

**An exploratory study of the barriers to and support provided
to facilitate the career progression of migrant women into
leadership positions at New Zealand workplaces**

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ABSTRACT

This paper examines migrant women's career progression experiences into leadership roles in New Zealand. Hitherto, there is limited literature on understanding the challenges and barriers facing this group. To better understand why migrant women, hold few managerial/ leadership positions in New Zealand, it is important to explore how gender, ethnicity, and immigrant background intersect and influence career progression. The research also investigates the support migrant women perceive as useful in assisting them in their career progression. In this study, intersectionality theory was used as a framework to examine the barriers migrant women from the Indian subcontinent face and the support they receive in attaining leadership positions in New Zealand. Primary data was collected using qualitative semi-structured interviews. In this study, a total of 10 migrant women from the Indian subcontinent, who currently hold managerial or leadership positions in New Zealand, were interviewed for 45 minutes to one hour. QSR NVivo software was used to analyse and code the collected data, and themes were developed to understand participants' experiences. The findings show that most migrant women perceived disadvantage in terms of ethnic stereotyping. Moreover, migrant women's previous experience in their own country also played a role in determining the barriers in New Zealand. Most of the women participants originated from countries where gender plays a vital role in career progression, whereas in New Zealand, they did not experience the same level of male domination. As a result, most of them did not feel gender was the main barrier to their career advancement, instead pointing to ethnicity and immigrant background as key factors. Strategies recommended by the migrant women from the Indian subcontinent included learning how to advocate for oneself as well as establishing relationships with mentors. The findings show that migrant women have received some support from their organisations. This study's findings will benefit policymakers to introduce new strategies to address these barriers. Furthermore, the research will contribute to literature as limited research is available on migrant women's career progression in New Zealand.

Keywords: migrant women, barriers, support, strategies, women in leadership, migrant women in leadership, migrant women in New Zealand

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ORIGINALITY DECLARATION

I declare that the work presented in this Applied Research Thesis is, to the best of my knowledge and belief, original and my own work, except as acknowledged in the text and reference pages.

Signed: _____ Date: 4.03.2022_____

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LIST OF ABBREVIATIONS

ANZ	Australia and New Zealand Banking Group Limited
ASX	Australian Securities Exchange
CEO	Chief Executive Officer
IT	Information Technology
IOM	International Organization for Migration
NZ	New Zealand
NZQA	New Zealand Qualifications Authority
NZWIL	New Zealand Women in Leadership Program
NZX	New Zealand Exchange
OECD	Organisation for Economic Co-operation and Development
RCT	Role Congruity Theory
UK	United Kingdom
UN	United Nations
US	United States

CHAPTER – 1 INTRODUCTION

1.1 Introduction

A growing number of studies in recent decades have shown that ethnic minority women in Western nations are more likely than their counterparts to encounter unique challenges in the job. Previous research, for example, has suggested that Black, Muslim, and other visible minority women are perceived as culturally unsuited to work in historically white male-dominated organisations in the United Kingdom (Hwang & Beauregard, 2021; Kamenou, Netto & Fearfull, 2013; Tariq & Syed, 2018). According to a study by Tomlinson, Muzio, Sommerlad, Webley and Duff (2013), Black and ethnic minority women lack access to informal workplace networks and mentoring and training opportunities, all of which are critical for career success. Furthermore, the distinctness and increased visibility of ethnic minority women in predominantly white, male-dominated organisations adds to the pressure to perform and the possibility of severe scrutiny in the event of underperformance in the workplace (Wyatt & Silvester, 2015). In addition, ethnic minority women face bicultural stress, which occurs when they are required to repeatedly modify their ways of thinking or acting when they transition between work and family domains in order to match the diverse cultural demands of each (Cooke, 2013; Kamenou, 2008). According to McGee (2018), technology firms in the US lack diversity and women are rarely considered for senior leadership roles in the technology workforce. The study showed that African Americans, Asians, and Hispanic or Latina women had unpleasant experiences when they sought to advance from technical to IT executive positions in corporate America (McGee, 2018). The study shows that despite women having equal academic and experience qualifications to men, they are still disadvantaged since society still views women as a weak gender.

The notion of intersectionality has proven to be a useful theoretical lens in examining the disadvantages and barriers faced by many migrant women throughout their professional careers. Intersectionality implies that a person has several identities, each with multiplicative and mutually reinforcing effects (Collins, 1998; Crenshaw, 1991). Researchers who take an intersectional approach believe that the experiences of an individual cannot be explained solely through the lens of a single demographic category such as ethnicity or gender alone; rather, these experiences must be understood by examining the interdependent functions of numerous demographic categories such as gender, ethnicity, immigrant background, social class, language or sexuality (McBride, Hebson & Holgate, 2015; McCall, 2005; Warner, 2008). An intersectionality viewpoint has been employed as a framework to characterise migrant women and their professional experiences from

the very beginning, predominantly through discourses of challenge, disadvantage, and oppression, among others.

Research indicates that women make up almost 40 per cent of the global workforce (International Finance Corporation, 2013). Yet, the majority of organisations have male leaders. Several studies dictate that women (especially migrant women) in leadership roles may bring a diversity of thought, a new set of leadership skills, experience and behaviours (Bowles, 2012; Johnson, Murphy, Zewdie & Reichard, 2008).

Several studies in the literature indicate that women face more significant barriers and challenges to men in getting career progression opportunities (Armstrong, 2006; Schein, 2001). For example, Antal and Izraeli (1993, p. 63 as cited in Schein, 2001, p. 676), in an overview of women in management worldwide, stated that “probably the single most important hurdle for women in management in all industrialised countries is the persistent stereotype that associates management with being male.” On the basis of their nature, barriers faced by women can be societal - beliefs about leadership, traditional gender roles; social - divergent interests limiting informal socialising, women’s exclusion from informal networking, the dominance of boy’s clubs, colour-based differences; individual - lack of confidence, different ways of articulating goals, the need to work harder than male peers, feeling undervalued and unsupported; organisational - lack of line manager support, paternalism limiting development opportunities, attitude toward work-life balance, lack of female role models, sponsorship being more important than mentorship, unconscious bias; career breaks; and lack of flexible work options; cultural - hostile values and attitudes, family structure, conflicting role demands; governmental - weaknesses in the collection and disaggregation of employment-related data, lack of vigorous and consistent monitoring for compliance with affirmative action programs; psychological - associating management with being male: “think man-ager–think male” view (Johns, 2013; Wood, Franken & Plimmer, 2018).

Many of the barriers faced by migrant women create impediments for them in terms of employment, placement, promotion, and development opportunities (Mishra & Mishra, 2016). Consequently, migrant women are generally restricted to lower or mid-level management positions in companies (Keenawinna & Sajeevanie, 2017; Schein, 2001). Leadership and gender differences topics have been widely covered. Nonetheless, limited research has been conducted on the combined analysis of these issues. The current study aims to analyse the relationship between these two issues, emphasising " migrant female leadership". Although researchers have broadly studied various styles and practices of leadership inside organisations, less consideration has been given to this subject when intersectionality is considered (Okoyi, Smith, Clark & Sherman, 2014; Sanchez-Hucles & Davis, 2010).

1.2 Migrant Demographics in New Zealand

New Zealand, like other Western countries such as Canada and Australia, is a settler society for many migrants with an excellent immigration history. The country's immigration policies are focused on attracting skilled migrants, as outlined by the Department of Labour in 2009. Since the late 1980s establishment of new migration policies, the country has experienced a significant increase in permanent long-term arrivals. Consequently, the government has recorded higher numbers of diverse migrants from different countries (Larner & Molloy, 2009). Initially, most settlers came from the UK and Australia. Nonetheless, other migrants have settled in the nation from India, Hong Kong, South Africa, China, South Korea, Taiwan (Meares, 2010).

New Zealand has undergone significant incremental growth in the diversity of its population over the past two decades. Meares (2010) contends that the national population comprises of 22.9% migrants, a figure that exceeds that of Canada (19.8%) and the US (12.5%). In fact, New Zealand's diversity is almost equivalent to that of Australia at 23.9% based on the 2008 data obtained from the Australian Bureau of Statistics. According to Statistics New Zealand (2008), Auckland (37%) has the biggest population of people born outside the county. This proportion is higher than that of Sydney (31.7%) and New York (27.9%). According to the 2018 census, 27.4 % of New Zealand's overall population were born overseas compared to 25.2 % in 2013.

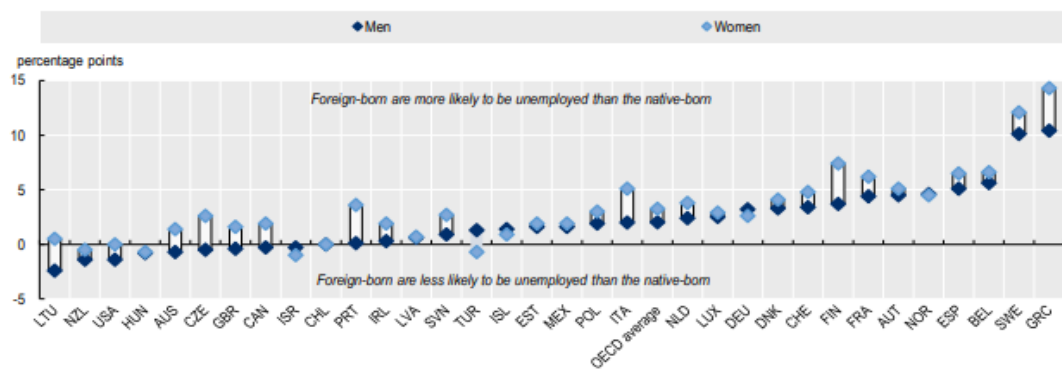
Iqbal (2017) and Bargrie et al. (2016) assert that the New Zealand government encouraged immigration to meet the shortage of skilled labour. Women make up a considerable proportion of this immigrant population in New Zealand (Iqbal, 2017). It is, however, important to mention that New Zealand initially strongly supported male migration (Badkar, Callister, Krishnan, Didham & Bedford, 2007). It is because the country needed workers for timber extraction, gold mining, and farming industries. The manufacturing sector emerged late, but again, it principally attracted skilled males. Then, women migrated to the country as either wives or potential wives of the migrants and for domestic labour (Badkar et al., 2007).

Nonetheless, the migration pattern changed significantly in response to various factors, which impacted the migration of gender balance. Gender-selective foreign labour demand, subsequent alterations in gender relations in nations of origin and destination countries, and economic development increased the female migration flows component. Badkar et al. (2007) further contend that female migrants by 2003 constituted 51% and 46% of all migrants into developed and developing countries, respectively. Women from the Indian subcontinent, arguably, also constitute these figures. As aforementioned, people from the Indian subcontinent are among the key sources of migrants for New Zealand. Migrant women, therefore, may have the capacity to

positively impact the bottom-line of organisations. They may assist in diverse decision-making approaches, skills, and talents. But the issues and challenges faced by migrant female employees are still under-explored in academic and practising literature, with few notable exceptions (for example, Kamenou & Fearful, 2006; Littrell & Nkomo, 2005; Paludi, 2013; Syed & Murray, 2009; Groeneveld & Verbeek, 2012). In particular, it is essential to analyse how migrant women are treated in leadership practices and the impact of their participation in jobs and leadership.

According to Daldy, Poot and Roskrug (2013), self-reported workplace discrimination is not common in the labour market of New Zealand. However, the people who move to New Zealand from Asia are highly prone to workplace discrimination. It is reported that workplace discrimination against migrants is based on sex, age, ethnicity and immigrant background. For example, women are highly exposed to workplace discrimination than men as part of career advancement opportunities and jobs in skilled occupations.

Migrant women face a continuous disadvantage in the labour market based on gender (women) and migration. They usually have a reduced rate of employment and an increased number of people who are not employed compared to men born abroad and women born in their countries. Most importantly, the gaps regarding gender are higher for the people who migrate to other countries than the native-born (OECD, 2020). *Figure 1* shows the gaps regarding the unemployed population by evaluating foreign and native-born people. The comparison was made based on gender.



Source: OECD, 2020

Figure 1. Evaluation of Unemployment Gaps by gender

It can be seen in the figure that relative to OECD nations, including New Zealand, the working migrant women have jobs in low-skilled professions (23%). On the other hand, only 8% of native-born women are employed in low-skilled occupations. Thus, one of the main problems

for labour market integration and career progressions of migrant women is that that intentionally stuck in part-time work (OECD, 2020).

Further, recent research provides an overview of gender, ethnicity, and immigrant background in limiting the career progression opportunities in New Zealand. For example, it is specified by Ash, Tuffin, and Kahu (2019) that Muslim women who wear hijab are disadvantaged. They are disadvantaged in employment processes than their colleagues who do not wear hijab. Women who belong to Islamic countries suffer and are expected to be sustained if the policy status quo is persisted. Also, Salahshour and Boamah (2020) conducted a study to understand the experiences of the Muslim minority community related to workplace discrimination. The study examined the perceived discrimination experienced by Muslims or those who identify with a Muslim background and are employed at New Zealand universities. The study specified that an extensive minority perceived themselves as victims of discrimination at the universities due to their ethnicity, gender, religion, and migration from Muslim countries. Similarly, the researchers specified the interconnection of demographic factors and migration backgrounds with career progression.

1.3 Problem Statement

The research aims to identify the barriers migrant women from the Indian subcontinent faced in attaining leadership positions at New Zealand workplaces. Various research has suggested the underrepresentation of migrant women in leadership positions in most European countries (Baldwin, 2012; Eagly & Carli, 2007; Fontenot, 2012; LaPierre & Zimmerman, 2012). To better understand why women, hold fewer managerial/leadership positions than men, it is necessary to identify how gender, ethnicity and migrant background influence their career progression supporting leadership positions. Once the career barriers are identified, new strategies can be developed to eliminate the barriers to career development. New programs/strategies can be introduced to support women's careers to help migrant women achieve leadership positions.

1.3.1 Study Aims and Objectives

The purpose of the research is to close this gap by addressing the following research question: What are the barriers to and support provided to facilitate the career progression of migrant women into leadership positions at New Zealand workplaces by focussing on the intersection of gender, ethnicity, and immigrant background? The current research draws on in-depth interviews with migrant women from the Indian subcontinent in leadership to show how the intersectionality of gender, race, immigrant background, and other aspects of their identity affects these women at

work. Being a migrant woman and having experience in different organisations motivated me to choose this as my research subject.

1.3.2 Research Questions

The research questions explore the migrant women leaders' career progression experiences and how the intersection of gender, ethnicity and immigrant background played a part in their leadership experiences.

- What barriers are encountered by migrant women from the Indian subcontinent seeking leadership positions in New Zealand?
- What are the factors causing these barriers?
- How do migrant women respond to these barriers?
- What support is available to migrant women at their workplace that assists migrant women in achieving leadership positions?

1.3.3 Significance of the study

The current study is significant because it examines the barriers migrant women faced and the support they received in attaining leadership positions at New Zealand workplaces. This study's findings may be beneficial to policymakers in various institutions and organisational leaders to identify growth barriers for migrant women and find ways to bridge the gap (Takougang & Tidjani, 2009). The study's findings may also become beneficial to the future of Indian subcontinent women migrants or migrant women from other countries who aspire to succeed in attaining leadership positions in New Zealand. It will also help employers support migrant women to grow their skills and confidence, especially in male-dominated industries (Baker & Rytina, 2014). However, it must be stressed that in this study, the identified barriers are experienced by migrant women from the Indian subcontinent in management only.

1.3.4 Limitations

- The study's primary limitation is the respondents' reluctance to participate in the process of data collection.
- The study's qualitative nature posed a limitation. Participants self-reported their experiences, and no additional data sources were used to verify or validate the information provided by the participants in their responses.

- In a qualitative study, the findings are not intended to be generally applicable to a mass population. Therefore, the findings of this study were generalisable only to those who participated in this study.
- The lack of accurate and uniform secondary data regarding female migration in the study area is another impediment to the study.

1.4 Research Gaps

New Zealand businesses have numerous policies and practices to support pro-gender diversity (Ministry of Women's Affairs, 2012). Yet, the desired increase in women's number in leadership roles is still a dream (Ministry of Women's Affairs, 2012). According to Heath and Martin (2013), regardless of institutional amendments and equal opportunity legislation, women remain under-represented and disadvantaged in employment and leadership positions in organisations in the private and public sectors. For migrant women, the situation is even worse (Adib & Guerrier, 2003). The population of female migrants globally is almost half of all migrants in developed and developing countries (Badkar et al., 2007).

Nowadays, the glass ceiling has gained great attention. Numerous studies are done on the glass ceiling in relation to women's career progression (Borlase, 2017; Holmes, 2005; Sauer, Kennedy & O'Sullivan, 2002). The glass ceiling impact can differ in different countries and sectors (Keenawinna & Sajeevanie, 2017). However, the glass ceiling in relation to migrant women has not been researched previously in the context of New Zealand based organisations. The present study intends to fill this gap.

1.5 Theoretical Framework

A theoretical framework entails a structure that supports the theory of the research. A good theoretical framework should describe the theory in its entirety and explain why the problem exists (Abend, 2018). The theoretical framework also provides an understanding of the existing theories and concepts pertinent to the research and relates to the broader knowledge investigated. By applying the theoretical framework, the study will be strengthened by allowing the reader to critically evaluate the issues, connect the research to the existing knowledge and identify the limits existing to various generalisations.

Various theories have been used by different researchers to investigate the factors limiting women's participation in leadership positions. For example, a study on the factors limiting women's participation in leadership positions used the behavioural theory of leadership, which

asserts that the behaviour of leaders in their social setting will determine their success in leadership (Chin, 2013). Another theory that has been related to challenges in women's leadership is the great man's theory. In investigating the dangers of different leadership theories towards the inclusion of various people within organisations, Eagly and Wood (2017) use the great man's theory to demonstrate how women are discriminated against due to the perception that specific people have superior qualities that make them good leaders. This theory does not only apply to gender discrimination but also to discrimination based on age, race, religion, and other attributes (Eagly & Wood, 2017). Another interesting study by Nagarajan (2019) used the acculturation model, relational cultural theory, and space theory to investigate the life experiences faced by Indian women working temporarily in technology-based organisations in the United States of America. The study identified that the lived experiences of the participants are affected by the temporary nature of the jobs provided, racial prejudice, issues of cultural conformity, and cultural adaptation (Nagarajan, 2019). Interestingly, the availability of different theories provided challenges of associating the research outcome with a particular theory.

Maki (2015) used the grounded theory to establish the experiences of women leaders in leadership. The grounded theory focuses on the social processes and actions which define an individual. Various leadership theories have also been widely used to explain the disparities in perception towards women leaders. The other profound theory for investigating women and leadership is the intersectionality theory. Ressa, Strachan and Bailey (2017) used the intersectionality theory to examine the complexity of the factors involved in migrant job search in Australia. This study focused on the complexities in the life experiences of the migrant women, their levels of skills, language fluency, as well as their social class, and how these factors affect their ease to acquire a job in Australia. The research found that several factors affect migrant women's job search in Australia, including the social divisions such as ethnicity and class, social relations and power structures, among other issues. With intersectionality theory, various issues limiting access to job opportunities among migrant women were identified (Ressa et al., 2017).

The primary issue that must be realised from the analysed theories is that the issue of women's participation in leadership is complex, given that it is caused by several factors that cannot be understood in isolation. For example, the trait theory assumes that people inherit leadership characteristics. To understand the complexities relating to women's experiences and access to leadership positions, the best theory to use is intersectionality theory. Unlike other theories that discuss specific issues in isolation, intersectionality theory can create relationships among several interwoven factors, most of which cannot be easily separated within the same study. Therefore, the theory is best suited for this study, given that the study has several factors that must be considered when seeking conclusive research results. This section, thus, provides the theoretical

framework for studying the barriers that migrant women from the Indian subcontinent face in attaining leadership positions at New Zealand workplaces using the intersectionality theory.

1.6 Methodology

1.6.1 Data Collection

The study employed the use of primary and secondary methods of data collection. The study adopts a qualitative research methodology in collecting data. The method will help in obtaining relevant information from the study subjects (Rahi, 2017). Through a descriptive research design, the researcher intends to do in-depth research. For this study, a sample of a minimum of ten participants will be chosen. The target migrant women for this research will be from the Indian subcontinent who attended schooling in their home country and belong to the age group of 22-65. Purpose sampling is chosen because it allows the deliberate selection of samples to represent a population (Sharma, 2017). Primary data for this study will be collected via face-to-face interviews. Each interview is expected to last for 45 minutes to one hour. The subjects will be asked open-ended questions to create a room for in-depth discussions (Barrett & Twycross, 2018).

Secondary data is collected from literature related to migrant women, women in leadership and career barriers for women in leadership, and critically scrutinising the content published in scholarly articles, journals, books and other online sources.

1.6.2 Data Analysis

Data will be analysed through thematic analysis (Rahi, 2017). The data reliability will be achieved through the consistency of the data collection process. The semi-structured interviews will be transcribed, and a code list will be generated (Belotto, 2018).

The interviews will be reread, and each key idea found will be matched with a code. The key themes, ideas, trends, problems, and arguments were then able to be identified and form the analysis bases. QSR NVivo software will be used to analyse and code the collected data.

1.7 Thesis structure

There are six chapters in this study which are shown in *Figure 2*.

Thesis Structure



Figure 2. Illustrates “The Structure of the thesis.”

The “Introduction” is the first chapter of the study. An introduction gives a brief overview of the study, including research objectives and questions. This chapter also identifies research gaps.

The second chapter is entitled "Literature Review." This chapter briefly discusses the main theoretical background about women in leadership, career barriers, support to career advancement, migrant women in leadership.

The third chapter is named “Research Methodology.” As the name indicates, this chapter describes the research strategy. It provides readers with descriptions of sampling strategy, questionnaire design, data collection, ethical consideration, and little information concerning the analysis of data.

“Research Findings” are the fourth chapter and report the main findings of this research.

“Discussion” is the title of the fifth chapter. This chapter discusses the finding in light of relevant research literature.

The sixth chapter is “Conclusion.” This is the final chapter of the research. It gives an overview of key results, future research recommendations, and a discussion of the research’s main limitations.

CHAPTER – 2 LITERATURE REVIEW

2.1 Introduction

As the prevalence of migrant women in the workplace has increased, challenges due to ethnicity, gender and immigrant background have emerged and presented continuous obstacles. Despite the growing literature on women in leadership, there is very little which is focused on understanding the challenges and barriers facing migrant women. While there is limited literature illuminating the challenges, opportunities and negotiating strategies for migrant women in leadership (Diehl, 2014; Gandhi & Sen, 2021; Parkinson, Duncan & Archer, 2019), few scholars have focused on their experiences in New Zealand (Salahshour & Boamah, 2020). Because there is so little known about the Indian subcontinent migrant women's experiences in leadership in New Zealand, this study draws broadly from the literature on ethnicity, gender and immigrant background to develop an intersectional framework for this study.

The increasing diversification of society and organisation calls for understanding how leaders' social identities interact to influence leadership exercise. The intersectional theory defines how different dimensions of identity may lead to several intertwined layers of discrimination. In other words, this theory examines the interconnection of various social identities such as gender, ethnicity, colour, age, immigrant background, religion, language, and other identity dimensions with one another and how they can disadvantage an individual such as migrant women (Tariq & Syed, 2017). Migrant women in New Zealand are more likely to face workplace challenges due to the country's social construction of gender and ethnicity and even religion. Intersectional theory helps understand the intersection of various social identities like gender and ethnicity to produce different barriers and opportunities for migrant women from the Indian subcontinent. Overall, the literature provides an overview of the critical roles of gender, race, and immigrant background in limiting career advancement opportunities. Intersectionality between gender, race, and migration factors reduces the chances for immigrants, especially females, to reach leadership positions. In addition, the stereotyping and other discriminatory factors intensify intersectionality between demographic characteristics.

Behtoui, Boréus, Neergaard and Yazdanpanah (2020) used a mixed methodology to evaluate workplace inequalities and wages between native-born and foreign-born employees in elderly care organisations. In addition, the limited work experience of immigrants and lack of importance to educational credentials contribute to discrimination regarding employment practices by gender, race, and ethnicity. Apart from the job-specific factors, special attention has been placed on the

extent to which family, societal, and legal factors contribute to women's position in the labour force. Most researchers establish that women experience several interrelated barriers to employment due to their inherent disadvantages in society. Some relate to low skill and naivety, while others relate to their segregated gender and social norms. The current study focuses on women's participation in management positions within organisations, where significant leadership capacity is necessitated. Both concepts will be utilised interchangeably without necessarily insisting on their dissimilarities.

The intersectionality concept denotes that gender and ethnicity of women more often intersect to create a state of leadership discrimination for the migrant women in most global nations. The experience is no different to migrant women from the Indian subcontinent in New Zealand. Besides, research reveals that the intersectionality concept covers other socio-demographic factors such as race, age, colour, sex, sexual orientation, immigrant background, and class. The effects of such categories are engraved into leadership institutions. As a result, they create a mystery of several discriminations, particularly for the migrant women seeking higher leadership positions in a particular country or institution (Tariq & Syed, 2017). Recently, a study by Reid, Daly, LaMontagne, Milner and Ronda Pérez (2020) have linked gender, ethnicity, and migration to workplace bullying that limited the opportunities for foreign workers to be part of career advancement opportunities. The study was based on Australian-born workers and migrant workers from New Zealand, India, and the Philippines. The research's purpose was to indicate the relationship between bullying in migrants and types of workplaces by gender. The data evaluation specified that bullying and sexual harassment were more prevalent in the workplaces against women. Also, migrant women are highly exposed to bullying and verbal and intimidation abuse that lower their career progression chances. Thus, the workplaces need to include intersectionality between gender, race, and ethnic background to promote diversity and inclusion. In addition, the workplace needs to be supportive and encourage collegiate working conditions.

Tariq and Syed (2017) conducted a study by interviewing female leaders from South Asian heritage holding managerial and supervisory positions in the UK to understand the challenges they experience. Irrespective of legislation that promotes diversity, the study realised that ethnic minority women are still under-represented in employment and leadership positions. For example, on analysing 100 executives in Financial Times Stock Exchange, only ten top positions were held by women from minority groups among 289 women positions (Tariq & Syed, 2017). Additionally, half of the companies had no leader of people of colour or from Asian descent, and two-thirds of them had no full-time executive from ethnic minority clusters. The intersectionality concept is deployed to evaluate the interplay of gender and ethnicity and

how these factors impact women's career chances and progression. Multiple studies affirm the prevalence of gender penalties on leadership positions, especially in New Zealand (Reid et al., 2020).

Intersectionality proves to be productive in the career progression of migrant women exploration, which has long overlooked gender perception. The standard view has been that men are the primary migrants; thus, women are treated as nothing but mere assisting partners in leadership. Studies reveal that when migrant women hold numerous minority statuses simultaneously, there is an associated adverse effect on the chance of promotion in the leadership hierarchy; hence this acts as their barrier advance their careers (Noronha, 2021; Piper, 2005). Empirical evidence points out that migrant women, especially in New Zealand, do not enjoy the privileges enjoyed by the natives in terms of access to leadership training. The lack of leadership skills acts as a barrier to women's progress in their careers in leadership.

2.2 Intersectionality at work for migrant women

Intersectionality theory (Crenshaw 1989) is used in this research to investigate the issues related to leadership experiences of migrant women from the Indian subcontinent at work. Ozbilgin and Syed (2015) define intersectionality as how two or more dimensions of identification (such as ethnicity, gender, immigrant background, and religion) can result in multiple and interrelated levels of discrimination or disadvantage. In other words, intersectionality theory looks at how gender, ethnicity, religion, and other aspects of identity are linked and cannot be distinguished from one another.

Migrant women face numerous hurdles and challenges when searching for employment and during their tenure in leadership positions. An examination of an intersectionality perspective gives insights into the interdependence of socio-demographic factors. Such factors can include religion, family status, gender, and ethnicities. They affect the hurdle the migrant women face in their workplace, the individual agencies and the mitigation strategies implemented to overcome the overarching barriers in the path of their leadership careers and employment positions. For instance, research reveals that migrant women, such the Muslim women in the United Kingdom, continually face numerous barriers in the workplace. Still, they positively respond to some of the obstacles through their networks and strategies (Tariq & Syed, 2017). The strategies they use to overcome the issues include advancing their education levels and establishing strong private networks with other selected women in leadership (Vorobeva, 2019).

The research conducted by Netto et al. (2020) added to the theory of intersectionality. It has been done by deepening understanding of how racism is associated with diversified structural

aspects to affect the progress of low-paid migrants. By utilising the critical realist strategy, it is identified that migrants have a different level of access to resources, involving financial, social, and psychological. Accordingly, based on their gender and race, they are evaluated as foreign immigrants and have fewer career progression opportunities. Thus, demographic factors interact with each other and align with structural elements that intensify the discrimination in the workplace against immigrants. The paper also indicated the importance of intersectionality between demographic factors while developing policies and strategies regarding employment processes.

Different scholars continue to examine diverse leadership styles and practices, but they overlook the plight of migrant women in leadership by taking intersectionality into perspective (Al-Faham, Davis & Ernst, 2019). The findings denote that ethnic migrant women are relatively ignored in scholarship and general leadership practices in most countries like New Zealand. Therefore, different research has been performed to address this identifiable gap that seeks to address the implications of intersectionality if migrant women encounter leadership and employment in organisations. Such research reveals that most migrant women are greatly affected by their ethnicity, religion, and gender at their workstations (Reid et al., 2020). Thus, the theory suggests that focusing on one category of identity cannot provide a genuine picture of the obstacles that hinder the career progression of migrant women and their leadership aspirations. Overall, the intersectional perspective is fundamental in drawing attention to how several socially developed identity dimensions interact to intersect the systems of discrimination against migrant women seeking to advance their careers in leadership in New Zealand and the United Kingdom (Tariq & Syed, 2017). An intersectional lens can be used to examine how gender, race, and class intersect, resulting in unique experiences for women of different races and classes (Chow et al., 2011; Shields 2008). Other intersections, such as sexuality, family status, religion, qualification, disability, and nationality, can also be examined using this method (Nichols & Stahl, 2019). This study advocates for intersectionality theory to analyse how gender, ethnicity and immigrant background interact to produce different encounters for migrant women striving to facilitate their career progression into leadership positions in New Zealand.

2.3 Intersectionality theory

The interconnected nature of the existing social categorisations in the world today, such as race, class, and gender, has led to overlapping and interdependent systems of discrimination. Intersectionality describes the framework of conceptualising an individual, group, or social problem as impacted by several discriminations and disadvantages. The framework considers the overlapping identities of individuals to understand the complexities of prejudices they encounter

within their social environments. Precisely, the intersectionality theory states that individuals are majorly disadvantaged through a wide array of sources of oppression not limited to their gender, ethnicity, identity, sexual orientation, immigrant background, race, religion, age, among other issues.

Radicalisation and white supremacist ideologies have shaped how migrants to other countries view themselves, leading to an inferiority complex. According to Liu's (2018) study, Chinese women holding leadership positions in business gave stereotypical definitions of what being Chinese meant in Australia. Additionally, some leaders showed how the notion of Asian passivity made them lack direction and assertiveness. The researcher's experience with leaders of Chinese descent showed that they had adopted the stereotypical reports to become passive and bear witness to the fruits of radicalisation and white supremacy. The situation worsens since Australia approaches intersectionality from a different angle compared to a country like the US. According to Virgona and Kashima (2021), Australia adopted deliberate ethnocultural diversity management that facilitated supervision on the importance of diversity to its development. However, the commitment only fuelled the hierarchy between whites and other ethnic groups. It is evident through the country's emphasis on the multiculturalism that has defined limits to draw the line between whites and 'others' while seeking to unite the country, as Ressler et al. (2017) explained. Thus, the government partially encourages the minority groups to make themselves useful to the country as the 'whiteness' remains at the top of the ethnic hierarchy.

Intersectionality also differs based on gender role beliefs in specific countries. For example, Koskela's (2019) study showed that women immigrants in Finland are treated as subordinates to men irrespective of their education and work experience. Intersectionality in this country intersects women based on the class since most migrant women in Finland followed their husbands, and they are low-skilled from non-western nations. As a result, migrant women are viewed from a 'sexualised ethnicity' context compared to their male counterparts. For example, women from the Philippines and Thailand are stigmatised as passive and subservient, while those from Russia are seen as prostitutes in Finland (Kim & Fu, 2008). The stereotypes are so dangerous that women are viewed from a lower-class status and as subordinates, impeding skilled immigrants' opportunities to contribute to economic growth through employment. Therefore, skilled women are seen as ethnic representatives of the subordinate gender irrespective of their academic and professional qualifications and status. Thus, they are easily overlooked when seeking career progression through holding higher positions. That is why women have lower wages, hold lower management positions, and are the most reliant on welfare programs since they hardly make enough to support their living (Stypinska & Gordo,

2018). The background above provides multiple case studies of specific countries and their approach towards intersectionality when focusing on women immigrants and their diverse roles in these countries.

The gap raises concern since women have struggled to improve their educational qualifications and professional experience to bridge the gap. However, business continues embracing inequality merely because they are female from ethnic minority groups. Hwang and Beauregard (2021) found that Asian women in the UK experience diverse challenges perceived by themselves and others due to their traits associated with their origin. Asian women in workplaces experience stereotypes plus discrimination practices at individual levels. Gui (2020) reported that Asian women succumb to gender and stereotype in the workplace to become submissive and passive since that is how society perceives them. The assumptions make women attract inadequate opportunities to participate actively in their responsibility. They are sometimes left out since their colleagues think they have nothing to contribute. The researchers attributed the stereotype to Eastern Asian communities' culture characterised by self-effacing and passivity compared to the UK's style of assertiveness and self-enhancing styles endorsed in the workplaces (Hwang & Beauregard, 2021).

Intersectionality theory has widely been applied to understand the disparity existing within diverse populations. Stypinska and Gordo (2018) investigated the interference of three major socio-demographic characteristics: gender, age, and migration status on the outcome of labour markets. Specifically, the study investigated how gender and migration differences relate to hourly wages among different age brackets of people. The study also investigated the possibility that migration and gender attributes interact in such a way that immigrant women have lower wage rates than indigenous women. The study results demonstrated that significant variations in hourly wage exist between younger and older ages. In terms of the migration status of the participants, there were no major significant differences between the migration status and the age of the participants, especially in the early ages. However, it was noted that the variations between men and women increase with age (Stypinska & Gordo, 2014). A similar study was conducted by Tariq and Syed (2017), investigating the experiences of Asian Muslim women in employment and leadership positions in the United Kingdom. The study involved interviews with 20 South Asian Muslim leaders in the United Kingdom; Tariq and Syed (2017) examined the multi-layered issues experienced by the participants in their quest for employment and leadership. The results from the study indicated that Muslim women experience many challenges at their work, some of which are inherent in the culture of their working environments while others are contemporary. The effectiveness of this study demonstrates how best intersectionality theory can be used to investigate complex issues, especially concerning the population that has several distinct features.

Bagley, Abubaker and Shanaz (2018) conducted similar research to investigate the factors affecting Muslim women in management roles in Muslim majority countries. Unlike the study by Tariq and Syed (2017), which explored the issues affecting Muslim women in their quest for leadership positions. Bagley et al. (2018) aimed at understanding what women go through after achieving leadership roles. The research also compared the plight of Muslim leaders in Islamic-dominated countries, diaspora, and cultures with equal Muslim and non-Muslim majority. The study found strong prejudices among women leaders in western countries than in Islamic-dominated cultures.

Additionally, the research proved a solid assertion that women in Islamic cultures make good managers given their role as family managers, making them easy to lead. The intersection between the research by Bagley et al. (2018) and Curtis (2017) gives a clear view of the importance of intersectionality theory in investigating complex issues like the role of women in leadership. The investigations show that women are faced with prejudices when seeking leadership positions and are also discriminated against while holding specific leadership positions.

Despite an increase in migrants into New Zealand, the country is reluctant to adopt policies that reflect the changing society to enhance intersectionality. For example, Amjad's (2019) study showed that immigrants from non-English speaking countries are targets of discrimination in the hiring process, with the most affected group being women. Despite gender, religion is also a factor that attracts discrimination irrespective of individual academic qualifications and professional experience. The study showed that while migrant women who are Muslims struggle to get hired in the country, those in employment struggle to keep their positions due to unfair employment opportunities. However, migrants from other religions have more favourable opportunities since they receive fairer treatments than those from the Muslim religion. For example, Amjad's (2019) study showed that Christians and Jews, irrespective of being women, were more likely to attain employment compared to Islam women. New Zealand also reports occupational status based on religious affiliations, showing that Jews followed by Christians hold more managerial and executive positions (Amjad, 2019). The trend is attributed to the Muslims' lack of required academic and professional qualifications relevant to New Zealand's economic requirements.

Migrant women from Asian countries seeking top-level management positions in western organisations dominated by European culture experience intersectionality challenges since they define them on gender, ethnicity, and migration status. According to Bagley et al. (2018), culture in these societies force migrant women to conform and comply with the notion that male managers are better than them, making career advancement a dream. As a result, women tend to

adopt 'fluid identities' in such cultures to adopt new ways of presenting themselves to attain success and avoid stereotypes in the male-dominated society (Tlaiss & Kauser, 2019). The experience is challenging and leaves most women unemployed, and others were holding low-skilled jobs compared to their educational qualifications (Coleman & Campbell-Stephens, 2010).

The analysis above has clearly outlined diversity in intersectionalism and how different countries respond to women immigrants in employment opportunities. However, the experience is worrying since governments are not putting efforts to reduce discrimination in employment based on gender, race, and religion (Ressia et al., 2017). On the contrary, those trying, such as Australia, are increasing white superiority while drawing ethnic lines to increase the rift created by racial and ethnic differences. Thus, organisations will continue propagating racial, gender, and religious discrimination on immigrant women to ensure they do not hold top managerial positions based on their education and experience (Liu, 2018). Thus, unless these countries change their legal and social structures to accommodate the increasing cultural globalisation, intersectionalism will be an ideological dream.

The intersectionality theory is the best theoretical framework for investigating the barriers to effective leadership among women in New Zealand. In investigating the experiences and perceptions of African American women in government leadership positions, LaTonya (2019) used intersectionality and social cognitive career theories to understand why some women excel in leadership positions while others are not. In this study, the author also attempted to understand women's experiences in leadership positions, given that the United States of America has made reasonable steps in including women in governance. The results from the study proved that while African American women faced several challenges in getting leadership positions, there exist strategies for increasing their participation in leadership. The study by LaTonya (2019) is the most relevant to the aims of this study, given that it does investigate not only the involvement of women in leadership but also the challenges faced by women leaders. While the issue of women and leadership has widely been studied, most researchers still think more research is required to explicitly identify the defining factors that affect migrant women and leadership. For instance, even after Bagley et al. (2018) concluded that Muslim women make the best managers in Muslim-dominated cultures, it was still found that such women only occupy a fraction of leadership positions. This can be attributed to the broad and crosscutting factors that affect various demographics, making them difficult to be analysed using available theories.

As learned from the various intersectional research on minority women, most investigations have focused on the inequalities and disadvantages within minority groups, primarily due to gender,

race, or ethnic identities. Unlike the standard intersectionality theory, Hwang and Beauregard (2021) challenged the intersectionality theory, especially its static and dichotomous assumption. In investigating the impact of prejudice on the East Asian female migrant workers in the United Kingdom, Hwang and Beauregard (2021) used Holvino's intersectional perspective to understand the intersectionality theory better. The researchers collected data from female immigrant workers in different parts of the world, such as China, Japan, Korea, and the United Kingdom, and the results proved that women from minority countries were perceived as disadvantaged in their working environments. However, this disadvantage was not consistent among all participants, which the researchers termed a relative disadvantage. The researchers, therefore, established another form of privilege called relative privilege that is associated with relating the privilege to a specific reference group. Additionally, the researchers demonstrated a need to use intersectionality theory in comparing variables existing among different sets of populations (Rouhani, 2014).

Intersectionality theory is important in the current study in linking different barriers faced by migrant women from the Indian subcontinent in attaining leadership positions at New Zealand workplaces. Apart from identifying the barriers to leadership attainment by the migrant women, the theory will also be key in assessing the factors causing the barriers, how women respond to such barriers and strategies that can help that target population comfortably attain leadership positions. The model will also help create relationships among the variables, hence better understanding the study's problem.

While using the intersectionality theory, there are specific issues that need to be observed. The first issue is the multiple struggles and systematic discrimination faced by migrant women from the Indian subcontinent in attaining leadership positions. The second aspect to be considered is the intersecting oppressions brought about by systematic discrimination and how they intersect with each other and result in aggregated challenges to the affected population. This aspect appreciates that people do not only face discrimination due to their different forms of identity but also the intersection of their identities.

Therefore, having the mentioned issues within the research, applying the intersectionality theory is very relevant to this research by bringing the investigated factors together.

2.4 Why women's leadership is necessary

Underrepresentation of women in top leadership positions is a global problem (Bierema, 2016). Nonetheless, some incongruities exist between researchers over why this discrepancy exists

(Eagly & Carli, 2007; Lyness & Thompson, 2000). For example, the global proportion of women in top corporations is less than 25%. Moreover, roughly one-third of all global corporations have no women in their senior roles (Gipson et al., 2017; Lagerberg, 2016). In recent years, the participation of women in lower-and medium-level positions within the workforce has considerably increased. Nonetheless, they are still inadequately represented in senior leadership positions (Rincón et al., 2017). The shortage of women senior leaders is not only a justice and equality issue it is also an economic aspect of significance to all organisations (Loeffen, 2016).

The gender gap in senior managerial, executive and other leadership roles throughout western industrialised nations has been thoroughly documented (Clarke, 2011). Pocock (2009) asserts that the gap was so huge that this gap persists despite the growing women participation rates in education and the workforce. Burke and Nelson (2002) and Burke and Vinnicombe (2005) posit that encouraging higher participation of women at senior levels may present several benefits. It increases the opportunity of accessing a wide and diverse talent pool. Thus, enabling an organisation to hire competent individuals for leadership positions. It is increasingly becoming evident that women may create a massive difference to an organisation's bottom line.

Women may be better at leadership positions in relation to men (Book, 2000; Offermann & Foley, 2020). It is because modern organisations tend to move from the leadership theory of “command and control” to those concentrating more on “teamwork and collaboration”. And women generally have better interpersonal skills, conflict resolution abilities and advanced relationship building skills (Mathieu et al., 2017). In addition, they are more likely to demonstrate relational leadership styles, prioritise collaborative communication, and foster participative learning, all of which are vital to lead teams (Eagly & Wood, 1999).

It is also evident that women present a variety of talents and skills to companies because of their diversity of decision-making abilities and skills (Catalyst, 2013; Bart & McQueen, 2013). For instance, Fortune 500 companies' research revealed that those with higher women participation rates in senior levels were 18-69% more profitable than median firms in the industry (Clarke, 2011). For instance, research in 2010 by McKinsey and Company revealed that organisations that incorporate more women in top leadership positions were approximately 56 per cent more profitable than those with lower women proportions in these positions. Additionally, several studies by Catalysts conducted between 2004 and 2011 have shown that firms with three women or more in their boards and leadership ranks have considerably better profitability and revenue (Catalyst, 2013). As such, the active involvement of women in top positions is beneficial for the bottom line of an organisation and the overall economy of New Zealand. Schieckoff and Diehl (2021) argued that female migrants' labour market resources are

advantageous to Germany's economy. Their labour resources, previous working experience, and language proficiency significantly decrease the ethnic gap in labour force participation rates. Therefore, the organisations in foreign countries must consider the resources and motivation of female immigrants and promote gender equality to gain an advantage. Thus, women's leadership can be an essential factor in the success of organisations.

Literature suggests that women leaders can be promoted through inclusive cultures (Bierema, 2016), gender quotas (Rincón et al., 2017), the organisation's embracing gender diversity (Wynn, 2020), and supporting women's flexible career and talent development (Ellemers et al., 2012). On a personal level, women need to proactively seek out leadership opportunities by exerting greater authority over their career choices, relentlessly seeking leadership positions, seeking mentors, and joining available leadership programs (Chan, 2010). Other important ways of advancing women leaders in organisations may include mentorship, creating networking opportunities, supportive family members, career and training development (Oakley, 2000), work socialisation, and resiliency (Colakoglu et al., 2018).

2.4.1 Women in leadership

Women in senior leadership positions were virtually non-existent between the 1970s and the early 1990s (Helfat et al., 2006). Oakley (2000) corroborates the findings by stating that women's failure to break the glass ceiling in the early 1990s contributed mainly to the underrepresentation. Besides, a 1992 survey on 201 US CEOs indicated that only 2% of them considered it likely that their firms would have women CEOs in the following decade (Oakley, 2000). Data shows that the efforts to redress gender equity issues in senior organisational positions have yielded some results (Clarke, 2011). However, even after focusing on the subject for more than 30 years, men still hold most of these positions and are on boards. In the US, for instance, women occupied 50.8% of management positions in organisations in 2009.

Nonetheless, only 13.5% and 15.2% of Fortune 500 firm executive positions and board membership, respectively, were held by women (Marquardt & Wiedman, 2016). The proportion of females running the US Fortune 500 firms grew marginally from 3 to 15 between 2000 and 2009. Data from the European Union illustrated that no changes were recorded in women senior leadership between 2004 and 2007 (Clarke, 2011). Women comprise 22% and 9% of management jobs and executive directors in the UK, respectively. The Australian Census of Women in Leadership in 2008 highlighted that although 44% of the Australian labour force and 45.5% of managers were women, only 10.7% were executive managers. Additionally, the country had just 8.3 per cent of ASX 200 members of the board, 2% of ASX 200 chairs, and 2 per cent of ASX 200 CEOs (Clarke, 2011). The absence of women participation at senior positions is perplexing,

given the several strategic commitments that have been made to improve gender balance via practice and policy changes.

While the initiatives have visibly led to some improvements, the rhetoric gender balance gap still persists (Clarke, 2011). According to Loeffen (2016), women comprise 24% of senior leaders and managers in organisations, and this small proportion has been plateauing over the past decade. Women encounter multiple barriers while working in an environment controlled by male decision-makers. More often than not, these barriers hinder their progress towards attaining senior leadership positions in the workplace (Helfat et al., 2006). In recent decades, varied explanations have been furthered to elucidate the leadership gap between males and females. Some broadly accepted accounts for this impediment to women's advancement into executive positions include the glass ceiling, persistent negative stereotypes, and discrimination against women as leaders (Eagly & Karau, 2002; Heilman, 2001; Hejase et al., 2013). Those who succeed in attaining these top-level positions are further compared with their male counterparts concerning their leadership abilities and skills.

2.4.2 Women in Leadership in NZ

Moreover, although the link between international migration and gender is getting increased attention from literature, the focus on the gendered involvement shift of migrant women have received scant attention (Donato et al., 2006; Purkayastha, 2005). According to Boucher (2007), an amplified policy focus has been conducted on skilled migrants in settler societies, including Australia, Canada, and New Zealand. There has been a growing demand for migrant workers in women-dominated professions such as education and health care (Kofman & Raghuram, 2005). According to Kofman (2014), the number of highly skilled women is almost equal to that of men in OECD countries.

Women in the country achieve more undergraduate degrees (Callister et al., 2006) and comprise a more significant professional proportion than men. Moreover, since the last decade, women have increasingly entered into New Zealand's workforce. By doing so, they have made substantial progress in what used to and primarily still is a male-dominated sphere. Nonetheless, they are still paid less, underrepresented in top leadership and management roles (Browning, 2008; Harris & Leberman, 2011), and overrepresented in lower occupations.

Literature suggests that women are under-represented in senior leadership positions in New Zealand (Williamson & Wilkie, 2015). According to Loeffen (2016), in New Zealand, only 28% of senior leaders and managers in organisations are women. Research conducted by Williamson and Wilkie (2015) clearly shows a low representation of women's leadership roles in New

Zealand's private sector and some public sector areas such as Parliament and Crown companies. It is important to mention that women's participation in Maori organisations has not been researched thoroughly; therefore, the leadership participation in the Maori sector is unknown due to the lack of current data.

The inequality in senior leadership positions in New Zealand is more widespread in the private sector, employing approximately 80% of the country's workforce (McPhail, 2014). In the public sector, women occupy 34% of Parliament, 35.2% of Crown company boards' positions, and fill 24.1% of the chief executive positions (McPhail, 2014). On the other hand, the private sector has a small proportion of women in top leadership positions. For example, women comprise 14.75% and 5% of directors and chief executive officers (CEOs) at the Top 100 New Zealand Stock Market (NZX) listed companies (McPhail, 2014). According to McPhail (2014), based on the provided data, the data shows slow growth of about 2% in women's representation annually; it is estimated that it may take close to 10 years to attain 35% representation. While this is the case for women's general demographic, migrant women may face more challenges than native women.

2.5 Migrant women's participation in leadership

The majority of the migrant women with college and university level credentials are increasing high in New Zealand and other countries. However, such women remain excluded and under-presented in the organisation's leadership structure due to their ethnicity and gender, as outlined by the intersectionality theory (Tariq & Syed, 2017). In supporting the women to get chances in leadership positions, the governments encourage different organisations in the concerned countries to consider diversity to ensure that migrant women are represented in high profile leadership positions and advance their careers in the future. Previous research reveals several reasons why most migrant women get underrepresented.

However, some researchers argue that most migrant women, especially from India, are increasingly becoming more educated and more ambitious than migrant women from other ethnic minority groups (Bagley et al., 2018). As an alternative, such women face barriers in getting recruited or promoted due to the strong prejudices against their religion or ethnicity and the negative gender stereotyping directed towards them by their male counterparts, including men they share a background. Contractor (2012) discovered that one of the most significant barriers that migrant women face when advancing in their careers is the social element at work. For cultural and religious reasons, migrant women from the Indian subcontinent, in particular, are unable to participate in certain office conversations (for example., those about non-marital relationships and alcohol). Additionally, because of the presence of alcohol, social gatherings at pubs and Christmas parties may be difficult to attend (Bagley et al., 2018). As a result, migrant

women may feel secluded and may miss out on networking and social opportunities, which are usually critical for promotions. This has led some of these women to seek help outside of their jobs, while others have felt the burden of adopting western cultural practices (Bano, 2012).

2.6 Barriers to career progression

According to data provided by the US and European companies, there is a significant scarcity of women in top management positions. Women's participation in top management positions in big corporations is way below that of their male counterparts. "Glass Ceiling" was noted as a common metaphor explaining why women are highly underrepresented in management positions. According to the US Glass Ceiling Commission (1995), the term was popularised in 1986 through a Wall Street Journal's publication on female executives. The concept suggests that women deal with invisible and impenetrable obstacles as they move towards senior levels in the corporate hierarchy.

While the metaphor enables people to understand the existing gender imbalance challenge, it has its limitations. It is founded on the hypothesis that women and men have equal access to some positions. However, there are invisible barriers faced by women that are insurmountable, which are absent in men's career progression. Although some women attain higher responsibility positions in corporations, they must take complicated paths to reach these positions. Moreover, it implies overcoming several difficulties. The glass ceiling concept assumes a single homogenous obstacle at the senior levels and overlooks the diversity and complexity of the barriers that women in top positions encounter (Carli & Eagly, 2016; Eagly & Carli, 2007).

Research indicates that discrimination leads to adverse outcomes for organisations and individuals, including job stress, decreased commitment, and dissatisfaction (Dhanani et al., 2018). Implicit bias, or micro-aggressions such as commonplace, regular indignities that communicate derogatory, hostile, or negative gender, racial, religious, and sexual-orientation insults, lead to job dissatisfaction and mental health issues (Offermann & Foley, 2020). Thus, women face many challenges while moving up the career ladder, including harassment and gender discrimination, implicit bias, and unfair performance evaluation (Offermann & Foley, 2020). Gender-related biases lower career equality and prevent women's ascension to senior positions globally (Sidani et al., 2015). Research also indicates that women are evaluated harsher than men in performance, limiting their capacity to compete with men (Offermann & Foley, 2020).

A 2013 study conducted by the Ministry of Women's Affairs suggested three principal causes of women not attaining and sustaining leadership positions in New Zealand, including career

breaks, unconscious bias, and not having flexible work options (Williamson & Wilkie, 2015). These include the theory of human capital, pipeline problem, perception of women career development or progression as deviant, lack of culture fit, and women's confidence levels in the skills (Bierema, 2016; Gipson et al., 2017). These barriers can be categorised into societal, social, individual, organisational, cultural, and psychological. Societal barriers include traditional gender roles, while social barriers encompass colour-based differences and subtle racism. Individual barriers, such as lack of confidence in leadership skills, different educational choices, and lack of investment in self (theory of human capital), may also significantly impact women's leadership. Further, numerous organisational barriers prevent skilled women from achieving senior leadership positions. They include but are not limited to unconscious bias, career breaks and flexible working arrangements, and lack of culture fit. Cultural barriers mainly relate to discrimination, bias, and hostility against women. Various cultural barriers, including hostile values and attitudes, gender discrimination, and prescriptive and descriptive stereotypes, hinder the advancement of women to senior leadership positions. Psychological barriers, such as the "think man-ager-think male" view, also plays a critical role in the accomplishment of women in the corporate world. While these factors hold for the country's general women population, it is but logical to assume that migrant women from the Indian subcontinent are more likely to face challenges such as explicit bias, gender discrimination, communication and language barrier, racism, glass ceiling, and persistent negative stereotypes (Eagly & Karau, 2002; Heilman, 2001; Hejase et al., 2013).

2.6.1 Societal Barriers

Traditional gender roles

Research shows that every society has its traditional sex-role philosophy that dictates a fundamental family structure (Reddy, 2006). As such, the male roles have always been perceived as work-oriented, while female roles are typically family-oriented. Thus, the dominant role of women is that of mother and wife. Although women have been working for ages, their work has been marginalised and never deemed important enough to be considered a career (Reddy, 2006). Traditionally, women's role in organisations was mostly as support staff (Govender, 2015). However, a paradigm shift has rendered women's careers more meaningful in recent years. However, this shift has had minimal significance because the deeply ingrained stances towards women in organisations remain unchanged. Reddy (2006) further discusses that male managers still find it hard to shed their downbeat attitudes towards women, particularly in leadership.

The involvement of men and women in the labour market is significantly impacted by traditional gender roles. For instance, women who have given birth are less likely to partake in the job market

than those without children. Besides, those who participate only do so for limited hours and may have several work breaks. Conversely, men who have children demonstrate a greater penchant to partake in the labour market. Moreover, they work for more hours when compared with those without children. The traditional emphasis on the division of labour represents a significant barrier to the professional advancement of women in organisations (Rincón et al., 2017).

In OECD (Organisation for Economic Co-operation and Development) countries such as New Zealand and Australia, migrant women from the Indian subcontinent, particularly Indian women, are impacted by feminised-gender roles that have a traditional foundation (Raghuram, 2007). In some cases, women migrate from India as skilled migrants, but the feminising process escalates their roles as mothers and wives (Raghuram, 2007). Evidence indicates that some enter the country in the skilled migratory regime as skilled migrants only to be deskilled. Deskilling occurs through increased domestic responsibilities (Raghuram, 2007). Their inability or limitations to invest in themselves and the traditional gender roles significantly affect their career trajectory. Consequently, this limits them from competing at the same level as their male counterparts.

2.6.2 Social Barriers

Colour-based differences and subtle racism

Racism is an issue of grave concern in most countries. Racism may lead to discrimination based on colour, language, and cultural differences, among others. Meares (2010) posits that subtle racism is quite common in New Zealand. While it is not in the policies, individuals in the country practice it. Sometimes, getting a job is usually based on who you know rather than what you can accomplish. Several studies have considerably validated these notions. For example, Benson-Rea and Rawlinson (2003) and Watts and Trlin (2000) discuss that there is systematic discrimination against candidates from different cultures, especially those with non-New Zealand accents. This bias is also common in the labour markets in OECD nations (Iqbal, 2017). Most employers also demand that candidates have experience in the local labour market, and this requirement limits migrants from attaining these positions (Firkin, Dupuis & Meares, 2004; Liversage, 2009). According to Revell et al. (2014), an Indian migrant in the country was quoted saying that while racism was not overt in New Zealand, those small things make people feel unwelcomed. Based on the discussion, these are key barriers that may prevent them from attaining leadership positions in the workplace in the country.

2.6.3 Individual Barriers

Lack of confidence in leadership skills

Research conducted in 2010 by the Institute of Leadership and Management on leadership confidence reported 50% and 70% self-confidence among men and women, respectively, at the time (Bierema, 2016). Similarly, the study reported self-doubt feelings at the time to be 50% and 31% for women and men, respectively. If this study is anything to go by, then it is right to suggest that women have considerably low self-confidence and high self-doubt than men. Lack of self-confidence among women translates into reduced risk-taking when applying for promotions and jobs. As a matter of fact, the study reported that most women would not apply for any position in which they only partly met the job requirements. On the other hand, most men suggested they would take a risk and apply for such jobs. This is because most women lack the necessary confidence in their leadership and management skills (Dickerson & Taylor, 2000). According to Bierema (2016), this is a global problem that impacts the advancement of women in leadership positions.

Different educational choices

Globally and in New Zealand, women may lack career progression due to different educational choices. This appears to be a key impediment since many organisations select senior workers from those operating in technical disciplines (Williamson & Wilkie, 2015). Most women's preferences concerning their studies, including business, public administration, and management rather than engineering and technology, may also limit their career advancement opportunities. Women also experience different employment patterns compared to men, as explained by Eagly and Carli (2007). They face several obvious, subtle, and varied barriers that affect them from the early phases of their careers. Conflicting leadership and gender expectations, self-promotion discomfort, and family responsibilities are some of the major barriers that confront them while developing their careers. This has been noted to be a global problem. Different educational choices and other barriers can therefore be said to negatively affect migrant women seeking leadership positions (Eagly & Carli, 2007).

Theory of human capital

According to Rincón et al. (2017), people succeed in the workplace by investing in themselves. The key sources of this investment are education, work experience, and training. The theory of human capital asserts that women fail to attain job promotions because they do not sufficiently invest in themselves. Most women do not have additional time beyond the working hours to further their training, and as such, they are excluded from job promotions. Moreover, others take

career breaks or work part-time to meet their family needs. Consequently, this implies that they have more interruptions and lesser work experience years (Eagly & Carli, 2007; Rincón et al., 2017). The failure by migrant women from the Indian subcontinent to invest in themselves may adversely impact their attainment of leadership positions in New Zealand.

2.6.4 Organisational Barriers

Unconscious bias

To begin with, migrant women from the Indian subcontinent are likely to face the same challenges faced by other women in New Zealand when seeking senior leadership positions. Bias, stereotypes, and discrimination based on gender are quite common. Research indicates that most gender and leadership stereotype perceptions are unconscious bias (Kellerman & Rhode, 2007; Williamson & Wilkie, 2015). This form of discrimination leads to unconscious bias during decision-making relating to recruitment, reward, performance, development, and appreciation in leadership roles (Bierema, 2016; Williamson & Wilkie, 2015). The bias essentially stems from an individual's unconscious knowledge and thinking process. It is often embedded in the organisational culture and can impact judgments about recruitment, career development (informal and formal) practices, and assessment of women leaders. Noteworthy, when stereotypical values and beliefs are broadly shared, they tend to assume more credibility.

The lack of first-hand experience through which individuals can base their decisions on, or training to reduce bias, may amplify stereotypical beliefs and perceptions. It is also evident that unconscious bias plays a huge role in minimising women's opportunities to attain senior leadership roles (Williamson & Wilkie, 2015). This is because women are mostly evaluated differently from their male counterparts. Unconscious bias that is widespread in New Zealand has been stated to prevent migrants from advancing in leadership positions in New Zealand (Revell et al., 2014).

Career breaks and flexible working arrangements

Policies such as flexible work provisions and paid parental leave enable caregivers (male and female) to make choices on balancing their responsibilities and work (Williamson & Wilkie, 2015). In the context of women, these policies enable them to stay engaged in their workplace. A global survey revealed that although 80% of workers needed more flexible working options, they would only utilise them if there were no harmful outcomes at work (Williamson & Wilkie, 2015). It is important to note that there is a huge distinction between working flexibly and part-time. While part-time might be among the many aspects of flexibility, working flexibly also involves other aspects such as working beyond core working hours, remotely, and other arrangements.

Evidence indicates that women who work part-time often get stuck in their position for the rest of their professional life. Guillaume and Pochic (2009) assert that this may be because many organisations do not perceive working part-time as a short-term option that employees can utilise before embarking on their full-time careers. In other cases, some organisations believe that flexibility is not entirely compatible with leadership roles. When women work part-time, the absence of visibility can adversely impact their career progression. Williamson and Wilkie (2015) state that organisations do not seem to recognise the skills and experience women acquire while working part-time. Migrant women who work in New Zealand may also stagnate in their careers due to career breaks and flexible working arrangements.

Lack of culture Fit

Lyness and Thompson (2000) argue that women are often confronted by the lack of culture fit in their attempt to advance in the corporate ladder. This is a common barrier in male-dominated organisational cultures. Moreover, women account for less than 15% of top leadership positions and are frequently considered tokens in the workplace (Kanter, 1977). Culture fit is essential as it relates to promotions and performance to top managerial levels (Lyness & Heilman, 2006). People who lack it may feel excessively scrutinised or anxious to out-perform their peers to be recognised (Briggs et al., 2012). This is a common barrier to the advancement of women in the corporate world (Wright, 2006). It can depressingly impact women in terms of hiring, payment, as well as upward mobility. In most instances, it preserves male privilege in the workplace. Individuals confronted by this barrier feel pressured to fit in, have few role models, and are often uncomfortable and feel like outsiders. Research shows that this barrier is more common among women than men. It hinders the advancement of women from attaining top leadership positions, as explained by Lyness and Thompson (2000).

2.6.5 Cultural Barriers

Gender biases and discrimination- hostile values and attitudes

Eagly and Karau (2002) and Gipson et al. (2017) define gender stereotypes as culturally shared perceptions that dictate expectations on men and women and how they should behave. Fiske et al. (2007) and Heilman (2001) argue that these stereotypes can be prescriptive, descriptive, or both in nature. For example, concerning gender customs, descriptive stereotypes suggest women be warm and communal. On the other hand, Prescriptive stereotypes lay down that women ought to be communal. Conversely, men are frequently stereotyped with agentic characteristics, such as being assertive and confident (Baker, 2014; Gipson et al., 2017). Agentic characteristics, incidentally, are perceived as requisite leadership traits (Koenig et al., 2011; Rudman et al., 2012).

Nonetheless, research indicates that women who portray agentic traits are subjected to backlash and denigration for contravening the prescriptive typecast of being communal. When women display similar behaviour to men, they are often criticised for being too aggressive (Williamson & Wilkie, 2015). In essence, women leaders are required to have agentic characteristics that are essential for leadership and, at the same time, maintain the gender stereotypes (Phelan et al., 2008). This form of stereotype limits women from fully expressing themselves and pursuing leadership positions for fear of backlash. While this is a huge barrier for all women in New Zealand, it could pose more challenges for migrant women who have to deal with different cultural norms from those in their continent, as Meares (2010) explains.

Prescriptive and descriptive stereotypes

Prescriptive and descriptive stereotypes are generally pervasive (Heilman, 2001). They often cause biased judgments, and consequently, they are at the core of numerous frameworks and theories that seek to clarify the gender gap in top leadership selection rates. For instance, the role congruity theory (RCT), as explained by Eagly and Karau (2002), builds on several theories such as Schein's (1973) think-manager, think male, Eagly's social role theory (1987), and Heilman's lack-of-fit model (1983). Jointly, these frameworks have extensively impacted research on barriers to women leadership. Additionally, they have influenced the understanding of how stereotypes and gender bias can radically alter the notion and assessment of women professionals aspiring to attain leadership positions. For example, the think manager-think male model asserts that successful leaders possess traits, temperaments, and attitudes that are closely parallel to the global masculine stereotype. They include competence, determination, verbal skills, and industriousness (Johns, 2013; Schein, 1973; Stockdale & Nadler, 2010; Von Rennenkampf et al., 2004; Wood et al., 2018). Women, hence, are represented as being less successful managers compared to men. Through this, many women lose out on leadership positions because they are perceived as less competent than men (Wood et al., 2018).

2.6.6 Psychological Barriers

Associating management with being male: “think manager–think male” view

Besides, Koenig et al. (2011) undertook a meta-analysis to assess the scope to which leadership stereotypes are culturally masculine. Across studies, the researchers found that prototypical leader characteristics have a stronger relationship with masculinity characteristics than femininity. In other studies, the findings suggested that both genders preferred a leadership that assumes masculine ideals (Schein, 2001). The studies reveal that senior management roles in organisations are correlated with masculine behaviours and traits (Bruckmüller & Branscombe, 2010; Powell,

2011; Reuben et al., 2014). Recent studies have also revealed that when people think about a leader, they usually think male. Female candidates who aspire to become leaders yet lack the masculinity leadership construal experience numerous challenges. The incongruity between the leadership position and the female gender role can incite prejudice against them. Since the conventional notion of ideal leadership is founded on masculine-oriented perceptions, most women are less likely to correspond to these ideals (Gipson et al., 2017; Jackson et al., 2007). Many people, thus, view women as less qualified to hold top leadership positions. The incompatibility notion also fuels discrimination against qualified females seeking these leadership roles globally, as Eagly (2013) explained, limiting their advancement in top leadership positions.

2.7 Why do the barriers to career progression exist?

For decades, discrimination and gender inequality in the workplace has been embedded in most organisational cultures. Perceptions about women and their inferior status are a result of cultural and social construction (Moore, 1994). Whereas men are associated with “strength,” “up,” and “right,” women, on the other hand, are related to opposites such as “weakness,” “left,” and “down” (Moore, 1994). Most women who enter the workforce are limited to low-paid jobs, part-time work, and have low promotional prospects. Parenthood responsibilities, housework burden, and a full-time job cause many women to record low performances in the workplace than their male counterparts (Bradley, 1994). While much has changed, much remains the same. The same issues that confronted women in the past decades still affect them today. Nonetheless, one cannot discount the huge steps that have been made to advance their representation in the workplace. However, the exact representation does not trickle down to leadership positions.

Another reason for the inadequate representation in top management is the negative perceptions and stereotypes that are highly influenced by societal and family attitudes. These attitudes shape people’s attitudes and perceptions about themselves. Familial and societal factors can extensively influence women learning capacities and career choices. Ethical issues of discrimination, bias, and inequality also impact the advancement of women to leadership positions (Singh & Vinnicombe, 2004). The social identity frameworks and theories provide a good account for the unrelenting homogeneity in most organisational hierarchies. According to Hogg and Terry (2014) and Singh and Vinnicombe (2004), the social identity theory describes how people in various groups behave and perceive others who are non-members. Once people become members of a specific group, they begin thinking in a group way and defining themselves based on the group norms. These groups stereotype those who are considered outsiders. Most organisational boards are comprised of men, and in most cases, women are perceived as outsiders. In most organisations, “old boys’ clubs” are common (Colakoglu et al., 2018). In such settings, male executives reinforce

the boundaries and exclude people from different demographic characteristics and backgrounds, including women. Other reasons include inadequacies of the country's employment framework and biased recruitment and selection process, including unconscious bias and the meritocratic system (McPhail, 2014). While these issues have primarily been discussed in the context of the entire women population in New Zealand, they also affect the migrant women from the Indian subcontinent.

Other barriers that may impact the advancement of migrant women in attaining leadership positions in New Zealand include but are not limited to language barriers, exclusion, intercultural communication issues (Iqbal, 2017) excessive work commitments, role conflict and role overload, limited support, and social isolation (Reddy, 2006) among others. Social isolation implies the lack of role models, mentors, and inadequate access to informal support networks.

2.8 Strategies aimed at achieving leadership positions

Based on an organisational perspective, numerous studies corroborate that companies that leverage diversity in senior positions often perform better (Post & Byron, 2015; Wittenberg-Cox & Maitland, 2009). For example, an analysis of various Norwegian companies revealed a positive correlation between the number of female directors in a firm and its effectiveness (Nielsen & Huse, 2010). Furthermore, Cox (1994) explain that diversity is essential because it enhances competitive advantages in marketing, problem-solving, and creativity, improving performance. Likewise, Forsyth (2010) contends that diversity provides a variety of perspectives, knowledge, ideas, and experiences to workgroups. Further, diversity allows an increased capacity to establish new solutions and strategies in heterogeneous groups. Finally, Wittenberg-Cox and Maitland (2009) assert that, given the diversity and complexity of the current global market, organisations that identify the impact of women executives can gain a competitive advantage over the others.

From an economic perspective, society and companies need to encourage equal career development opportunities for everyone. In this sense, several strategies can contribute to eliminating barriers that impact women (Cook, Heppner & O'Brien, 2002). Moreover, these measures can be utilised to attain a balanced representation of males and females in leadership positions. For instance, organisations that recognise the advantages of having women in top management levels attempt to implement policies geared towards attaining a gender balance. Therefore, measures such as flexible work calendars or scheduling, which permit better compatibility between personal and work-life, encourage women's participation in top positions (Forsyth, 2010; Lewis & Cooper, 1999). However, caution should be taken when proposing models for flexibility and compatibility to avoid exclusively orienting women. The purpose is to

advance work conditions for women and men to balance personal and work life without necessarily forfeiting their careers.

The literature specified that the organisations should develop employment policies and practices that integrate intersectionalities between demographic factors and immigration status (Grzymala-Kazłowska & Phillimore, 2018). Training and development and equality could help organisations grow by taking advantage of immigrants' resources, experience, and networks. Especially, employment-related policies for immigrant female employees should be free of stereotypes to enable them to move to the career ladder, attain leadership positions, and be employed in skilled jobs (Janta, Ladkin, Brown & Lugosi, 2011). The literature evaluation identified that females from different ethnicities and migration statuses could be a key source of competitive edge. However, they should be efficiently managed while involving employment-based practices like recruiting, rewarding, and promoting. They should not be selected and rewarded based on their gender, race, and immigration status (Constant & Zimmermann, 2009).

Similarly, measures aimed at offering the crucial support for women to access leadership positions, particularly concerning the aspects that challenge contemporary organisations, such as creating professional networks, can prop up gender balance in top-level corporate positions (Cheese, Thomas & Craig, 2007). It is essential to provide women with sufficient preparation for management positions via practical experience and training. These actions make women more visible in the workplace. Additionally, they enable them to be included in promotional channels and enhance the probability that their talents and skills will be effectively utilised (Main, Wang & Tan, 2021). Thus, organisations devoted to diversity are a model for people within and outside them. Most importantly, they appeal to outstandingly qualified women who seek leadership positions. Nonetheless, the implemented change or action plans need to be evaluated regularly. It is vital to assess the perception of females in the organisation regarding the effectiveness of the improvements or training programs in development options (Athanasopoulou et al., 2018).

Noteworthy, public administrations serve an integral role in ensuring that organisations are conscious of the advantages that gender diversity has on management teams. Besides, governments need to institute policies that influence corporations in understanding the need to enhance women's career development opportunities (Heckler, 2022). Public administrations, in recent years, have embarked on different initiatives purposed at assisting women in attaining executive positions, as detailed by the European Commission (2011). Campaigns to initiate gender perspective in HRM, building professional networks, and offering career development guidance have been monumental.

Some European Union countries have adopted policies to enhance gender balance, and they have had a substantial impact. For instance, Norway's 40 per cent minimum representation of females in the corporations' board of directors is remarkable (Matsa & Miller, 2013). However, it is important to note that quota regulations impact private and public companies. Failure to adhere to the set stipulations can lead to sanctions and, in extreme cases, liquidation of the affected firms (De Cabo, Terjesen, Escot & Gimeno, 2019). Other countries such as Belgium, Italy, and France, have followed the Norwegian framework on quotas, sanctioning companies due to non-compliance. However, Spain's policies to attain gender balance in leadership levels are less strict. Moreover, there are no sanctions on non-compliance (Valiente, 2020).

While various gender equality regulations have been adopted to enhance females' access to leadership positions, improvements have occurred significantly slower. Notably, it has been suggested that stereotypical traditional gender roles generate certain behaviours in the workplace (Heilman, 2012). In some instances, they produce a less-oriented corporate culture concerning women's career development. Also, women deal with several prejudices concerning their leadership capacity, and in most cases, they are at an increased threat of being socially and economically sanctioned when they attain upper management positions. As specified, it is a matter of attitudes and beliefs developed in a society that can comprise critical barriers to individuals' career and personal advancement (Rudman & Phelan, 2008).

According to Eagly and Carli (2007) and Hoyt (2010), a better understanding of the factors that hamper the gender balance signifies an important step towards obtaining probable solutions to attaining it. Likewise, education that incorporates the gender viewpoint can be a critical factor in changing society's notions. Moreover, it can be a determining factor in developing a better social model (Eagly & Carli, 2007; Pilcher & Whelehan, 2016).

2.9 Support for women's career advancement

The barriers at leadership levels within organisations can be addressed via policy initiatives, developmental programs, organisational practices, and career interventions intended to ease flourishing performance accomplishments (Betz, 2007). Some of these policy interventions include equal opportunity legislation, gender quotas, and affirmative action programs. Organisational practices include but are not limited to mentoring and sponsorship (Loeffen, 2016), benchmarking, and the establishment of support networks. Besides, structural changes can be designed to put forward a more family-friendly working environment, as Kottke and Agars (2005) suggested.

The New Zealand government emphasises the importance of promoting women's rights in the country and worldwide (UN Women, n.d.). It supports women's leadership by promoting gender equality through training, education, and participation in the workforce (UN Women, n.d.). The government is developing women leaders in various ways. It motivates women and girls to participate at the highest levels of management and governance. Similarly, support is provided to promote non-discrimination recruitment policies and equal pay for women and men performing similar duties (Demuijnck, 2009). The equality for all principle is enshrined in the nation's law. The country is implementing favourable policy and legislative reforms to enhance women's lives. The aim is to utilise their skills to grow the economy. Moreover, this has been identified as one way of developing and encouraging women leaders (UN Women, n.d.). Consequently, this encourages women to participate in the workplace (Grant Thornton, 2018). Notably, these policies aim at providing women with equal opportunities as men, including leadership roles.

Migrant women typically face unique problems in leadership (Harris & Leberman, 2011), and therefore, leadership development strategies must be tailored to meet their exact needs (Hopkins et al., 2008). Women-only training is another approach that is utilised to support women's leadership in New Zealand. Training on leadership is imperative as it helps women develop a stronger feeling of self and relationships (Vinnicombe & Singh, 2002). According to Harris and Leberman (2011), training programs are used to support, motivate, and contribute towards the development of females who aspire to be or are leaders in different sectors of the economy. Leader development programs, mainly off-the-job, bring people together for growth and shared learning experiences. For example, the New Zealand Women in Leadership program (NZWIL) has been developed to advance leadership skills among women leaders in universities and tertiary systems (Harris & Leberman, 2011). Mainly, these programs exist to support and encourage women to become leaders. Since aspiring leaders' training and development programs are complex, they need to be appropriately designed, sponsored, and implemented (Dubrin et al., 2006). Such programs increase self-confidence (McCormick, 2001) and promote networking (Coleman, 2010).

Organisations need to support and honour the equal employment opportunities (EEO) provided by labour relations to support migrant women's leadership (McPherson, 2010). Unless migrant women are accorded the same opportunities as New Zealanders, they will continue to be excluded from senior leadership positions. These opportunities include but are not limited to the same assignments and line management roles that allow them to develop themselves and showcase their capabilities. Organisations are also encouraged to recognise the necessity for different career models to enable non-linear career paths for individuals with family responsibilities (Bravo, 2007; McPherson, 2010). Workplace culture with supportive leadership is imperative to attaining a

gender-neutral organisational culture (Hrdlicka et al., 2010). Organisations including ANZ New Zealand, Chapman Tripp, and Microsoft have previously been awarded EEO Trust Work & Life Awards for successfully creating workplace cultures that emphasise flexible working hours (McPherson, 2010). These are essential strategies that ensure that migrant women do not miss out on leadership roles because of familial responsibilities.

Another way to support migrant women's leadership is by changing the cultural perceptions of the other employees. Belle (2002) and Sandberg (2013) contend that migrant females have been made to feel exclusively responsible for their challenges in the corporate culture. Developing more inclusive cultures that are tolerant of a wide variety of leadership styles helps organisations embrace women's leadership. Servon and Visser (2011) assert that changing the cultural perceptions, particularly concerning think manager think male, is imperative to the advancement of women in the corporate world globally.

Gender quotas are a measure that is aimed at attaining a balanced representation in organisations, particularly at the decision-making levels. Nonetheless, it is a short-term strategy and somewhat controversial (Dahlerup, 2007). Typically, gender quotas legislation purposes of compelling large organisations to embrace gender equality at top leadership levels. In so doing, these organisations stimulate the career advancement of women. Nations that have adopted such legislations have shown considerable improvement in gender balance (Rincón et al., 2017).

Bierema (2016) and Wynn (2020) argue that women's leadership development is essential for business and organisation. Changing the existing culture requires the creation of accountability measures that facilitate the recruitment, development, retention, and promotion of talented women. As such, organisational executives need to assess how well they can establish a more balanced diversity among their leadership ranks, including the implementation of stopgap measures that seek the involvement of women in leadership roles (Ellemers et al., 2012). In addition, promoting diverse career routes, strategies, and time frames for advancement can assist migrant women in managing familial and social expectations.

Migrant women are encouraged to be more proactive at the individual level while seeking out leadership opportunities (Chan, 2010). Kellerman and Rhode (2007) advise women to make their aims known, express their value and results, and negotiate. Women are encouraged to seek networking opportunities to advance their leadership opportunities. Eagly and Carli (2007) contend that networking and mentorship can be proactive ways of encouraging women to seek out leadership opportunities and influence their progress. Women need to neutralise the notion that femininity is not compatible with quality leadership (Eagly & Carli, 2007).

CHAPTER – 3 RESEARCH METHODOLOGY

"The present economy has created labour markets that require more women's participation" (Clancy & Tata, 2005).

3.1 Introduction

To conduct the research, information from the sample population is collected using different techniques. These techniques are briefly explained in this chapter. The study aims to understand the barriers to and support provided to facilitate the career progression of migrant women into leadership positions at New Zealand workplaces.

3.2 Definition of terminology

The term's reliability, validity and sample population are described for the purposes of this chapter.

3.2.1 Reliability

Reliability implies the accuracy or stability of measurements by considering that they can be replicated and verified by accurate instruments (Rosnow & Rosenthal, 1996). Furthermore, reliability refers to the accuracy of the test results and admits clearly that no specific tests are perfect (Lilly, 1984, p.28).

3.2.2 Validity

Validity is the degree to which measures correctly gauge the condition they aim to measure (Rosnow & Rosenthal, 1996). Furthermore, validity is the degree to which differences found with a measuring instrument reflect real differences between respondents being tested (Cooper & Schindler, 2003).

3.2.3 Sample Population

"Sampling is the process used to select cases for inclusion in a research study" (Terre Blanche & Durrheim, p.276, 1999). However, the fundamental idea of sampling is to select some aspects within the population that will enable one to draw conclusions about an entire population (Cooper & Schindler, 2003).

In the present study, the sample was taken from female employees working in leadership positions, ranging from assistant manager to director levels in the organisation.

All key participants were initially contacted by phone or email. They were provided with a summary of who was conducting the research and the project's general goals and objectives. They were then asked if they would be able to participate in a roughly half an hour to one-hour interview/discussion. All key participants contacted were willing and able to participate in the research.

To protect the participants' privacy, only the researcher listened to the recordings and wrote the transcripts. To recruit participants for the research, the following criteria were established. Participants needed to:

- Be from the Indian subcontinent, i.e., India, Nepal, Bangladesh, Pakistan, Bhutan, Sri Lanka and the Maldives
- Be from the age group 22-65
- Be from an organisation with at least 20 employees
- Be from any profession but in a managerial position (mid to senior level)
- At least manages 2-3 people under them
- Not working under any employer from the Indian subcontinent.

3.3 Research quality

In order to ensure the overall quality of the research, the author followed the four quality standards for qualitative research proposed by Lincoln and Guba (1985): credibility, transferability, dependability and confirmability.

In order to create the credibility of the research and ensure that the research findings describe the actual data collected accordingly, the peer report provides a useful tool (Lincoln & Guba, 1985). The supervisor's recommendations helped question the techniques used, detect biases, and explore all the implications of the study's various stages. Additionally, the inquiry was also subjected to the researcher's own constant checking: the data gathered in the research and their interpretations were exchanged and debated to make sure that the research findings provided an accurate summary of the views of the women managers. In the event of inconsistencies or misrepresentations, the researcher contacted the interviewee for further clarification (Lincoln & Guba, 1985).

Transferability is intended to measure the extent to which the result of specific qualitative research work can be replicated (Easterby-Smith, Thorpe & Jackson, 2015). Consequently, a

detailed summary and an outline of data collection and analysis processes of the research approach was given in order for other researchers to determine whether the findings of this work could be discussed in their own fields of inquiry.

A thorough description of each phase of this research has been provided to prevent potential risks to research dependability and ensure complete consistency between the data collected and the research findings. Starting with the research design structure, followed by the reasons for using the chosen methodology and data collection methods. In addition, the ongoing peer review of the supervisor helped in analysing the research data and results with sufficient objectivity during the various phases of the research, which enhanced the overall dependability of the study.

The confirmability criterion demands that study results be impartial and not derive from the researchers' personal biases. In order to prevent accidental error, written notes were read over at the end of every interview, and the writers regularly re-evaluate their research practices, for example, by incorporating reflexivity into research practices. In addition, the level of saturation was confirmed. At the end of the interviews, the interviewees repeated identical responses instead of offering fresh perspectives. Bowen (2008) states that data saturation is reached when the data reaches the point of diminishing returns. After the last interviews, nothing new was introduced, so data saturation in the analysis was achieved.

3.4 Research method

3.4.1 Instrumentation

The primary difference between quantitative and qualitative research is that the former is undertaken when research relies on numerical data and desires to measure certain phenomena in terms of quantity or numbers. In contrast, the latter depends on words, pictures, and social artefacts and seeks to identify or explore the quality or characteristics of phenomena. Grbich (2013) also proposes that a qualitative design is the most appropriate for exploring “culture, phenomena, structural processes and historical changes”. The research interest, objectives and the type of data required to answer the research questions clearly suggested the use of a qualitative research design.

There are three different interview designs in terms of format: (1) informal conversation interview; (2) general interview design; and (3) standardised open-ended interview (Gall, Gall & Borg, 2003). In the current study, the interview questions were developed for standardised open-ended interviews. This approach was chosen for several reasons. The standardised open-

ended interview design refers to an interview design in which the key questions and the order of questions are determined before the interview with the survey participants begins (Patton, 1990; Turner, 2010). All research participants are asked identical questions in this form of interview design (Turner, 2010).

The three key benefits of a standardised open-ended interview are: (1) the standardised questions offered a valuable framework to the interview process while the open-endedness provided participants with the ability to provide as much information as they wanted; (2) this method encourages the researcher to ask further questions as follow up (Creswell & Tashakkori, 2007); and (3) open-ended research questions reduce the bias of researchers during the analysis, particularly when there are multiple research participants. According to Wimpenny and Gass (2000), in-depth interviews provide researchers with an opportunity to adequately explore the phenomena of their interest (Wimpenny & Gass, 2000). Turner (2010) argues that research questions play a crucial role in the interview process. As far as the interview questions are concerned, they were developed after reviewing the literature on the barriers experienced by female managers (Pareja-Roblin & Margalef, 2013).

3.5 Procedure for data gathering

3.5.1 Data Collection

According to Creswell (2003), research data may come from a variety of sources, including documents, interviews, and direct observations. Generally, when carrying out research, all kinds of information are gathered to get a comprehensive idea of a particular case. The study uses two data collection techniques. They are primary and secondary data collection methods.

3.5.1.1 Primary Data

The primary data collection method was interviewing. To elicit the participant's story, a semi-structured interview format was used. Detailed questions were asked to encourage participants to elaborate on details to achieve consistency and closeness to life experiences. In-depth interviews provided data on participants' shared experiences. Data collected from the interviews were analysed, and key statements were highlighted as themes to understand participants' experiences.

In order to gather information in this research, interviews were used as a means of collecting data. In-depth interviews are the main qualitative tool (Rubin & Gray, 2014; Yin, 2004). During the interview, researchers aim to find participants' perspectives on specific topics, which is the basis of qualitative research.

According to Yin (2004), interviews take several forms like the following:

- Open-ended interviews, in which the respondents are requested for facts about an issue and perceptions of events; the researcher also asks respondents to provide their own perspectives on a given case and can use those suggestions as to the basis for further research or data collection.
- Focused interviews, in which the participant is questioned for a brief period of time; the question for the interview remains open-ended, but the interviewer follows a specific collection of questions from an interview guide.
- Formal survey, which is similar to a survey, is an interview technique involving more structured questions.

Valuable data, which is difficult to accomplish with questionnaires, can be collected by open-ended interviews (Yin, 2003). Interviewing is a better way to gather study data because it produces more knowledge of the participants' attitudes and worldviews. In addition, during the interviews, questions can be clarified, and there is a potential for new questions to emerge.

However, interviews also have some drawbacks. Conducting individual interviews is time-consuming, and some participants may be concerned about sharing the classified details with the interviewer. In this scenario, information sheets will be given to the participants before the interview, containing information about the interview and terms to ensure their confidentiality. Participants were advised that they could cancel their involvement at any time. Since this study is exploratory, it was determined that interviews would provide the most valuable data (Gray, 2009).

3.5.1.2 Secondary Data

According to Shukla (2008, p. 30), secondary data is the “collection of existing data”. Primary data is the data that is generated and collected primarily for research projects. The researcher conducted a literature review on Google Scholar searches and other databases, including the EBSCO, Proquest, International Bibliography of Social Sciences, ResearchGate and Emerald, to examine different scholarly journals. Secondary data and theories from other studies helped the researcher to establish a conceptual framework. Terms such as management, leadership, women, female, gender, leadership styles, intersectionality theory, leadership theory, discrimination, glass ceiling, gender, ethnicity, barriers, migrant women, and gender gaps were utilised during the search. As a result, several pieces of literature were obtained. Nonetheless, the studies that contributed more to the objectives of the current study were selected.

3.5.2 Data Analysis

The analysis of qualitative data is different from the quantitative data analysis method. Qualitative data analysis requires identifying key themes, ideas, trends, and arguments. The literature review compared various authors' claims and views, making distinctions and summarising key points. The semi-structured interviews were transcribed, and a code list was generated. The interviews were then read again, and each key idea found was matched with a code. The key themes, ideas, trends, problems, and arguments were then identified and formed the analysis bases. QSR NVivo software is used to analyse and code the collected data. This software helps systematically identify, code, and integrate the themes. Although the data will guide the nodes, previous research also advised them (Fendt and Sachs, 2008).

3.6 Ethical Considerations

While conducting the study, the researcher followed the principles of ethics in conducting research. All participants signed a form stating that they were not being forced to provide any information or data against their will. The researcher would value the privacy of study participants by not coercing them to reveal any details they consider confidential, which may place them in an uncomfortable position or cause any inconvenience to them or their organisations.

Since interviews with individuals were used in the data collection in this research, the research may be abused by taking the benefit of these participants. Furthermore, if the participants feel maltreated or misrepresented, the outcome may be that they do not want to participate in further research (Easterby-Smith et al., 2015). Therefore, misuse of the study could also lead to unethical research, jeopardising the research quality and adversely affecting the researcher. Thus, the concerns about the rights of participants were taken into account during the research design (Easterby-Smith et al., 2015).

Research ethics is crucial in completing research with proper research guidelines. The research instrument and other related documents were sent to the EIT Research Ethics Committee, and a formal ethics approval (Reference number – BC21/35) was obtained on 16 March 2021, prior to the commencement of data collection. A consent form from the participants was taken with permission to use their information in the research. Confidentiality of the responses is maintained to make sure that their data is kept in a safe place. The researcher tried to maintain all ethical considerations throughout the research. Proper information was provided to all respondents about their voluntary participation. Beyond that, data from the secondary research

is acknowledged with proper references. Hence, the ethical facets of research are strictly maintained. The research is designed to protect the rights, safety and privacy of participants. High levels of objectivity in discussions and analysis have been maintained throughout the research. Additionally, participants are guaranteed anonymity at all stages of the process (Easterby-Smith et al., 2015). For instance, if there is a meeting in a public place, it was guaranteed that the names of the interviewee or the organisation would not be discussed. The interview participation was voluntary, and the participants were fully briefed about the situation. The interviews were conducted in accordance with the participants' preferences for the meeting venue and time.

The research in question has been conducted in a timely manner and has been communicated with honesty and transparency. Therefore, integrity and openness have been carried out in this study. To ensure confidentiality in this research, interview participants were advised of the audio recording and the interview's intent by sending an email one day before the interview. It is emphasised that only the researcher has access to the data, and the data is used solely for this dissertation's purposes. The recordings were archived on the college's cloud service, and no interviewer names were mentioned during the recording. In addition, the anonymity of participants was assured when the data were dismantled, the identities of interviewed individuals and companies were omitted from the transcriptions.

3.7 Conclusion

This chapter offered a summary of the study's research design and methodology. It also discussed the sample population, described methods for collecting and comparing data; discussed the instruments used in the analysis; and briefly explained the statistical methods used to analyse the data. A detailed description of the study results is provided in the next chapter.

CHAPTER – 4 RESEARCH FINDINGS

This study explores migrant women's journeys to leadership roles in New Zealand. This chapter summarises the results of in-depth interviews in which participants discussed their experiences as migrant women in leadership, including their paths to promotion.

As discussed in chapter two, this study uses intersectionality as a critical analytical framework to examine and understand how gender, ethnicity, and immigrant background intersect and contribute to experiences of barriers and opportunities. The findings of this study are presented in this chapter, which highlights the factors that intersected to have an impact on women's experiences. The barriers migrant women faced are outlined first, followed by their reactions to those challenges. Following this, the women then detail the types of opportunities they were presented with and suggest how organisations could further support migrant women to achieve leadership roles.

4.1 Demographics of Respondents

As discussed in chapter three, the participant recruitment invitation email described the criteria to participate in this study. The criteria required that participants were from the Indian subcontinent, which encompasses India, Nepal, Bangladesh, Pakistan, Bhutan, Sri Lanka, and the Maldives, and currently holding a managerial position (mid to senior level) in an organisation with at least 20 employees so that the comprehensive experiences of migrant women could be noted.

In addition, most of the participants have gained an academic qualification from both countries, i.e., native country and New Zealand. The participants worked in a range of sectors such as education, technology, health & safety, retail, and real estate.

Additional demographic information is shown in *Table 2*. Pseudonyms have been given to each participant to protect confidentiality.

Table 1. Demographics of Respondents

Participants Pseudonym	Country of Origin	Qualification	Work Sector
P1	Indian	Graduate Diploma (L7)	Organisational Health & Safety
P2	Sri-Lankan	Master's degree (L9)	Educator (Museum)
P3	Indian	Master's degree (L9)	Public Sector - Government

P4	Sri-Lankan	Postgraduate Diploma (L8)	Public Sector - Government
P5	Indian	Ongoing PhD (L10)	Researcher at University
P6	Indian	Master's degree (L9)	Industry (Project Management)
P7	Indian	Postgraduate Diploma (L8)	Nursing
P8	Indian	Bachelor's degree (L7)	Retail Store
P9	Indian	PhD (L10)	Service sector (Real estate)
P10	Indian	Postgraduate Diploma (L8)	Early Childhood Education

Source: Participants Interviews

4.2 Barriers to migrant women's career advancement

All participants in this study stated they had experienced barriers to their career progression. However, most of the migrant women noted that, in New Zealand, they mainly experienced barriers at the early stages of their career and fewer as their career progressed.

The most common barriers cited by migrant women were ethnicity, their immigrant background, language skills, lack of New Zealand experience, gender, and family responsibilities. These findings are similar to those reported in the literature (for example, Crowley-Henry, O'Connor & Al Ariss, 2018; Subedi & Rosenberg, 2016; Zhu, Konrad & Jiao, 2016).

4.2.1 Ethnicity

Most participants (90%) reported experiencing challenges in career advancement due to their ethnicity. Migrant women discussed their experiences with racism and discrimination and felt they were disadvantaged when progressing in their careers. In addition, most participants perceived stereotypical perceptions from their colleagues or managers because of their ethnicity.

As a result, migrant women found it difficult to convince their managers or employers about their skills and capabilities. For example, one of the participants working in education explained how in her experience, migrants need to work extra hard in interviews to convince employers about their skills and abilities. She also claimed that her co-workers judged her because of her ethnicity:

"And I would say that obviously; you have to prove more than anybody else because you're not from the same nation because they are not sure about your communication skills, and they are not sure about how well you understand this industry." – P10

"Obviously, racism, and I would say its ethnicity makes a major role, and then the second major thing is the jealous factor, because when they see you growing faster than themselves, themselves, yah, because they are like, they are, we are born and brought up here, we have qualified from here. What is it that's making them go higher than us?"
– P10

According to Bertrand and Mullainathan (2004), ethnic discrimination occurs in the hiring process, and it may also occur during the recruitment stage, even before a candidate has the opportunity to demonstrate their potential. For example, if the candidate's name on their resume suggests that they are Asian, they are most likely to be disadvantaged.

On the other hand, participants stated resumes with Anglo-sounding names were more likely to receive a (positive) response. One of the participants in the current study stated that: – “a well-established perception comes into an employer's mind once see/hear a candidate's name”. Frequently, there is a preconceived notion in employers' minds about a particular ethnicity that often influences their decisions. According to the participant, ethnicity affects a career at every stage:

"I mean, in terms of career progression after getting the job. So, like, you know, ethnicity matters." – P5

"I can see that probably this by when you apply for a job, even your name matters like your ethnicity matters and there is a kind of entrenched racism like wherever you go. Yeah. So even you have the experience, you know they don't take you into confidence, or they don't believe that you can do that work. So, they kind of doubtful about your skills and your experience" – P5

One participant from the service sector shared that she had experienced racism at work, which caused her mental stress and thus affected her performance at work. She described how she was the target of a bigoted remark from one of her New Zealand co-workers. She also described how she dealt with the situation. She reported she found it amusing that her colleagues placed a bet on her ability to stay in the role & organisation. Additionally, she shared how her resilience aided her in remaining focused on her career. Her optimistic outlook and positive attitude enabled her to overcome any obstacles or obstacles:

*"Yeah, so I've always been a very optimistic; I have been a positive person. And so, even if I faced racism, yes, it bothered me. I, as I told you, in ***** (organisation name), I did, I faced racism and I, I protested, and action was taken, I was given apology letters,*

and that's all right. But it doesn't change, you know, I mean, just sorry, doesn't heal the scar." – P9

Another participant discussed how she had an incident where she was subject to racial discrimination by one of the company's customers because of her ethnicity:

"I have been once in my entire time frame being discriminated that. Can you get somebody else? I don't want to deal with you. Huh? So apart from that, I can't think of anything internally that has been so predominant key, you know, that you're an Indian." – P8

Half of the migrant women participants considered they had experienced discrimination and unfairness compared to kiwi women in their professional lives. For example, one participant described how she was offered a lower salary for the same position than her Kiwi co-worker. The participant attributed this to racism due to her ethnicity:

"I did feel that when I was initially offered this job, I would I was at slightly lower salary. And I know I found out, coincidentally, that I wasn't offered the same salary as what my counterpart was offered when she joined. And she's a Kiwi." – P3

"But the day she joined, I was called in a meeting with my manager on the same day, and I was offered the same salary. So, they did match it. Yeah, but they didn't offer me in the first place only when she joined." – P3

4.2.2 Immigrant Background

Another barrier that was commonly discussed was participants' immigrant background. More than half the participants in this study suggested their immigrant background affected their careers.

Additionally, migrant women who arrived in New Zealand prior to 2010 reported they did not confront professional difficulties due to their immigrant background. However, migrant women who arrived in New Zealand in 2010 or later encountered career barriers as a result of their immigrant background. One of the participants noted before 2010, there were few migrants in New Zealand and a labour shortage. Since 2010, the number of migrants arriving in New Zealand from all over the world has increased, resulting in a migrant overflow.

Some participants related immigrant background to visa rights and indicated that they could not apply for public sector jobs unless they were permanent residents or citizens of the country. Even after getting the job, participants considered their immigrant background reduced the

chances of their career advancement. Migrant women shared that immigrant background manifests in various ways. For some participants, communication skills (including an accent) were a hurdle, while for others, a lack of local work experience and a preference for locals over migrants in the job market were impediments.

The participants discussed that sometimes, the organisations need to support the visa of their employees, and the burden of extra visa paperwork results in organisations giving preference to locals for the job over migrants. For example, one participant stated that not having a New Zealand residency, or citizenship had significantly impacted her career. All of the positions she applied for gave her the same response: "not suitable for the job." However, according to her, she was not selected following the interview due to her limited visa. She considered that companies do not recruit migrants because they do not want to undergo immigration:

"So, I got my open work visa, and I start looking for a job in my field, which is environmental science. And then I got a common response from most of the job applications, which is stating that I am not compatible to you know do that job and before my visa was expiring, before three months, I started getting interview calls. But because of the limited time available. I haven't been selected." – P1

"And the another reason is definitely that I am a migrant and if any company hires me, they required to support me for my visa to extend my visa." – P1

Another participant, who works as a manager in the public sector, believed that discrimination still exists in organisations that have formal policies that are inclusive and support diversity and equality. She shared despite being highly qualified for the job, she was undervalued & treated unfairly. She attributed this to her migrant status. She further explained that she had previously applied for a position and was not selected. Later she found out that a New Zealand female with less experience and qualifications was selected:

"Wherever I was applying for a job, that they told us clearly that kiwi people will be first, and the migrant will be the second one. Yeah. So irrespective, I have so much experience in my nursing career, and I had applied for a position, and I thought I will get it. But then they, they had another kiwi lady who came for the interview and while she was waiting, so I talked to her, I chatted to her. And I said this is a theatre role, position. Are you, are you working into theatre role? She said, no, I do not have an idea about what is theatre. So, but I wasn't selected for that. It was a kiwi just preference for kiwi people over migrant women." – P7

Another participant, who works in a university, shared that in her experience, preference was

given to locals over migrants. She had personally witnessed that locals have secured higher positions than her despite having the same qualifications in her organisation:

*"I think because I'm on research position, it's kind of you know matches with my current educational qualification, but I have also noted that even if locals with my same education qualification has got higher positions in the **** (Organisation name)." – P5*

Some participants noted they had not experienced discrimination themselves, but they had witnessed the impact of immigrant background on the careers of others. For example, one participant stated that she knew “many people” in the community, including her friends, who could not advance to leadership positions due to their immigrant background:

"Well, uh, I haven't felt that, for me, but I know lots of people from my community and others like friends being immigrants have played a big issue for them. Yeah. Yeah. So, the immigrant background has stopped them to achieve leadership roles or to get promoted." – P4

Some participants shared that they could not apply for jobs in the public sector due to their visa status. For example, one participant noted that in New Zealand, her experience was that some public sector organisations prefer to hire permanent residents or citizens only to avoid lengthy immigration procedures. Most of the time, job adverts from the public sector specify that only residents or citizens can apply for the position, which was perceived as unfair by participants. Migrant women felt disadvantaged because of this, but it's not a bias against the migrants; instead, it's a requirement for some organisations to hire people with permanent work rights only because of the nature of the work:

"You know, if you want to go for a good job role, or probably like, you know, government jobs specially. Yeah, you need to have a residency or citizenship to get through that." – P5

4.2.3 Language Skills

Participants also shared that as they all come from a non-English speaking country, they encountered additional barriers compared to migrants from English-speaking countries. Many interviewees cited poor language skills as a significant impediment to their career advancement. Respondents advised they found it hard to communicate or understand locals because of the language barrier (i.e., accent, pronunciation).

When they first came to New Zealand, nearly half of the participants said language and their accented speech were the most significant obstacles they faced. For example, one participant

working in the education sector shared that when she came to New Zealand from Sri Lanka to study, it took her at least a month to understand the New Zealand accent:

"I came for my studies, and for one month I couldn't understand my supervisor, that's I mean, the pronunciation is totally different. So, it took me some time to understand them. Now we are OK, but still, we had the communication, the language barrier." – P2

"So English is a second language. So, communication and proper pronunciation, I think, is a big challenge. Yeah, I mean, my role is teaching." – P2

"So, I have a big challenge when communicating, especially with the kids. And if we go to a manager role, it should be, I mean, we have to be perfect. So, I think there is a challenge, i.e., language barrier." – P2

4.2.4 Lack of New Zealand experience

Migrants who move to new nations typically lack local work experience and can therefore be rejected from jobs (Man, 2004). However, local work experience usually plays an important role in a migrant women's career, whether in the early stages of a career or progressing further. According to several migrant women interviewees, their international credentials from the Indian subcontinent were not considered equivalent to New Zealand standards. As a result, migrants had to start from a lower level. This is a disadvantage for migrants. In addition, lack of 'local' work experience was a significant challenge and frustration for the migrant women. For instance, a health & safety professional shared that a lack of New Zealand experience made it difficult for her to enter the job market. She further added that despite having executive-level expertise from India, she had to start her career from the bottom when she moved to New Zealand:

"I got a response back from the HR that you know they are specifically looking for the New Zealand relevant work experience, which I was not having. That's why I was not being called for an interview. Yes, at some level, that affected me because I was not having the New Zealand experience." – P1

"As a migrant woman, I can see that if you are working in your country as a managerial level and if you move to New Zealand, you need to lower down your position. So that means if you are working at the manager or executive level and then after migrating to New Zealand, then you need to start from sometimes a coordinator level or officer level. But it definitely depends on your experience." – P1

"And I kind of feel that women, specially from other countries, like migrant countries, are in a disadvantaged position because they don't consider the experience you have gained or the qualifications. And you kind of have to start from basically the scratch most of the time. Yeah, yeah, yeah. So, it doesn't matter whether you have experience from India or not, it's really hard for you to find a job here." – P5

"Disadvantage in the sense they kind of only look for experience in New Zealand, they don't kind of consider your experience if you have five years of experience back in India." – P5

However, another participant, working in the public sector, had a very different experience. She explained how her overseas work experience, rather than her qualifications, aided her in securing her first job in New Zealand. Additionally, she stated that her schooling also benefited her, but only partially:

"So partially it has helped, but it's ultimately the experience that has brought me here, not my education. So, when I got my first job in New Zealand, it was not on the basis of my education because I had five years of work experience in India. I was offered my job here. That on only on no reference checks, no degree checks. They just purely on the basis of the interview that I did. And because I had experience and I could answer those technical questions about a subject, and I could prove that I am a subject matter expert, and that's what got me my first job. And since then, it's always been experience, not my education". – P3

4.2.5 Gender

Numerous researchers (Schein & Muller, 1992; Orser, 1994; Schein, Mueller, Lituchy & Liu, 1996; Elsaid & Elsaid, 2012; Berkery, Morley & Tiernan, 2013) have found that gender has a significant influence on career advancement. Gender is a recurring theme in the organisational experiences, issues, and perspectives of migrant female leaders, managers, and supervisors.

This study has found that, unlike earlier studies, most migrant women did not consider that gender has negatively affected their careers in New Zealand. There are, however, exceptions. Three participants advised that gender has influenced their careers, whereas two other participants mentioned that their female migrant friends could not progress in their careers because of their gender. For example, one participant working in retail explained how she was discriminated against because of her gender while trying to advance her career. She further mentioned her previous manager had a preference for males over females:

"So, I can only relate to that one particular example where I had applied for a position where I felt maybe he wanted the male counterpart." – P8

"I think I would probably say maybe gender because I would say a previous manager, I felt there was a little bit of favouritism and the favouritism there, lied with a male staff member versus me." – P8

Another participant reported how one of her friends who works in the sales sector was not considered for promotion because of gender. She added that men are given priority for career and promotion opportunities because they have fewer family responsibilities and more flexibility than women:

"It's in sales. And one of my friends is working in there, and she feels like she's been working and proving herself for a long while. But just because it's easy for men to travel, then they don't have to worry much about children sick at home or something. They always get neglected." – P10

The findings from the study suggest that most female migrant leaders did not experience discrimination based on their gender during their professional careers. For instance, the following participant, a manager in the public sector, advised that she has never been discriminated against in her career profession because of her gender. Instead, gender had a favourable effect on her career. She suggested that through face-to-face conversations, she was able to persuade people easily and earn their trust. In addition, she observed that her gender aided her in completing her work more rapidly than others:

"In my current position, I need to say that that has not affected at all." - P3

"But I feel, you know, being a woman, it's easy. I think whenever I had some face-to-face interviews with face to face, not interviews, face to face meetings with people, I was able to gain that interest, trust, or, you know, I'm able to influence someone better. Maybe because you are woman, you know, or female. Right. People automatically become more polite and to you, right versus, so like there is a sense of you know to talk nicely to listen to you. I think in that way, I always found that my work gets done easily versus my peers who are male. Yeah. this is my opinion." – P3

When asked about the role of gender in the workplace in their home country compared to New Zealand, almost all participants acknowledged that women are significantly disadvantaged in their home countries. On the other hand, in their view, women in New Zealand are offered more opportunities to advance in their careers. For example, the following participant from Sri Lanka described how male dominance is prevalent in her home culture, whether personal or

professional. However, whilst in New Zealand, she had a completely different experience, and she does not consider gender has been a barrier for her. She also does not totally deny that gender discrimination does not exist in New Zealand, but she has not personally experienced it. She further added that she had experienced women being treated very badly in her home country, but she had not yet encountered that kind of discrimination in New Zealand, which is why she believes gender has not stopped her from achieving leadership roles in New Zealand:

"I think they have a preference for male. It's actually male gender dominating country; we don't have a different, uh, salary salaries for depends on like women or men. But when you're treating for. In a job, I think male role is really, really big." – P4

"I don't feel any barriers here. Because I have experience in my country that gender differences, gender discrimination. That's why I feel very free here. Maybe that it is here as well. Maybe it's just a blind spot; I can't see, but um, I have seen worst in my country more than here." – P4

Likewise, another participant discussed how women in organisations are treated and discriminated against gender in their own country. For example, according to her, there is a common notion in Indian society that women cannot lead or be the primary provider for their families. However, in New Zealand, she has seen the opposite, with her female migrant friends working as managers while their husbands do housework. Adding further, she explained that her friends' husbands do the house chores because they want to, not because they are not qualified:

"I think in India, a woman is treated really, really bad. There's no respect for women. They are not paid well. They are never given that opportunities, right. And they are expected to work equally or even harder." – P6

" I don't think in Indian society is ever meant that female can win or a female can lead, or she can earn more than her husband, right. So, this is still there in my generation. I have seen that yah, but in New Zealand interestingly, we have got many friends, and I'm not kidding. We have got many Indian Punjabi friends, Punjabi where female is working, and husband is househusband, right. And the husband is not househusband that because he's not educated or he was a taxi driver or something, he just opted here." – P6

4.2.6 Family Responsibilities

This section discusses how family responsibilities affect migrant women and their careers. Families can be a priority for women from the Indian subcontinent because of the cultural

aspects. The study findings show that nine out of ten participants agreed that family responsibilities had reduced their effectiveness at work or to advance in their careers. Furthermore, they discussed how family responsibilities could affect one's ability to advance up the organisational ladder. Several participants discussed how they had to decline an opportunity in order to spend time with the family and carry out their family responsibilities:

*"Agree, when trying to find a role, I mean, I got some opportunities away from ***** (town name), but to be since I want to be with my family, I had to give up. I mean, I got big opportunities, but I gave up all of them." – P2*

*"You know, they were offering so many goodies, but I had to turn it down because I knew that if I moved there, my daughter would have to go to school in ***** (town name). And that was 90, that was 90 kilometres away. And I would have to be driving, you know, it's just it was, it was just too much. And so, I had to; I had to say no to it." – P9*

Additionally, another participant explained how families and society in the Indian subcontinents expect women to concentrate on the family at the expense of their professional pursuits. The current study findings also suggest that being a woman was not a constraint in New Zealand, but family responsibilities were a barrier. She added that women are expected to stay at home and shoulder family obligations while men pursue their aspirations. She further shared that men in India can easily change careers or relocate, whereas women find it very difficult because of family responsibilities:

"Yes, of course, because there are a lot of, you know, things that the society and the extended family expect out of you because you're a woman. So, you have to sacrifice your career aspirations and things. So, where the male can, you know, so that the male in the family can progress or, you know, you have to stay back home and do your duties." – P5

"I think men in India like have more say at their workplaces and they kind of you know they can switch jobs easily as well. Because in India, like women are tied to their family and you know, and things like that. So, relocating is very hard for women in India." – P5

During the interviews, the participants shared a range of factors were behind the barriers mentioned above. However, most participants considered that ethnicity and immigrant background were the root cause behind most or all of their barriers. Few participants suggested how preconceived views about one's ethnicity can impede one's ability to succeed in their

professional life. For example, some employers perceive women from third-world nations as less educated and less capable of performing their job duties:

"So, you know they have a pre-established, you know, or probably notions about migrant women or women coming from Third World countries that they don't know how to do things or they don't have a proper education, or they don't know how to do work in New Zealand. So, there are preconceived notions like that." – P5

Another participant explained how ethnicity and immigrant background affects a migrant's confidence. For example, she discussed her ethnicity made her feel insecure in a room full of New Zealanders:

"I think obviously the competition, as I've just mentioned, the competition and having more competitors who are from New Zealand than from any other nation and obviously my hesitancy and my, like my ethnicity, yes ethnicity, and then like, it's like my little bit mistrust in me or like my trust was not that strong when I saw everybody around me." – P10

To summarise, migrant women identified ethnicity and immigrant background as the most significant barriers to achieving leadership positions. Unexpectedly, most migrant women, with a few exceptions, believed that their gender did not have an impact on their career progression in New Zealand, in contrast to their home countries. They further added that while gender was not a barrier to career advancement, family responsibilities was a constraint to their professional development. Migrant women reported that, in addition to ethnicity and immigrant background, language skills, lack of New Zealand experience, and family responsibilities were some of the other barriers they faced.

4.3 Potential solutions to the barriers

All ten participants were asked to share their strategies and suggestions that aspiring migrant women from the Indian subcontinent may want to adopt to advance into leadership positions. Importantly, every woman dealt with the barriers in their own way, depending on the challenges. The interviews suggest that migrant women struggle to adopt fundamental characteristics from their home, such as confidence, assertiveness, and outspokenness, which they consider New Zealand women are more likely to adopt from a young age. However, conversely, some of these women have used their unique advantages to advance in their careers, such as participating in ethnic and social networks, training courses, boosting confidence, communication skills, and individual hard work.

As discussed above, most migrant women encountered most barriers in the early stages of their careers. By the time they achieved leadership roles, they had overcome most of the barriers. However, few discussed that they are still working to advance their careers further. Whilst most of the participants mentioned that ethnicity and immigrant background were the sources of their barriers, they considered that the best way to overcome these barriers was through identifying the problem, improving communication skills, experience over time, remaining true to self, utilising existing advantages and family support.

4.3.1 Identifying the problem

According to one participant, identifying the problem is the first step in finding a solution. She emphasised that in order to eliminate an issue, one must first comprehend the problem. She stated that a lack of personal growth prevented her from achieving leadership positions and that she did some reading and took actions to strengthen those skills:

"First, you need to understand what is wrong. Unless you don't understand what stops you, you can't find, you can't do anything. So first, you have to understand what stops me or what I had to understand what are the barriers that stop me to get my goal. And then I try to, like, go for it. I mean, the personal development is really a big part of for me. But I followed lots of web pages, websites, Facebook pages and lots of books." – P4

4.3.2 Communication skills

The following participant, who works in the education sector, advised communication was her main barrier. She was unable to comprehend the New Zealand accent for at least a month. She stated that reading, listening, and studying English through various communication channels helped her enhance her language skills:

"Yeah, I always communicate plus I always listen to the radio and listen to news and reading books, trying to, yeah, whatever chances I'm taking to learn English." – P2

4.3.3 Experience over time

The following participant, a manager in the public sector, explained that it was time and on-the-job learning that enabled her to overcome the barriers. In addition, she stated that her organisation provided courses that have helped her better understand other cultures and develop new talents:

*"I think it was just on the job learning for me. Yeah, I, I do know of some courses now that are available at ***** (organisation name) which specifically talk about dealing,*

of dealing with different cultural backgrounds in workplaces. So, I am inclined towards doing a good course, but not for myself now, because I'm in a position, senior position and I work with different cultures more from the point of view of managing those, managing team and managing different cultures and knowing how their cultural background might affect or, you know, our communication." – P3

4.3.4 Remaining true to self

According to one participant, while new skills can benefit one's job, people should not change themselves to please others. According to her, people need to represent their true selves during the interviews as employers concentrate more on interpersonal skills:

"So, you need to be yourself in this scenario so you can't actually change yourself, but you know how to deal with the conflict, how to communicate to people and others. So, you just know how to deal with it. So, if an interview they ask, they concentrate more on the people skills you need to respond in the way that you are not losing yourself out and giving just saying this stuff just because of passing the interview, you need to represent yourself, your true self." – P1

4.3.5 Utilising existing advantages

On the other hand, one participant working in the service sector used an entirely different technique to overcome the barriers. She discussed how she took advantage of the obstacles to her success. Gender and race, according to her, have had a positive impact on her professional progress:

"I mean, I think I have succeeded in this real estate thing because I'm Indian. I mean, when I, I mean, some Indians were very candid and told me that, oh, you won't get the support of Indian community. But actually, that's not true at all. That's not true at all. I have full support, and I, it's not just Indian community. I'm actually very blessed that I have clients from all nationalities." – P9

"You know the industry that I chose, I think it's, it's geared more towards women." – P9

4.3.6 Family Support

While the prevailing notion is that Indian subcontinent families discourage women from entering the labour force, there are examples of migrant women whose families encouraged and supported them in their professional endeavours. The participants shared the many types of support they received that they believed helped or facilitated their careers. The findings show

that family support played an important role. Almost all the migrant women who took part in the study stated they received support from their families and partners, which motivated and allowed them to progress in their careers. For a migrant woman, the importance of family support cannot be over-emphasised. According to one participant, she would not have succeeded in her career if she did not have enough support from her family. Her ideal support system is her family, encouraging her to perform better in her job rather than expecting her to stay at home and care for the kids. The following participant works in the retail industry as a manager:

"I have a huge support system at home, not only in my husband, but from my parents, from my sister-in-law, from my brother, that should I have. My priorities are extremely high at work, where I need to be 100 per cent there, and there has been situations where I have needed to be at work rather than be at home. They have more than enough, you know more than many times stepped in and taken over." – P8

The participants also discussed different strategies and ways for balancing their work and family duties. The participants recommended, for example, keeping professional and personal lives distinct, work flexibility, workplace assistance, and, most importantly, family support. Almost all participants stated that they had supportive families, making it easier to advance in their careers:

"I rely on my husband. That's all I can say. So, I can focus on my career." – P3

"I have done my best every time like I adjust between studies, work and home as well and I get support from my family members which is very good." – P7

4.4 Organisational support

In terms of support from the organisations, almost all participants shared that their organisation supported them in their career advancement. The migrant women mentioned that they received support in various ways, such as some organisations assisting them in completing a training/course, while others encouraged them to attend conferences/webinars or events. In some scenarios, the manager supported and mentored them to advance their careers. On the other hand, some organisations chose an entirely different strategy, entrusting migrant women with greater responsibility or setting a career plan. These tactics enhanced their self-esteem and encouraged them to show their latent abilities.

The interviews suggest that organisations mostly supported the participants by helping them in completing job-relevant training and courses. However, participants also stated that

encouragement, more duties, flexible work hours, and opportunities contributed to their leadership positions. For example, one participant, a health & safety manager, described how her supervisor helped her prepare for the senior management post by entrusting her with more responsibility after realising she possessed the necessary competencies and abilities. Furthermore, her organisation also assisted her in completing job-related training that will help her advance in her profession:

"At this stage, I have just finished my six months, so they have given me all the responsibility after completing my six months, that I, you know, preparing myself for the New Zealand experience of the senior management level. So, they have realised that I have those sorts of skills and start giving me those sorts of responsibilities which helped me. But other than that, they also just provide me a NZQA approved training, which will support my career as well." – P1

Another participant emphasised her appreciation for the organisation, stating that they have always encouraged her to attend conferences/training. She also shared that she has participated in various types of training since beginning her current employment to further develop her knowledge and skills:

"I mean, they always supported. I mean, whenever we have any conference or anything that improve our skills, it's like an open session. Who wants to go? If you want to go, then this is a chance, paying for us and giving that chance, it's enormous." – P4

"Yes, training and so after joining this job, I don't remember how many trainings I actually I did within this two like two years I have completed treaty of SIC training, first-aid training, people skills training, like many, many like health and safety, diversity trainings." – P4

Likewise, another participant spoke about how her employer helped her progress in her career. She added that her company has not only adjusted the work schedule but has also provided assistance in almost every other aspect. In addition, her organisation has given her the opportunity to develop her strengths through training:

"Well, they'd given me every opportunity to explore myself if I needed any leadership training if I needed any help from any academic centres. They were happy to kind of send me for all the training I needed to do. And yeah, my hours of working, they've adjusted to my hours of working, and they, kind of they support me with every lot of things." – P7

Similarly, another participant described how her organisation develops a three-year development plan for each person based on their interests and aspirations. She continued by stating that after learning about their employees' ambitions, the organisation gives the necessary assistance to aid them in achieving their goals:

*"You have a development plan as soon as you start any role in **** (Organisation name). Yes, there is a development plan, and development plan is where do you want to be in one year's time? In three years' time? In six years' time? Right, like I told them, I want to be a project manager, right. A) So, they made sure that I get all the projects versus even though my designation is technical lead right where I have to lead the technical teams versus technical...., but they made sure that my nature of work is all projects. You know, B) is I do the project management courses. Right, they made sure I did the project management courses. So, 50 per cent you start learning by at work, 50 per cent in your studies. So, I think they made sure that I work towards my next three years' goals. Yeah, yeah, and provide me the training." – P6*

Conversely, one participant had a completely different experience from the rest of the migrant women when employed in the science field. The organisation did not provide her with any support, and the workplace environment negatively impacted her professional and personal life. She further added that she lost interest in her first profession as a result of her prior employer's treatment of her:

*"Science, no, they did not. Yeah, I have absolutely no hesitation in saying that both ***** (organisation name) and ***** (organisation name) turned me off science. It was horrible being part of that organisation. I would not go back there." – P9*

*"it was that toxic, ***** (organisation name) was a toxic place to work in, it was horrible. It was horrible, and I feel sorry for everyone who is there, who is stuck there. And if you are there as a choice, that's a different story. But if you're stuck there, I feel sorry for them." – P9*

Having supportive leaders in the organisation has played a critical role in the career advancement of migrant women. The migrant women believed that such people were vital to their progress, particularly in the early stages of their careers. For example, one participant shared her recent experience of being encouraged by her manager to work as an active manager to get valuable experience to help her grow in her profession:

"Like, for example, giving me this opportunity. This is a very fresh example, giving me this opportunity to be the acting manager for the team for three weeks while he's doing

something else. And that is, I think, a great learning opportunity. And this is trusting and trust, I think is a big thing. And plus being and he has really pushed me to go into his position so that I get straight away on the job experience of being a manager." – P3

The following participant, who works in the education sector, described how her manager assisted her in comprehending the company's performance evaluation criteria. Additionally, the participant discussed how fortunate she has been in terms of the organisation she has chosen to work for because her employer and co-workers actively promote workplace diversity:

*"OK, so my manager has helped a lot like in supporting my career, so he like, you know, he supports diversity in the workplaces. So, we have people from different countries, people of colour in my workplace as well as Pakeha women, people from Bangladesh, Maori, migrants and all sorts of people. So, he, you know, has supported me in you know, understanding the **** (Organisation name) you know what are the criteria they have set in progressing." – P5*

The following participant shared how her manager encouraged her to take on more duties and how she was supported through any difficulties and guided through the process of overcoming them. Additionally, she explained that her manager provided her with honest comments when she needed to improve something, which mainly assisted her in moving up the corporate ladder:

"She has always, always, always, always been a firm believer in giving me feedback. She's been a firm believer in giving me...uh... setting her expectations here because she knows that I need to meet them, and I think she keeps pushing me to go bigger, go better, and if I don't, then she doesn't just keep treading forward. She will actually step back, hold my hand through the process and get me to those steps ahead. Uh... Yeah, probably the best manager." – P8

Similarly, another participant described how her manager's candid assessment stimulated her and encouraged her to focus on abilities that helped her advance to leadership positions. Further, she added that her boss was helpful and had monthly meetings with her manager, which allowed her to progress further in her profession:

"My boss has been very supportive because every time like she was very good at obviously like appreciating my efforts and praising my efforts, but on the same side, she was very honest about what I need to improve on. Yeah. Which actually helped me to grow, like every time she would, we would have these mentor meetings every three months, and she would sit down and write down some notes about how I am performing,

what's my biggest strength, what I need to work on, what's my future goal and how she can be supportive in that." – P10

Likewise, the following participant, a manager in the retail sector, explained how her manager encouraged her to pursue this career path and encouraged her to study management, which helped her land her present managerial position. Additionally, she stated that her prior and current managers were crucial in her career progression. She discussed how her previous manager motivated her to pursue this career and how her present manager assisted her in achieving a managerial position:

"And actually, I give him credit where he directed me towards going this company has a lot to offer, yeah, and he directed me in the position, in the direction of going go and study management, it will take you a long way. Yeah. And I think right now, if I tied back to that, from that manager to the manager that I'm currently with, he's directed me. She's supporting me to keep following that train track. So, yeah, I think both of them, both of them have been extremely supportive crucial." – P8

4.5 Improving organisational support

It can be concluded that some organisations in New Zealand are providing the same level of support to both local and migrant women. Participants offered suggestions for new approaches that organisations could take to further support them, which would help them overcome their barriers and advance into leadership positions. In contrast, few female migrant women expressed satisfaction with the support they had received from their organisations. For instance, the following participant, a manager in the education sector, suggested how organisations might benefit from the knowledge and experience of local professional migrant women to better understand the needs of their migrant female employees. She further added that hiring more ethnic persons in the counselling department can assist migrant women in expressing their concerns and barriers that they find difficult to communicate with Kiwi counsellors due to cultural or communication barriers:

"But I think if you know, the migrant women who are already here in New Zealand for long years, you know have a dialogue with them on how the organisation can support them with their expertise, you know, taking their expertise, and that would be great." – P5

"I think more like ethnic positions. And like if I'm working in the university, I would say more ethnic positions and probably human resources within the university. So here mostly are local, like Pakeha women or like in the counselling services that there are

only have Pakeha women, someone who don't understand problems of migrant women coming from different backgrounds, especially like the counselling services, because migrant cannot express what they want to say to them." – P5

Further, the following participant, a customer service manager, added that the main challenge for migrant women is language barriers because they come from a place where English is not the primary language. She further explained that organisations could organise small groups, such as coffee gatherings, where migrant women can practise their communication skills and gain confidence. She considered simple moves like this can make a significant difference in the professional lives of migrating women:

"I think giving the same chance that my organisation gave to me, for example, trainings and allowed them to do the workshops for, the one thing I mean, I think, like you might know some because some of the refugee women when they find a job or something, they learn English is stopping them because they can't, they don't have time. But what I think is if they if the employer can understand that and if they have the opportunity to group, for example, coffee group, or coffee English speaking group or in a smaller way, not like a big, huge workshop way. But the small steps, I don't think it will be like a huge impact, so employer needs to understand the needs. – P4

To summarise, most migrant women encountered most barriers early in their careers. However, most of the barriers were eliminated by the time they reached leadership positions. As most participants identified ethnicity and immigrant background as the sources of their barriers, they considered that the best way to overcome these barriers was through identifying the problem, improving communication skills, experience over time, remaining true to self, and utilising existing advantages and family support. Migrant women also acknowledged that, while they received family support in their careers, they still faced barriers because of the family responsibilities.

Additionally, migrant women stated that their organisation assisted them in advancing their careers. They described receiving assistance in various ways, including some organisations aiding them in finishing a training/course. On the other hand, others urged them to attend conferences/webinars or events. In some cases, the manager aided and guided them in their career advancement. On the other hand, some organisations took a completely opposite approach, trusting migrant women with more responsibility or establishing a career path for them. Additionally, participants also suggested new strategies that organisations may adopt to assist them in overcoming their barriers and advancing into leadership positions.

4.6 Intersectionality

This section discusses the intersection of gender, ethnicity, and immigrant background experienced by the participants.

4.6.1 Intersection of Ethnicity and Immigrant Background

Although ethnicity and immigrant background are distinct concepts, these have a close intersection in the lives of migrant women from the Indian subcontinent in New Zealand. Gender, ethnicity, and immigrant background are not static categories; rather, they intersect and interact in the lives of migrant women in more complex ways.

According to the participants, migrant women from the Indian subcontinent appear to be more disadvantaged than other ethnic women in New Zealand. In migrant women's perception, compared to local women or women from Western countries, they face more racism, sexism, job loss, and challenges because of their ethnicity and immigrant background. As a result, the intersection of ethnicity and immigrant background places them at a greater disadvantage. Participants further shared that they have to prove themselves in New Zealand since employers/managers are sceptical of the talents and expertise they possess due to the combination of their ethnicity and immigrant background.

4.6.2 Intersection of Gender, Ethnicity, and Immigrant Background

The following participant, a nurse manager, discussed how New Zealand nurses made presumptions about her competence and, in her experience, were biased against the Indian community. Additionally, she also considered that New Zealand women perceived that women from the Indian subcontinent could not have much experience or skills. This example demonstrated the complexities of views and the ongoing issues migrant women from the Indian subcontinent encounter. In addition, the example suggested that some New Zealanders may have cultural preconceptions about migrant women from the Indian subcontinent:

“I found that the... the Kiwi, the Kiwi or the New Zealanders ethnic or the old school nurses were kind of more biased and towards the Indian community. Culture fit? Yes, culturally like not accepting the fact that Oh Indian nurse with that much of experience. So, they were threatened by my knowledge and experience.” – P7

Furthermore, one participant commented that while the intersection of ethnicity, gender, and immigrant background did not affect her directly, she had observed her friends' careers negatively impacted due to the intersection of ethnicity and immigrant background:

“Well, uh, I haven’t felt that, for me, but I know lots of people from my community and others like friends being immigrants have played a big issue for them. Yeah. Yeah. So, the immigrant background has stopped them to achieve leadership roles or to get promoted.” – P4

The findings also indicate that the influence of intersectionality of gender, ethnicity, and immigrant background varies depending on a number of characteristics such as career choice, experience, education, and so on. For example, according to one participant, a professional choice substantially impacts deciding whether gender, ethnicity, and family status are barriers for women in the workplace. For instance, she shared that she has had two very distinct professional experiences in two completely different fields. She explained that she was disadvantaged in the science profession because of her gender. On the other hand, she believed that in the service sector industry, the intersection of gender and ethnicity positively influenced her career. She added her role requires her to communicate with all ethnicities, and being a migrant enables her to connect with more clients:

“Yeah, so again, because I have, you know, two very different experiences, one is in science, and the other is in real estate. Yeah. So, in science, I would say my well sexism played a role because I was a mother, and I had to divide my, you know, time between my family and work. Yeah. So that definitely affects productivity.” – P9 Science experience

“I think our upbringing being of Indian background, we are actually taught to show respect. Yep. And that actually wins. You know how they say that you catch more flies with, you know, honey than with vinegar? So, I think with the Indian background; I think that really helped.”. “Absolutely, absolutely. I mean, I think I have succeeded in this real estate thing because I’m Indian. I mean, when I, I mean, some Indians were very candid and told me that, oh, you won’t get the support of Indian community. But actually, that’s not true at all. That’s not true at all. I have full support, and I, it’s not just Indian community. I’m actually very blessed that I have clients from all nationalities. And but yes, they do relate to me, you know, like the Pakistani community, the Nepalese community, the Bhutanese community, they all you know, they are all supportive of me.”

“you know the industry that I chose, I think it’s, it’s geared more towards women. It’s geared more towards women, people trust, and especially the moment you open your mouth and if you sound, if you, they know that you’re educated, you know what you’re talking about.” – P9 real estate experience

Likewise, the following participant, a retail manager, discussed how her ethnicity and immigrant background have positively intersected and helped her achieve leadership roles as her work requires her to interact with individuals of many nationalities. She added that her sympathetic skill and knowledge of two languages enables her to assist customers who do not speak English well:

"I think there is advantages to being an immigrant overall from the perspective of your being able to bring in, you know, the cultural aspects of where we come from, from India being able to bring that sympathy, being able to not have such a cutthroat environment, being able to bring a softness". – P8

"And the other thing would be that I would probably bring to the table being bilingual, which kind of help customers, helps more customers." – P8

Moreover, another participant who works as a manager in the customer service area stated that her ethnicity and immigrant background assisted her in getting her current position because her primary responsibilities include dealing with migrants and refugees. She further discussed that she might not have gotten her job or promotion if it were not for her ethnicity and immigrant background:

"I think in here, yeah, my immigrant background actually helped me in a very positive way. For example, if there's anyone coming in a different ethnicity or different roles and different, different cultural background, I am the one who is dealing with that." – P4

4.7 Summary

The study findings indicate that the immigrant background and ethnicity mainly influenced migrant women's career advancement in New Zealand. Participants pointed to ethnicity and immigrant background when asked, among gender, immigrant background, or ethnicity, which aspect has had the most impact on their ability to achieve leadership roles. The results also suggest that migrant women from the Indian subcontinent did not consider their gender hindered their professional advancement.

While migrant women from India's subcontinent continue to experience barriers and challenges in the workplace, the findings reveal that some of them are able to respond to these issues using their own agency and strategies. In terms of support, migrant women advised that they received support from their managers and organisations.

CHAPTER – 5 DISCUSSION

5.1 Introduction

In this chapter, the findings from the previous chapter are examined in depth in relation to the research aims and questions stated in the 'Introduction' chapter. In addition, the findings illustrate how attempts to address these challenges have been made from different dimensions. The findings are discussed in greater depth in the following sections, with references to previous literature on migrant women. This chapter discusses and evaluates the importance of the findings. This study aimed to better understand the barriers that migrant women have faced and their techniques to overcome them to advance to leadership positions. Through the lens of intersectionality, four research questions were investigated to characterise the conceptual framework based on perceptions of migrant women who have achieved leadership roles in New Zealand.

The growing involvement of women in global migration flows has been well documented (IOM, 2012, 2014, 2017). The literature review found migrant women confront many impediments to success in their careers due to their gender, ethnicity, and immigration background (Iheduru-Anderson, 2021). The intersectionality of these factors (gender, ethnicity, and immigration background), on the other hand, can result in positive or negative career experiences for migrant women.

The study has focused on the issues experienced by migrant women from the Indian subcontinent in New Zealand with respect to career progression. According to Carli and Eagly (2016), women's careers are like a labyrinth; they face difficulties from the moment they begin their leadership path until they succeed. This study has found that migrant women from the Indian subcontinent can experience unique issues which may create a more difficult labyrinth to be negotiated.

There are several challenges that are experienced by migrant women working in New Zealand in their respective careers. From the responses received in this study, all participants noted that they had experienced barriers in their career progression at one time or another. The respondents indicated that it was maybe not easy for them. These findings align with findings from previous studies; for instance, as Tariq and Syed (2017) pointed out, women have more challenges in their personal & professional development compared to men. Before the mid-19th century, women's positions in leadership were very few. There was a widely accepted notion that women's primary duty was to manage homes and take care of their families. This notion has been challenged by different scholars in an attempt to create acceptance for women's leadership (Airini et al., 2010).

From the research that was done by Linehan (2019), it can be noted that migrant women have differentiated social positions that expose them to bias in their respective workplaces. From the experiences of the participants, it can be noted that migrant women considered they had experienced more challenges compared to women from New Zealand. It can also be pointed out that migrant women considered they were more vulnerable to social discrimination than migrant men (Kawar, 2004). The intersectionality experienced by migrant women working in New Zealand was more significant than that experienced by other women. According to McGee (2018), migrant women from the Indian subcontinent are a minority group in the working environment of New Zealand. Apart from planning on succeeding in their work positions, these women have another challenge of overcoming different barriers to create a favourable working environment to achieve career goals.

From the results obtained in the study, it can be noted that most respondents had observed most barriers at the early stages of employment. However, as the employment period progressed, migrant women acquired new skills and experience, participated in training seminars, and worked on overcoming personal obstacles, resulting in eliminating most barriers. This was an observation that was made by several respondents. The respondents were keen to note that the journey to leadership in their respective organisations was not an easy one for them.

From participants' responses, it can be noted that the process of being accepted to work in New Zealand was a complicated one. Before a woman from the Indian subcontinent could work in New Zealand, she was expected to prove beyond doubt that she would perform the tasks like a New Zealander would do. Migrants from non-native English-speaking backgrounds confront a variety of difficulties in their daily lives. There are some communication differences that can be easily spotted between the New Zealanders and migrants from the Indian Subcontinent. The respondents who were interviewed for this study were holders of top positions like managers and assistant managers. According to them, in order to discharge duties in these positions, communication skills were essential. Coming from Indian Subcontinent meant that the language for communicating as well as cultural communication strategies were different. According to Lim (2002), one of the most significant elements contributing to intercultural miscommunication is a lack of understanding of another's culture. The current study participants also considered that intercultural miscommunication can make it difficult for competent immigrants to find work.

As Tariq and Syed (2017) pointed out, one factor that creates resistance towards migrants taking management positions is the ability to fit into the role or meet the role's requirements. The fear that looms within the human resource department is on whether migrants who are given leadership positions will be able to handle issues as per the requirements of the role. In addition, it is assumed

that different countries have different approaches of doing business. Thus, having experience in a country does not mean that one will be able to perform in another (Tharenou, 2009). These assumptions and expectations can make it very complicated for migrant women to win the confidence of hiring organisations.

From the obtained results, it can be noted that migrant women perceived there were differences in perception towards migrant women for the period before 2010 and the period after 2010. Migrant women considered, before 2010, the number of immigrants coming to New Zealand was very low, and this number started growing in the year 2010 and after. As a result, the number of people coming to seek a job in New Zealand grew, and there was competition in the job market. Initially, there was a high demand for labour paired with low supply, but with increased immigrants, the supply of labour increased. The competition created in the work environment made the people of New Zealand change their perception towards migrants. Instead of looking at them as skilled workers looking for employment positions, they looked at them as people who were coming to compete for their opportunities (McPherson, 2010).

According to the existing literature, experience is considered the most crucial requirement for management-level positions (Sanchez-Hucles & Davis, 2010). As far as a manager was able to meet the required threshold in terms of experience and skills, they were hired in New Zealand organisations without much resistance. However, from the research by McGee (2018), with the increased inflow of workers, businesses have been forced to look for more specific work qualifications and managers that will be instrumental in placing the organisations at the required positions in the market. According to most study respondents, in the case of New Zealand, managers from other continents are presumed to have a low understanding of the business environment and operation of different industries at the local level. Therefore, participants perceived that a preference is given to local people over migrants for the jobs.

The three themes — ethnicity, immigrant background, and gender — as well as their associated categories, shaped the outcomes for the study's participants.

5.1.1 Ethnicity as a barrier

One barrier that most participants brought up in the interview is ethnicity. According to Murakami, Hernandez, Mendez-Morse and Byrne-Jimenez (2016), ethnicity refers to a situation where one is linked to a specific social group that has common traditions. Racism, on the other hand, refers to a situation where people are judged differently depending on the cultural groupings that they belong. There are vast cultural differences between the people of New Zealand and those from the Indian subcontinent. Racism was identified as a significant issue in all of the responses

provided in this study. For the migrant women from the Indian subcontinent, getting a work position in New Zealand was not easy. Being from a minority group, these women perceived some feeling of worthlessness, meaning that they were already scared about the entire process of job search.

Many participants felt that some New Zealanders have high regard for their culture. For example, one participant shared that she was treated differently when she went to work in New Zealand. The participant considered she was not judged based on work experience or skills to handle the assigned role but on the basis of ethnicity. The other point that the respondent raised in the response is jealousy. The respondents considered that the people of New Zealand were not ready to give migrants room to develop. The migrant women in the study perceived that some New Zealand people felt that the migrant women were there to take their resources and to enrich themselves.

The participants in the current study also considered that there was differentiation by names rather than by the ability to perform tasks or the experiences that the managers had. The literature suggests that certain ethnic groups are more prone to negative discrimination in the workplace than others. This racial discrimination trend appears to be pervasive, for example, among Latin Americans in the United States (Padilla, 2008) or Hindus, Sikhs, and Muslims in Canada and the United Kingdom (Model and Lin, 2006). In another study, Fang, Samnani, Novicevic and Bing (2013) discovered that recruiting agencies stereotype migrants by looking at their job-search strategies and pay. This form of prejudice may create stress for migrants because they may feel confined by societal perceptions in their new country (Bhagat and London, 1999), thereby limiting their capacity to engage in employment opportunities.

5.1.2 Immigrant Background as a barrier

The other barrier that the respondents pointed out in the current study is immigrant background. For instance, speaking a different language, lacking 'local' work experience, and having non-New Zealand qualifications, were all substantial obstacles. Most of the participants indicated a lack of 'local' work experience as a significant challenge and source of frustration. For instance, participant P1 was confused about how she could get local experience when, despite considerable effort, she was unable to secure employment.

In the study by Chou and Feagin (2015), it has been portrayed that the origin of a worker affects their characteristics in the workplace. Different work-related skills are conceptualised differently in other countries. Most participants in the current study stated that they had encountered difficulties getting employment in New Zealand. When they first arrived in New Zealand, they

believed that the key to employment would be their prior experience and qualifications, but, in some circumstances, respondents were told that their experience would not be counted or that they were overqualified. One respondent narrated how she was rejected from a job she was qualified for just because she did not come from New Zealand and did not have local work experience. Instead, a local woman was hired for the same job despite being less qualified. For some respondents, the phrase New Zealand experience was very common. Practically, this was used to determine whether the potential worker had worked in New Zealand before. Those migrant women perceived women who did not have such experience were declared to be not fit or less fit for the respective jobs. They were either given lower-level jobs or denied job opportunities completely. The excerpt below shows a response in the interview showing how background impacted the selection of workers:

"Wherever I was applying for a job, that they told us clearly that kiwi people will be first, and the migrant will be the second one. Yeah. So irrespective, I have so much experience in my nursing career, and I had applied for a position, and I thought I will get it. But then they, they had another kiwi lady who came for the interview and while she was waiting, so I talked to her, I chatted to her. And I said this is a theatre role, position. Are you, are you working into theatre role? She said, no, I do not have an idea about what is theatre. So, but I wasn't selected for that. It was a kiwi just preference for kiwi people over migrant women." – P7

From the above response, it can be perceived that employers were more concerned about the background of workers as opposed to the level of skills and experience that the workers had to offer.

Another issue related to immigrant background is the existence of perceptive and descriptive stereotypes. Perceptive stereotypes are those that make people from one culture be viewed differently from people from another culture (Koenig, Eagly, Mitchell & Ristikari, 2011). In contrast, descriptive stereotyping refers to a situation where people's behaviours are explained with respect to their cultures, for the case of New Zealand and migrants from the Indian subcontinent. There are several perceptive biases that can be noted from the responses provided. To begin with, as a result of the environment of the people from Asia, New Zealand considered them as less civilised and thus did not see them fit for the leadership positions. Furthermore, one of the respondents said that they were considered to be poor performers at the beginning of their tenure, but the consideration faded as they continued working in New Zealand. This implies that New Zealand employers were interested in performance but did not think migrant women from the Indian subcontinent were the best to fill those positions. However, after the employers were

convinced that migrant women could perform as required, the level of bias decreased, and they were ready to assign jobs to them.

Another concept that can be used to explain the case of women migrants from the Indian subcontinent working in New Zealand is cultural fitness. Cultural fitness is determined by the degree of differences or similarities that exist within two cultures (Harris & Leberman, 2011). In actuality, there are some cultures that are very similar to others, and there are yet others that are very different. The similarity of cultures is dependent on the number of shared beliefs that exist. Furthermore, migrants may struggle to get their credentials and skills recognised by organisations in their host countries (Painter, 2013), leading them to accept jobs incompatible with their professional and academic qualifications (Almeida, Fernando & Sheridan, 2012). Ariss, Vassilopoulou, Groutsis and Ozbilgin (2012) found that host nation institutions can impose significant professional hurdles on migrants by enforcing unfavourable conditions for entering and developing in the labour market. For example, there are labour laws in place that restrict the ability of migrants to get visas and work permits (Rodriguez and Mearns, 2012). The current study's findings also corroborated the preceding findings (Painter, 2013; Almeida et al., 2012; Ariss et al., 2012), that migrant women experienced similar challenges when they transitioned from one culture to another.

The other cultural association that can be spotted in the findings of this research are in relation to the level of skills and experience. It is believed that people have different experiences based on where they come from. For example, some countries are significantly developed in terms of business environment and application of technology. Therefore, people born and brought up in these countries are regarded to have a high appreciation for performance culture and are seen as better managers than those from developing countries (Harris & Leberman, 2011). This assumption may be true in some cases and may not work in others.

"For many job-seeking skilled migrants, nothing is more disheartening, humiliating, and esteem-sapping than hearing the words "no New Zealand experience," according to a post in the New Zealand Herald (Middleton, 2005). Lack of Kiwi experience appears to be a code for a variety of uncertainties, including organisational fit or social acceptance, employers' concern about hiring someone who is different from themselves, and the impression that migrants are high maintenance (Middleton, 2005). From the responses obtained in this research, there was evidence that New Zealand employers regarded migrant women from the Indian subcontinent as less skilled and less experienced. This perception shaped the biases that can be noted towards migrant women working in leadership positions.

Migrant women considered that people from New Zealand did not believe that migrant women from the Indian subcontinent were fit to work in their organisations. This is a clear indication that the working environments for the two cultures did not fit well. The respondent says that she was looked at differently despite her knowledge just because she was an Indian Nurse. The participant perceived that the New Zealanders did not want to accept that a migrant nurse from a minority ethnic group could possess such a large amount of knowledge. The findings revealed that these women experienced stereotypes in their preferred speaking style, commonly known as an accent, when communicating, and the notion that an ethnic migrant is not as excellent as the obtained educational qualification highlighted on a résumé. According to Basnayake's (1999) research on the experiences of Sri Lankan immigrants in New Zealand, approximately half of the participants reported feeling discriminated against in finding work despite having advanced tertiary education and fluency in the English language. Based on current study findings, the issues identified more than two decades ago by Basnayake (1999) still seem to remain.

Most migrant women felt that their background was considered by the hiring organisations as one that affected their performance. Hiring organisations in New Zealand did not see migrants from the Indian subcontinent as same as people from New Zealand; thus, there was some discrimination. New Zealand experience was considered an essential element in recruiting and selecting the workforce. The interview response below shows how this was captured in the research:

"I got a response back from the HR that you know they are specifically looking for the New Zealand relevant work experience, which I was not having. That's why I was not being called for an interview. Yes, at some level, that affected me because I was not having the New Zealand experience." – P1

From the above quote, it can be noted that some employers in New Zealand were very specific on the New Zealand experience. They believed that successfully working in other nations did not necessarily mean that one could perform well in New Zealand. The findings of this study corroborate prior research on barriers such as language, skill and qualification recognition, and a lack of local employment experience and knowledge of the labour market (Alcorso & Ho 2006; Bertone, 2009; Birrell & Rapson, 2005; Chiswick et al., 2005; Colic-Peisker & Tilbury, 2007).

5.1.3 Gender as a barrier

Gender discrimination refers to unequal treatment based on a person's sexual orientation. Management studies have revealed that skills are not related to gender. Traditionist thinkers believed that men were better placed to perform management tasks compared to women (Becker,

2019). This viewpoint was changed by feminist thinkers who agitated for the place of women in society. In the current study, the gender barrier was not perceived as a major issue for migrant women from the Indian subcontinent. One reason that could explain this is the fact that gender differences were more pronounced in their home countries compared to New Zealand. The current study findings also suggest that migrant women considered being a woman was not a constraint for them in New Zealand, but they felt barriers because of their family responsibilities. They had to sacrifice new jobs or promotional opportunities in order to fulfil their responsibilities to their families.

As the empirical evidence indicates, (un)conscious prejudices may influence the achievement of migrant women in a variety of fields. A few of the migrant women interviewed had encountered gender stereotyping. For instance, customers, clients, or co-workers doubting their skills or profession. However, almost all the migrant women interviewed in this study advised that their organisation treats all employees (male and female) equally and give equal preference to them for promotional opportunities. Only a few migrant women in this study recognised that there is such a distinction between females and males. They believe that ethnicity, rather than gender, is the most crucial factor. Furthermore, the participants did not see an issue with male management culture in New Zealand. This is in contrast to the conclusions of the preceding research, which firmly emphasises the fact that the male management culture is one of the most significant barriers to women's advancement (e.g., Boone et al., 2013; Glass & Cook, 2015; Guillaume & Pochic, 2009; Hoobler et al., 2009; Kumra & Vinnicombe, 2008; Sools, Van Engen & Baerveldt, 2007; Van Vianen and Fischer, 2002).

Heilman and Okimoto (2008) conducted experimental research in the USA and found that the gender of the applicant did not affect the hiring or promotional decision. The current study suggests the same outcome that participants perceived that their gender did not pose a barrier to their professional advancement.

The participants' experiences highlighted how gender, ethnicity and immigrant background issues impacted first-generation migrant women from the Indian subcontinent in New Zealand. Participants presented a variety of perspectives on how these issues affected them professionally or in their daily lives. Migrant women recalled unpleasant situations that demonstrated prejudice or other manifestations of disapproval aimed towards them when they first moved to New Zealand. Throughout their careers, migrant women from the Indian subcontinent encountered verbal stereotyping and mistrust in their capabilities, which in their perception, local New Zealand women did not experience. However, this did not stop them from growing and expanding their

networks. Harvey (2012) supported the current study's findings, claiming that migrants have faced discrimination in the labour market due to their language, skin colour, and ethnicity.

5.2 Solutions that were applied to overcome barriers

It has already been identified that there were barriers that prevented immigrant women from the Indian subcontinent from progressing with their careers in New Zealand. Once a problem has been identified and its course confirmed, the next step should be to devise strategies for addressing the issue. Gender bias was not a problem for women from the Indian subcontinent because the vice was common in their home countries compared to the host country.

The first step that was applied in resolving the problems faced by migrant women from the Indian subcontinent was identifying the problem. The next step was to get as much information about the problem as possible. Information here can be the nature of the problem, possible causes, and possible solutions to the problem (Lehtovaara & Jyrkinen, 2021). Also, the participants looked for information from different sources to understand the exact problem and come up with solutions.

For a few participants, the key problem identified was personal development. Personal development in a work scenario refers to equipping oneself with the skills and competencies that are required to perform the assigned tasks (Harris & Leberman, 2011). Respondents felt that they needed to develop themselves in order to minimise challenges that were facing their careers. One of the response mechanisms that the affected women adopted was to embrace on the job learning. On the job learning is a learning arrangement that is undertaken by employees in order to expand skills and to make themselves better suited for the specific jobs (Harris & Leberman, 2011). From the interview responses, it can be noted that on the job learning technique was adopted by migrant women working in managerial positions in New Zealand organisations in order to increase skills and change the perception of employers towards them. However, some women whose career progression in New Zealand was challenged decided to turn the challenges in their favour in other situations. For example, the response below shows one woman who decided to choose a profession where her gender, ethnicity, and immigrant background positively influenced her career:

"I mean, I think I have succeeded in this real estate thing because I'm Indian. I mean, when I, I mean, some Indians were very candid and told me that, oh, you won't get the support of the Indian community. But actually, that's not true at all. That's not true at all. I have full support, and I, it's not just Indian community. I'm actually very blessed

that I have clients from all nationalities." – P9

"You know the industry that I chose, I think it's, it's geared more towards women." – P9

Even for individuals with the proper immigration status, finding employment was challenging due to a lack of local education and experience credentials. Most of the participants actively experimented with pursuing, starting, or acquiring local education qualifications as a result of learning the importance of structural hurdles that prohibit them from engaging in the employment market.

Increasing migrant women's confidence, self-esteem, and comparative status can help them overcome attitudinal barriers. Literature suggests that cultural barriers can be overcome by recognising women's abilities at work; qualifications barriers can be overcome by pursuing further education and motivating women to continue learning; and organisational barriers can be overcome by allowing women to work from home and offering flexible work schedules (Smith, 2006).

The narratives of the migrant women in this study highlight how they find themselves adapting their qualifications and experiences as they confront New Zealand labour market practices. Therefore, the strategies to deal with barriers fell into two categories. The first strategy aimed at assimilation and increasing the probabilities of acceptance into the existing system, including adaptation/adjustment and overcompensation. Using these strategies, migrants tried to integrate themselves into the system by becoming as much like the natives as possible and by gaining recognition via demonstrating more significant input.

The second category comprised of strategies such as differentiation and manoeuvring, through which migrants asserted their unique characteristics or competencies. Differentiation aims to capitalise on attributes and skills that native people may lack, such as linguistic or negotiation skills with other ethnicities, thereby transforming a difference or disadvantage into an advantage. The manoeuvring strategy aimed at bypassing obstacles by changing the setting to a more favourable one, for example, transferring to a position where one's skills may be valued more or to an organisation that was perceived as less discriminating. This study's findings also imply that migrant women who actively experiment with new methods and techniques exhibit resiliency defined by intrinsic attributes like patience, determination, and hard work despite several rejections and failures.

5.3 Support available to immigrant women

Several levels of support have been offered to migrant women from the Indian subcontinent to help them overcome challenges related to career progression. The first level of support that the interviews can evidence is personal development. According to Harris & Leberman (2011), every employee should have a clearly defined career path. In addition, the employee should have a clear strategy that they will apply to achieve their career goals. This is called personal career development. Different organisations had policies to support employees in their personal development. The interviewees pointed out that the organisations were offering a conducive environment for migrant women in order for them to develop different skills that will make them better in the new environment. In addition, the organisations arranged training opportunities and networking to help migrant women improve personal growth.

The other support level available for career development is family support. As it has been discussed in the challenges faced and the factors that led to these challenges, some of the challenges were related to the roles of women employees in their families. In order for women to develop their careers, the family must fully understand and support them (Harris & Leberman, 2011). Most respondents in the current study shared how their families supported them to achieve career goals. From the responses, it can be found that family support was an important factor in resolving the challenges faced by immigrant women working in New Zealand. The responses are from women who were supposed to be at work most of the time, but their family was there to support them.

However, in order to delegate challenging responsibilities, the manager must have faith in the personnel, which was mentioned several times during the interviews. According to O'Neil and Bilimoria (2005), managers are the best advocates of women's development because they can help women grow by ensuring they have access to the right opportunities; the findings from this study back up the theoretical literature on the topic.

This study found that mentors and networks are important, as well as the importance of self-determination in accomplishing leadership roles. Almost every participant reported having someone to guide them through their career. Gamble and Turner (2015) and Leck and Orser (2013) found that mentorship is an integral part of women's career development in order to move to leadership roles. Participants in Davis and Maldonado's (2015) study stated that mentors and sponsors helped participants advance in their careers. In the present study, almost all migrant women leaders recalled having supportive leaders, both male and female, of all ethnic backgrounds who expressed interest in them and were willing to help them. Similar findings were

found by Gamble and Turner (2015) that present and previous managers' support and opportunities aided the careers of African American women executives at postsecondary institutions. While the participants in this study did not use the word sponsor to describe supportive leaders, a supportive leader might be considered as a sponsor.

The last level of support that was very important for the affected women was organisational support. The respective organisations that these women were working for needed to understand and support them. As Carter (2021) pointed out, an organisation should support the career development of its employees. Organisations can offer employee training career development avenues and trust employees with more responsibilities. Employee training or organisational learning is a human resource development strategy that an organisation applies in order to improve skills leading to more productivity (Chou & Feagin, 2015). In the event of organisational learning, migrant women can get a chance to develop themselves by enhancing their level of competency. When an employee is entrusted with more duties and responsibilities, they are able to build competency in preparation for higher ranks within the organisations (Harris & Leberman, 2011). In some organisations, employees are given management training in order to prepare them to take over managerial positions. Apart from training, organisations can support migrant women employees by giving them flexible work schedules that will enable them to perform family responsibilities. The excerpt below shows evidence of organisational support for migrant women working in New Zealand:

*"You have a development plan as soon as you start any role in **** (Organisation name). Yes, there is a development plan, and development plan is where do you want to be in one year's time? In three years, time? In six years, time? Right, like I told them, I want to be a project manager, right. A) So, they made sure that I get all the projects versus even though my designation is technical lead right where I have to lead the technical teams versus technical...., but they made sure that my nature of work is all projects. You know, B) is I do the project management courses. Right, they made sure I did the project management courses. So, 50 per cent you start learning by at work, 50 per cent in your studies. So, I think they made sure that I work towards my next three years' goals. Yeah, yeah, and provide me the training." – P6*

From the above response, it can be noted that there were efforts by organisations to help in career development plans of women employees from the Indian subcontinent.

Migrant women also suggested different strategies that an organisation can employ to support migrant women at the workplace. For example, one approach that can be seen as effective

organisational support is hiring more migrant women into different positions so that those who are already hired can feel at home. Another suggestion included more migrant women from the Indian subcontinent should be employed as counsellors to share their experiences and guidance with other migrants and help them overcome challenges within their working environment. The response below shows a recommendation that a respondent made:

"But I think if you know, the migrant women who are already here in New Zealand for long years, you know have a dialogue with them on how the organisation can support them with their expertise, you know, taking their expertise, and that would be great." – P5

To increase the number of migrant women in leadership roles in New Zealand workplaces, employers should implement promotional and recruitment policies that facilitate migrant women's career advancement. In this sense, organisations' management should implement policies and procedures that promote women equitably across all departments, enabling migrant women to advance to positions of leadership (Sepehri et al., 2010; Akpınar-Sposito, 2013; Ahmed & Naseer, 2015).

5.4 Intersectionality

"Intersectionality" has been used as a theoretical basis for this qualitative study to investigate how gender, ethnicity, and immigration background affected the experiences of migrant women in leadership roles. According to intersectionality, social categories are seen as interacting and re-constituting one another to produce distinct experiences that change over time and place (Collins, 2015; Crenshaw, 1989). In an intersectional approach, these intersections and their repercussions matter (Ghavami & Peplau, 2013; Rosette, Koval, Ma & Livingston, 2016). Intersectionality not only influenced the leadership growth of migrant women but also altered the unfavourable perceptions that others had of migrant women because of their colour, gender, and socioeconomic background (Beall-Davis, 2017).

This study examines migrant women's agency and solutions to overcome obstacles and challenges using an intersectional perspective. Also, in this study, the social categories played a clear role and re-constitutes one another; ethnicity and being from different immigrant backgrounds were two major obstacles that migrant women from the Indian subcontinent faced in New Zealand as they attempted to advance in their jobs. Some women felt they had to work more than their white colleagues to be recognised, while others had to endure disparaging remarks regarding their ethnicity and immigrant background.

The findings indicate that participants encountered considerable challenges to obtaining and retaining high-quality career experiences because of their gender, immigration background, and ethnic stereotyping. At the same time, migrant women in this study reported feeling empowered, valued, and resourceful in some situations, as well as a strong sense of relative, assigned, and ambiguous privilege. As Holvino (2010) argues in her intersectional framework, the experiences of ethnic minority women are not fixed or determined just by their gender, immigrant background, and ethnicity but rather reflect and are affected by concurrent processes of identity and institutional and societal practice.

The participants gave mixed responses when asked if migrant women from the Indian subcontinent faced barriers because of their ethnicity, gender, or immigration background. Eight of the participants' believed barriers were based on ethnicity and immigrant background. However, most participants stated that they did not face gender barriers while achieving leadership roles in New Zealand. The transition of female migrants from one country to another may impact their perception of which factors are important or influential in their career progression. Migrant women may experience the different influences of ethnicity, gender and immigrant background on their career progression depending on the comparative gap between their home and host countries. For example, in the current study, when migrant women were in their home countries, they considered gender a huge barrier to their career growth, and ethnicity/immigrant background had no influence. But when they moved to New Zealand, they felt the opposite.

Being a migrant woman in New Zealand means that one will face a number of prejudices to get to a job position. To begin with, the migrant woman will need to show that they have the relevant New Zealand experience that is required for the position of leadership. According to Koenig et al. (2011), unlike migrant men, women have overlapping identities that lead to prejudices in the work environment. A migrant woman can be prejudiced because of gender, ethnicity, and immigrant background. Bagley et al. (2018) gave an account of how radicalisation and white supremacy can create an inferiority complex to a certain group of people. For the women from Asia, this inferiority complex gets more pronounced as they struggle to take leadership roles in white-dominated societies (Chou & Feagin, 2015). According to Amjad (2019), white supremacist ideologies have been used to target migrants from non-English speaking countries and make them targets of discrimination in the hiring process. The migrant women in this study discussed how being from the Indian subcontinent and having qualifications or experience gained overseas had a negative effect on their career progression. Below is a response that shows evidence of intersectionality:

"And I would say that obviously; you have to prove more than anybody else because you're not from the same nation because they are not sure about your communication skills, and they are not sure about how well you understand this industry." – P10

The difficulties and challenges faced by migrant women from the Indian subcontinent are generally consistent with prior intersectional studies highlighting the many disadvantages or threats faced by African American women in the United States and South Asian or Muslim women in Western Europe (Adib & Guerrier, 2003; Kamenou et al., 2013).

The findings of this research demonstrate that intersectionality has penetrating effects on everything from societal context and individual identity to the domains of labour, employment, and leadership. This study has shown that ethnicity and immigrant background are interrelated and cannot be evaluated apart from one another, in line with intersectionality theory (Phoenix 2006; Veenstra 2013). Overall, the themes identified in this study are interrelated, implying a relational interaction between various levels of diversity (Syed & Zbilgin, 2009).

This study found that migrant women in New Zealand are subjected to sophisticated and refined forms of discrimination that are hard to prove. Purdie-Vaughns and Eibach (2008) made a similar point, claiming that ethnic minority women are more likely than other women to be subjected to discrimination in the workplace in some form. Moreover, when taking intersectionality into account in the context of ethnic minority women in leadership, Porter and Sweetman (2005) assert that these women are more likely than white women in leadership roles to face significant obstacles and prejudice. Moreover, ethnic minority women, according to Sanchez-Hucles and Davis (2010), are less likely to get the assistance they need when faced with extreme obstacles in leadership roles.

The study findings also indicate that the positive or negative influence of the intersectionality of gender, ethnicity, and immigration background differed based on a range of factors such as career choice, experience, and education. According to a few respondents, a professional choice has a significant impact on determining whether gender, ethnicity, and immigrant background impedes women's advancement in the workplace. This study clearly shows that, while migration of professional migrant women is not necessarily a pleasurable experience in terms of career advancement, it is rewarding once the initial hurdles are overcome.

CHAPTER – 6 CONCLUSION

6.1 Introduction

While organisations support women in leadership positions, more effort need to be made on the part of organisations to assist migrant women. According to the findings of this study, women from the Indian subcontinent continue to encounter multifaceted barriers and concerns in their career progression, which they attempt to overcome through the use of their specialised skills and strategies. Goddard (2013) found in his qualitative study that despite the fact that New Zealand organisations have put in place rules and regulations to combat discrimination, migrant women continue to encounter covert and refined discrimination at work. It implies that legal compliance is insufficient to address the complex issues and challenges of intersectionality. As a result, organisations should place a greater emphasis on diversity-related goals and objectives. These issues, however, have not stopped all migrant women from advancing in their careers, and their views and experiences are important when thinking about how such barriers can be addressed and dealt with.

New Zealand authorities could therefore help migrant women by offering support training for employers and employees to ensure that hiring, promotion, and career progression decisions are determined on merit rather than ethnicity, immigrant background, or gender. Indeed, some of the migrant women were able to use their ethnicity, immigrant background, and gender to advance themselves forwards in their careers. Because of their gender, ethnicity, and immigrant background, migrant women were able to transform challenges into strengths and have had positive career experiences. However, given considerable disparities in employment and leadership and unemployment, organisational diversity strategies must be fine-tuned further to ensure fair and inclusive job opportunities for ethnic minority women and other disadvantaged individuals.

For female migrants, moving to New Zealand provides a new beginning and the opportunity to pursue their career aspirations, which may have appeared impossible in their home countries. Many migrant women face significant workplace discrimination in their home countries. Many migrant women feel that their ambitions have been hindered or that their progress has been impeded because they have not been given equal and fair attention by their employers. This paper has identified some key factors that create barriers for migrant women to climb up into leadership positions. According to the participants, ethnicity and immigrant background were mainly responsible for the obstacles they experienced while achieving leadership roles. Most of migrant

women participants did not feel that gender has negatively influenced their careers in New Zealand.

The current research provides an in-depth study of the barriers faced by migrant women from the Indian subcontinent in New Zealand. The scholarly research on migrant women's experiences in New Zealand's workplaces and challenges to career advancement is sparse. The women in this study did not let their challenges overwhelm them; instead, they persisted in their work, motivated by a strong desire to succeed, exhibiting their resilience. The participants shared their perspectives and experiences, as well as how their ethnicity, immigrant history, and gender intersected with their career advancement to leadership positions. These ten extraordinary women never gave up and shared themes that demonstrated the path was not easy and that they experienced barriers and problems along the way, yet they persisted and were successful in achieving their objectives. The current study confirmed strategies cited in the literature, such as mentoring, networking relationships, supportive leaders, and self-determination, to improve one's chances of achieving leadership positions.

Although the current study adds to our understanding of the experiences of migrant women from the Indian subcontinent in New Zealand, generalisations should be made with caution because the participants were drawn from a small sample located in New Zealand's major cities and may not be representative of the vast majority of immigrant women in New Zealand. As a result, these findings should only be regarded as preliminary. The findings of this study can guide women on how to plan their education and development of human capital and social capital in order to progress in their careers and how to be resilient when confronted with barriers so that they can overcome the barriers through growth, learning, and confidence in order to achieve career advancement.

In conclusion, this study was a fulfilling experience. It allowed me to hear the experiences of inspirational and dedicated migrant women who achieved leadership positions despite many barriers and challenges.

6.2 Contribution

The insights offered by participants could help individuals better understand how to advance in their careers. The participants' stories may help aspiring migrant women plan their leadership development journeys more successfully. Knowing what others have gone through, both positive and negative, may provide individuals with the knowledge they need to focus on their career progression journey. Key considerations included the value of training, the importance of supportive leaders, and the importance of self-determination. More migrant women in top

leadership positions will serve as role models, mentors, and sponsors and inspire and motivate other migrant women to achieve leadership positions. This study also shows that the experiences of women seemed to differ depending on when they have arrived in New Zealand. This might indicate that it is important that research in this area is ongoing as conclusions based on older studies may not anymore represent the experiences of the current migrants.

This study emphasised the different strategies these women employed to overcome employment and career advancement barriers. Some migrant women, for example, used their barriers to their advantage and chose careers that favoured them because of their gender, ethnicity, and immigrant background. These findings could be helpful to other migrant women and scholars who want to learn more about the concerns and challenges migrant women confront as they advance in their careers and how to overcome them. Establishing strategic networks of female role models from their ethnic backgrounds can help organisations address diversity by providing mentorship, monitoring, and career advice to ethnic minority women. The findings also suggest that organisations could hire counsellors from various ethnic backgrounds to make it easier for migrants to interact and address the challenges they are experiencing.

This study's intersectional lens may aid scholars, policymakers, and organisational leaders in thinking differently and critically analysing the interconnected concerns of identity, equality, and power at work (Ng & Sears, 2010). Furthermore, it may also assist in recognising how ethnic minority cultures differ from western cultures and why it is necessary to understand and embrace different values and cultures (Cook & Glass, 2013a). The findings of this study can be used by decision-makers, government agencies, private companies, and non-profit organisations to rethink their employment practices to include diversity and cultural integration. This could help migrant women to be more effective and successful in an organisational environment. Also necessary is the continuation of efforts to provide women with opportunities to feel empowered, opportunities to enhance their education, adaptive structures and mechanisms that develop resilience, and build strong communities in which men and women are equally involved in growth.

6.3 Limitations

The study's findings highlighted the diverse experiences of migrant women in leadership positions; however, there were some limitations that must be addressed and acknowledged. The study's sample size and scope were both significant limitations. It was challenging to locate women migrants from the Indian subcontinent who met the requirements. As the current study only included results from ten interviews, some of the results may be inconsistent, and

generalizability may be an issue. The North Island sample is not generalisable to the entire country.

The decision to interview migrant women exclusively was due to the study's focus on women only, and the findings cannot determine whether and to what extent their experiences differ from migrant men. Another limitation of the current study is that it only looked at migrant women from the Indian subcontinent working in New Zealand organisations. As a result, their stories and experiences may differ from migrant women from other ethnic or national backgrounds (e.g., American migrant women).

6.4 Recommendations For Further Research

However, while the focus of this study was primarily limited to first-generation migrant women from the Indian subcontinent who held leadership positions, the data collected suggested several factors that could lead to future research. For example, as indicated in the problem statement, when migrants arrive in New Zealand, they are faced with many natural barriers that prevent them from fully participating in society, the economy, and politics (Jimenez, 2011). As migrants begin to assimilate into New Zealand communities, the gap narrows with time, and full integration is accomplished in the following generations (Gilmore & Miller, 2013). Future qualitative research on second or third generations of migrant women from the Indian subcontinent's experiences in the workplace may be conducted to better understand the obstacles they encounter in advancing up the corporate ladder.

As only a tiny percentage of migrant women hold leadership or managerial positions, the interviews were conducted with women working in various sectors. According to Metz (2003), women's advancement in management may differ among industries. As a result, a comparable study concentrating on a single industry could be undertaken to see how the perceptions of the barriers and facilitating variables vary in comparison to the results of this study.

More people can be interviewed in future research, and experiences of migrant women from different ethnic backgrounds in NZ (women from Western countries) can be included. It is worth noting that few women in this research acknowledged the benefits of their ethnicity, immigrant background, or gender in their career advancement. Future research could concentrate on similar examples of positive work experiences as a member of an ethnic group.

Future research should replicate the study in a different geographical location with a diverse demographic of study participants or use other theoretical frameworks to investigate aspects outside the current research scope that directly impact the career development for migrants working in public or private sector organisations. Future researchers can also focus on the

experiences of migrant men in leadership roles in New Zealand and compare them to the current study's findings.

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APPENDICES

APPENDIX A: Research Ethics Approval

APPENDIX B: Information Sheet and Consent Form

APPENDIX C: Interview Questionnaire

APPENDIX D: Coding of the Survey Responses

APPENDIX A: Research Ethics Approval



Our Ref: **BC21/35**

16 March 2021

Priyanka Priyanka
Email address:

EIT Student ID #:

Cc: Jonathan Sibley
C/- School of Business
EIT Hawke's Bay Campus

Tēnā koe / Greetings Priyanka

Thank you for submitting your application for your PGART9.900 Applied Research Thesis "*An exploratory study of the barriers to and support provided to facilitate the career progression of migrant women into leadership positions at New Zealand workplaces*".

I am pleased to inform you that your research project was approved by the appointed School of Business and School of Computing Research Committee delegates on 16 March 2021.

You are reminded that should the proposal change in any significant way, you must inform the Committee. Please quote the above reference number on all correspondence to the Committee. Please send all correspondence to: ambahs@eit.ac.nz who is the Committee Secretary.

The Committee wishes you well for the project.

Nāku noa / Yours sincerely

A handwritten signature in blue ink, appearing to read 'Pii-Tuulia Nikula'.

Pii-Tuulia Nikula
Chairperson
School of Business and School of Computing Research Committee

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APPENDIX B: Information Sheet and Consent Form



Information for Research Participants

Date:		
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Project Title:	An exploratory study of the barriers to and support provided to facilitate the career progression of migrant women into leadership positions at New Zealand workplaces
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To:	
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Researcher(s):	Priyanka
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Affiliation:	
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Description of the research:

<p>This research examines the barriers migrant women face and the support they receive in attaining leadership positions in New Zealand. To better understand why migrant women hold few managerial/ leadership positions in New Zealand, it is important to explore how gender and ethnicity intersect and influence career progression. The research will also explore the support migrant women perceive as useful in assisting them in their career progression. The research participants are migrant women from the Indian subcontinent holding managerial or leadership positions in New Zealand. Primary data will be collected using qualitative semi-structured interviews. Data will be analysed through thematic analysis. This study's findings may be beneficial to policymakers in various institutions as they can help identify barriers for migrant women and new strategies to address these barriers. In addition, the research can contribute to literature as there is limited research available on migrant women's career progression in New Zealand.</p>

What will participating in the research involve?

The interviews can be online or face to face in accordance with the researchers' preferences for the meeting venue and time. The interview will be audio/video recorded, depending on the situation. The interview will approximately last 45 minutes to one hour.

What are the benefits and possible risks to you in participating in this research?

Participants will be able to get better information on barriers migrant women face and the support they receive in attaining leadership positions in New Zealand. The research will benefit to society or future migrant women through research output. The participants will also have access to the findings if they wish to view the results. The risk around the identification of information will be managed by using only anonymous information.

Your rights:

- You do not have to participate in this research if you do not wish to.
- If you are a student at EIT and decide to take part, you can withdraw from the research at any time, and this will not affect treatment or assessment in any courses at EIT.
- Once you have completed the research you have one-month period within which you can withdraw any information collected from you.
- You are welcome to have a support person present (this may be a member of your family/whanau or other person of your choice)
- You may request a summary of the completed research

Confidentiality:

The research is designed to protect the rights, safety and privacy of participants. Additionally, participants will be guaranteed anonymity, and no identifiable information will be made available to a third party without their consent.

Only the researcher has access to the data, and the data is used solely for the purposes of this research. The recordings (audio/video) will be stored on a password-protected computer for three years and then destroyed. No names will be mentioned during the recording, and the identities of interviewed individuals and companies will be omitted from the transcriptions.

If you wish to participate in this research, or if you wish to know more about it, please contact

Contact Person:	Priyanka
EIT School/Section:	School of Business

Work phone #		Email address	
Mobile phone #			

Supervisor Name(s): (if applicable)	Dr Jonathan Sibley & Dr Pii-Tuulia Nikula		
Work phone #		Email address	JSibley@eit.ac.nz & PNikula@eit.ac.nz

Head of School/Manager:			
Work phone #		Email address	

For any queries regarding ethical concerns, please contact: Chair, Research Approvals Committee, EIT.
Ph. (06) 974 8000

This study has been approved by the EIT ethics committee on 16 March 2021, Reference # BC21/35

Project Title: An exploratory study of the barriers to and support provided to facilitate the career progression of migrant women into leadership positions at New Zealand workplaces

Researcher(s): Priyanka

I have read, and I understand the Information for Research Participants sheet dated-----/-----/----- for volunteers taking part in this study. I have had the opportunity to discuss this study and am satisfied with the answers I have been given.

I understand I am able to withdraw all of my information until / / .

I understand that taking part in this study is voluntary (my choice) and that I may withdraw from the study.

I understand that my participation in this study is confidential and that no material which could identify me will be used in any reports on this study.

I have had time to consider whether to take part and know who to contact if I have any questions about the study.

I agree to take part in this research.

	Yes	No
I consent to my interview/activity being videotaped/audiotaped		
I wish to receive a summary of the results		

Signed: _____

Name: _____

I as researcher(s) undertake to maintain the confidentiality of information gather during the course of this research.

Signed _____

Dated _____

This study has been approved by the EIT ethics committee on 16 March 2021, Reference # BC21/35.

APPENDIX C: Interview Questionnaire

1. Demographic questions - ethnicity, nationality, age, family status and academic qualifications.
2. So when/why did you arrive in New Zealand?
3. Could you explain how long you have spent in your current role and your key responsibilities?
 - To what extent your education is matching with your current job profile?
 - Did you always wanted to be promoted in your career?
 - Why was it important? What type of career plans do you have from now on?
4. Could you please take me back through your career history before this position?
5. How do you think being a migrant woman has affected your position in the NZ job market? What about in your current role?
 - As a migrant woman, are there any advantages/ disadvantages for you to get an interview?
 - Could you please give me an example?
6. Can you think of any benefits of being a migrant and your ability to progress in your career and get a managerial/leadership position in New Zealand?
 - Could you please give me an example?
7. How has your gender (i.e., being a woman) affected you in achieving managerial or leadership roles? – How & why
 - Do you think in your organisation they treat male employees differently?
 - For a managerial role/ promotion, do you think your manager has a preference for a male, or he/she would have considered both male and female?
 - Do you think you were ever treated differently as compared to a kiwi woman?
 - If **yes**, then how? Any example & why do you think this is happening?
 - Can you please talk about the role of gender in the workplace in your country of origin versus NZ – in which one do you believe it plays a more significant role?
 - How you feel the gender would have impacted on your work/promotion opportunities in your country of origin as compare that to your New Zealand experiences. Tell us about both countries' experiences
8. Have you been treated differently at work because of your immigrant background and ethnicity?
 - How has your immigrant background affected your ability to achieve leadership roles or to be promoted?

- Among gender, immigrant background or ethnicity, which one you think has mainly affected your ability to achieve leadership roles
9. As a migrant woman, what were the barriers to your career advancement experiences?
- What were the factors causing these barriers?
 - How did you deal with those challenges?
10. Do you feel that the duties (i.e., family responsibilities) at home reduce your time to be effective at work or to advance in your career?
- How had you balanced your family responsibilities and career?
 - Do you think if you have kids, would there be an expectation to spend time with your kids/family?
11. How did your organisation supported you to progress in your career?
- How did they support you (e.g., mentoring, new programs or networking)?
 - What can organisations do more to help immigrant women to progress in their careers?
 - Do you ever feel less favoured than your male counterparts or senior colleagues?
Any stereotypes that you face?
 - Do you think your organisation treat male migrant & female migrant differently or equally?
 - How has your team leader/manager helped you in your career?
12. What words of wisdom would you pass on to the next generation of migrant ethnic minority women before we finish this interview?