture to overall organizational performance, indicating that cultural attributes can influence performance outcomes directly; when such attributes are constructive, they can facilitate organizational growth (Su et al., 2025). Prior studies also suggest that a positive culture that encourages learning, collaboration, and development can strengthen leadership effectiveness across organizational levels (Ahsan, 2025). Similarly, Riza et al. (2025) emphasize the central role of organizational culture in shaping leadership behaviors and effectiveness. Overall, organizational culture plays a vital role in employees' day-to-day workplace experiences and in the broader conditions that enable effective leadership.

H4. Organizational culture positively mediates the relationship between self-confidence and the leadership aspiration of women.

H5. Organizational culture mediates the relationship between diversity and the leadership aspiration of women.

H6. Organizational culture mediates the relationship between family work conflict and the leadership aspiration of women.

Moderating role of Family Support

Family support and self-confidence have been linked to stronger business performance (Bansal et al., 2025). However, research examining how family roles, self-confidence, and performance interact has produced mixed and context-dependent findings (Floris & Palmas, 2025). In particular, Kurniawan et al. (2025) argue that moral and emotional support from family can be more consequential for women entrepreneurs' success than formal skills or business knowledge alone.

Related work suggests that many women manage work–life boundaries through integration rather than strict separation, partly because entrepreneurial careers can blur the boundaries between work and family spheres. Tahir (2024) notes that this integration is often imposed on women entrepreneurs due to family-role pressures, societal expectations, and entrepreneurial demands, leaving them in a largely reactive position—simultaneously managing social, family, and business responsibilities with limited autonomy. Taken together, these findings indicate that in male-dominated contexts, women's career development may be constrained when family support is weak or inconsistent, particularly when women's employment outside the home conflicts with prevailing social norms.

H7. Self-confidence will positively affect leadership aspirations through organizational culture, and this effect will be stronger when family support is high.

H8. A positive gender climate will enhance leadership aspirations through organizational culture, with the effect stronger for women who have high family support.

H9. Family-work conflict will negatively affect leadership aspirations through organizational culture, with this effect weaker for women who receive high family support.

RESEARCH OBJECTIVE, METHODOLOGY AND DATA

This study investigates how psychological and social factors jointly influence women's career advancement, offering insights to enhance organizational culture and drive gender equality in the workplace. This study utilizes a quantitative research method to examine the impact of psychological and social factors on women's participation in leadership roles within Pakistan's banking sector. A survey-based approach has been chosen to collect primary data from female professionals currently employed in various leadership and non-leadership positions within the banking industry. This strategy revolves around gathering quantifiable data from working women, particularly those in the banking sector of Pakistan.

The several scales to measure the variables effectively. The Family-Work Conflict Scale is used to assess independent variable adapted from Netemeyer et al. (1996) - Family-Work Conflict, which examines how family responsibilities interfere with work roles. To assess dependent variable, Leadership Aspiration of Women, this study adapted the scale Career Aspiration Scale (CAS) from Gray et al. (2007), which gauges women's motivation and ambition to seek leadership roles. Additionally, the Generalized Self-Efficacy Scale is employed to measure the independent variable, Self-Confidence (Chen et al., 2001). For the independent variable Diversity, this study used the Diversity Climate Scale to capture perceptions of Diversity within the workplace, adapted from Kossek & Zonia (1993). This study adapted the family support scale from King et al. (1995). Finally, this study adapted the scale of organizational culture from Jung et al. (2009).

Data Collection and Sample

Sampling technique refers to the method used to select a subset of individuals or items from a larger population. Theoretical or purposive sampling. Each technique has its own advantages and is used based on the specific research objectives. The technique of purposive sampling has been used in this research. This technique involves researchers deliberately selecting specific individuals or items for their sample based on unique characteristics or expertise.

In the current study, the researcher abided by ethical norms, which ensured the study did not fail on any ethical fronts. The first ethical norm that researchers ensured was maintaining the confidentiality of all the participants. Any personal or professional information of participants was not shared with any third party. The researcher also ensured that all the information related to participants was kept in a password-protected laptop, which was only accessible by the researcher. The third ethical norm that the researcher abided by was preventing any form of bias while using information from any secondary sources. For the present research, 240 responses were initially gathered, with 214 meeting the eligibility criteria for inclusion in the analysis. The qualified participants were women who are either currently employed or have previously worked in Pakistan's banking sector. The remaining 26 responses were excluded as they did not satisfy the required qualifications.

A comprehensive evaluation of the measurement model was conducted as the initial step in Partial Least Squares Structural Equation Modelling (PLS-SEM) to guarantee its correctness and robustness. The first step was to check the constructs' reliability, which is crucial for making sure the model's items consistently measure the right variables. To check if the items are consistent and stable across samples, we used composite reliability and Cronbach's alpha as reliability indicators. Composite reliability values were between 0.875 and 0.946, while Cronbach's alpha values were between 0.81 and 0.936. Both tests showed readings higher than the acceptable cutoff of 0.70 (Table 1).

RESULTS

Most of the respondents were aged between 25 and 34, accounting for 60.7% of the sample, while 30.4% were in the 18-24 age range. Smaller percentages of respondents were found in the 35-44 age group (7.5%), 45-54 age group (0.9%), and those aged 55 and above (0.5%, only one respondent). When examining marital status, many of the participants were single, comprising 69.6%, followed by 29.0% who were married. A minor portion was divorced (0.9%) or widowed (0.5%, one respondent). Regarding professional experience, the majority (75.2%) had less than five years of experience. In comparison, 21.0% had between five and 15 years of experience, and only 3.7% (8 respondents) reported having over 15 years in the banking sector. In terms of job positions, most respondents occupied mid-level or associate roles (55.6%), with entry-level positions accounting for 26.2%. Senior-level or managerial positions were held by 17.3%, while only 0.9% (2 respondents) were Vice Presidents, and no respondents were in C-suite executive positions. The findings predominantly reflect the expe-

Table 2: Heterotrait-Monotrait (HTMT) Ratio for discriminant validity

Variables	DCO	FS	FWC	LA	OC
DCO					
FS	0.62				
FWC	0.231	0.235			
LA	0.695	1.023	0.229		
OC	0.682	0.872	0.127	0.884	
SC	0.658	0.854	0.234	0.887	1.012

Source: own research

Table 1: Reliability, consistency and convergent validity

Construct	Items	Loadings	CB alpha	CR	AVE
Diversity Climate of Organization	DCO1	0.795	0.884	0.92	0.743
	DCO2	0.861			
	DCO3	0.9			
	DCO4	0.888			
Family Support	FS1	0.861	0.916	0.937	0.749
	FS2	0.863			
	FS3	0.832			
	FS4	0.844			
	FS5	0.925			
Family-Work Conflict	FWC1	0.823	0.886	0.912	0.675
	FWC2	0.835			
	FWC3	0.816			
	FWC4	0.853			
	FWC5	0.779			
Organizational Culture	OC1	0.8	0.81	0.875	0.637
	OC2	0.807			
	OC3	0.823			
	OC4	0.763			
Self-confidence	SC1	0.85	0.876	0.909	0.668
	SC2	0.837			
	SC3	0.799			
	SC4	0.802			
	SC5	0.797			
Leadership Aspiration of Women	LA1	0.869	0.936	0.946	0.662
	LA2	0.819			
	LA3	0.816			
	LA4	0.824			
	LA5	0.844			
	LA6	0.851			
	LA7	0.754			
	LA8	0.797			
	LA9	0.738			

Source: own research

Table 3: Hypotheses testing

	Hypothesis	β-value	Sample mean	Std. deviation	T value	P value	Decision
H1	FWC -> LA	-0.025	-0.03	0.033	0.739	0.230	Rejected
H2	DCO -> LA	0.23	0.23	0.04	5.756	0.000	Supported
H3	SC -> LA	0.605	0.603	0.042	14.262	0.000	Supported
H4	SC -> OC -> LA	0.159	0.158	0.042	3.819	0.000	Supported
H5	DCO -> OC -> LA	0.018	0.017	0.012	1.495	0.067	Rejected
H6	FWC -> OC -> LA	0.028	0.028	0.016	1.744	0.041	Supported
H7	FS x SC -> OC -> LA	-0.004	-0.005	0.012	0.351	0.363	Rejected
H8	FS x DCO -> OC -> LA	-0.027	-0.027	0.014	1.88	0.030	Supported
H9	FS x FWC -> OC -> LA	0.018	0.018	0.012	1.465	0.071	Rejected

Source: own calculation

riences of younger, early to mid-career women in Pakistan's banking industry.

The Table 2 analysis examines the degree of correlation between different constructs, helping to determine the extent to which each construct is unique and not merely a reflection of another. Additionally, it aids in evaluating the item composition of each construct (Hair et al., 2019). Heterotrait-Monotrait Ratio (HTMT Ratio) was used to calculate the discriminant validity of the measurement model. HTMT Criteria Analysis should meet the requirement in which the HTMT value should be greater than 0.85 (Kline, 2011).

Statistical hypotheses testing

The results of path analysis are demonstrated in Table 3. Family-Work Conflict (FWC), with a p-value of 0.230, has an insignificant impact on Leadership Aspirations of Women (LA). Diversity Climate of Organization (DCO) has a significant and moderate direct impact on LA (β = 0.23, t = 5.756). This indicates that higher levels of Diversity in organizations are likely to have higher Leadership Aspirations in women working in the organization. Furthermore, Self-Confidence (SC) has a significant and strong positive relationship with LA (β = 0.605, t = 14.262), indicating that women with high levels of Self-Confidence are significantly more likely to have strong Leadership Aspirations compared to those with lower self-confidence.

The path analysis further revealed a statistically significant positive indirect effect of Self-Confidence (SC) on Leadership Aspiration (LA) through Organizational Culture (OC) (β = 0.159, t = 3.819). This suggests that individuals with higher levels of Self-Confidence tend to perceive a more positive Organizational Culture, which in turn fosters and encourages Leadership Aspirations. This finding highlights the crucial role of Organizational Culture as a mediator in the relationship between Self-Confidence and Leadership Aspiration. Furthermore, the indirect effect of DCO on LA through OC was not statistically significant (p-value = 0.067). This suggests that while DCO may influence OC, this influence does not significantly impact Leadership Aspirations.

Moreover, a marginally significant positive indirect effect of Family-Work Conflict (FWC) on Leadership Aspiration (LA) through Organizational Culture (OC) (β = 0.028, t = 1.744) has also been seen. This suggests that individuals experiencing higher levels of Family-Work Conflict may perceive a slightly more positive Organizational Culture, which in turn may have a minor positive impact on their Leadership Aspirations. However, the strength of this effect is relatively weak, and the statistical significance is marginal, requiring further investigation to confirm these findings.

Analysis of the interaction terms revealed no statistically significant indirect effects on Leadership Aspiration (LA) through Organizational Culture (OC). Specifically, the interaction between Family Support (FS) and Self-Confidence (SC) did not significantly influence LA (p-value = 0.363). Similarly, the interaction between Family Support (FS) and Family-Work Conflict (FWC) showed no significant impact on LA (p-value = 0.071). These findings suggest that the combined influences of these interaction terms on Organizational Culture do not have a significant impact on Leadership Aspirations. On the other hand, the analysis revealed a marginally significant negative indirect effect of the interaction between Family Support (FS) and Diversity Climate in the Organization (DCO) on Leadership Aspiration (LA) through Organizational Culture (OC) (β = -0.027, t = 1.88). This suggests a weak negative relationship. As Family Support increases in conjunction with a more inclusive Diversity Climate, there may be a slight decrease in perceived overall Organizational Culture, which in turn may have a minor negative impact on Leadership Aspirations.

The R-squared values for Leadership Aspiration (LA) and Organizational Culture (OC) were 0.708 and 0.785, respectively. These values indicate that the models effectively explain a substantial portion of the variance in both LA and OC, with approximately 70.8% and 78.5% of the variance explained by the independent variables.

DISCUSSION

This research demonstrated that a diverse culture in the organization positively impacts the occurrence of leadership aspiration among women. Women working in companies that have diversity and inclusion are more likely to aspire to leadership roles. This aligns with research suggesting that diverse and inclusive work environments enhance women's participation in leadership and career opportunities and reduce barriers to leadership (Naseviciute & Juceviciene, 2024). The current study found a positive effect of self-confidence on the leadership aspirations of women, which has been supported by hypothesis testing. Self-confident women are more likely to aspire and envision themselves in leadership roles. The research by Dhillon et al. (2025) has shown that employees with strong self-efficacy in their field, high self-esteem, and a strong drive for career growth are directly linked to improved performance and career progression.

This study revealed a negative relationship between family-work and leadership aspiration, which highlights the adverse impact of family-work conflict on leadership aspiration. These results contradict the study by Gull et al. (2023), which described the impact of family work conflict in the healthcare sector. It is suggested that long working hours disrupt families and create stress, leading to frustration in personal lives. The data show that organizational culture has a positive mediating effect between self-confidence and leadership aspiration. This finding is aligned with prior research (Riza et al., 2025), emphasizing the critical role of culture in shaping leadership behaviors and effectiveness.

This research found that diversity would positively influence leadership aspirations, but organizational culture is not always accepting. This result is supported by Schlueter & Gold (2025), who argued that there are other contextual variables that influence organizational culture, not just diversity. Previous research study has also supported it (Ahmed & Shamsi, 2025) suggested how family support moderates the relationship between work-family conflict and leadership aspirations. This led us to argue that a diversity climate and organizational culture, when moderated by family support, play a significant role in strengthening the relationship with leadership aspirations (Kossek et al., 2025) also investigates the role of organizational and family support in relation to its influence on career aspirations.

Theoretical Contributions

This research contributes to the body of knowledge on academic discourse related to leadership aspirations and women. Firstly, our research advances understanding of psychological and social factors in women's aspirations for leadership in the workplace. By doing so, our research extends to theory on women's roles as leaders, especially in the service sector (Ahmed & Riaz, 2025; Tushabe et al., 2025). Second, the study explores how family support interacts with family-work conflict, self-confidence, and diversity climate of the organization, alongside the role of organizational culture, in shaping women's leadership aspirations. The findings of this study can significantly help organizations create a more supportive environment for women, enabling them to overcome barriers and pursue leadership roles. Additionally, this study enhances the understanding of how organizational culture mediates the relationship between various factors (gender climate, self-confidence, and diversity climate of the organization, moderated by family support), providing valuable insights into how cultural shifts can enhance women's leadership opportunities.

Practical Implications

This research provides fresh guidelines to organizations, policymakers, and academics. First, the findings suggest organizations create a more supportive environment for women, enabling them to overcome barriers and pursue leadership roles. Second, organizations manage to include an effective diversity climate in their organizational culture. The perception of diversity climate relates to equality and diversity within a workplace, guiding leadership aspirations. Third, policymakers can also help create this transformation by working to ensure frameworks that control the representation of gender diversity at an all-organizational level. Some examples include programs for mentoring, leadership training, and other personal development initiatives that can boost confidence among women in the organization regarding their ability to be good leaders. Finally, another implication concerns work-life balance, also sometimes described as work-life interface. The results of this study also refute the idea that low job involvement is an issue created by conflicts between family responsibilities and work. Women are often confined to homes, and when work flexibilities like working from home, staggered shifts, or child care facilities at the workplace are offered, they can easily balance between work and family responsibilities.

Limitations and Future Research Directions

This research has few limitations and provides future directions. Firstly, the research was done in the banking sector. Future scholars may explore other sectors in Pakistan. Similar studies would be insightful in comparing the impact of psychological and social factors in different industries. For instance, when research focuses on specific industries like the manufacturing sector, which is oriented towards traditional roles, or the technology sector, specific challenges might be uncovered that could help boost women's leadership ambitions. Furthermore, recognizing the region-specific factors in Pakistan may help explain how cultural or socio-economic contexts influence women's career choices. Another interesting and important stream for future research is the impact of technology and the growth of work from home. New digital technologies emerged because of COVID-19, which can help women and men to share the load and make business more gender-balanced. Exploring how technology impacts the leadership desires and decisions of women, particularly in the banking industry, may help develop more effective methods of utilizing digital solutions to address leadership gaps.

CONCLUSION

This study examined the role of family-work conflict, self-confidence on leadership aspirations in banking sector. Authors used dual theoretical lens e.g. glass ceiling effect and self-efficacy. The data were collected from 214 female banking professionals by using survey method in the banking sector of Pakistan. The results demonstrate a significant direct relationship between self-confidence and leadership aspirations. Notably, Family-Work Conflict does not exert a direct effect. While diversity climate directly influenced leadership aspirations, its indirect effect through Organizational culture was not significant. This research contributes to theory by extending non-western context on women banking professionals.

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AUTHOR CONTRIBUTIONS STATEMENT

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DATA AVAILABILITY STATEMENT

The datasets used and analyzed during the current study are available from the corresponding author upon reasonable request.

CONFLICTS OF INTEREST

The authors declare no conflicts of interest. The funders had no role in the design of the study; in the collection, analyses, or interpretation of data; in the writing of the manuscript; or in the decision to publish the results.

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