



UNIVERSITI PUTRA MALAYSIA

**CAREER SUCCESS OF MANAGERS AND THE MODERATING
ROLES OF GENDER AND MANAGERIAL LEVEL
IN THE MALAYSIAN PUBLIC SECTOR**

ROZIAH MOHD RASDI

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Examination of the career literature indicated that career success studies did not consider the diverse effects of the individual, structural and behavioral approaches. In addition, there were less career success studies in testing the moderating role of gender and managerial level. Thus, this study aims to examine the factors explaining career success (objective and subjective) of managers and the moderating roles of gender and managerial level in the relationships between the career success variables. This cross-sectional correlational study was conducted on 288 managers of various managerial grades who worked in several public organizations in Putrajaya, the federal administrative center of Malaysia, and managers who attended the training program conducted by the National Institute for Public Administration. They were chosen using a stratified random sampling procedure. A quantitative survey was designed using self-administered questionnaire. Managers' career success was conceptualized using the Social Cognitive Career Theory (SCCT). The theory highlights the three main career success approaches and the reciprocal person-environment interactions, all of which explain individual's career success.

The findings of this study revealed that managers' objective and subjective career success were explained by different facets of variables. Variations in monthly gross incomes and number of promotions were explained by self-esteem, work centrality, networking behaviors, and computer skills. Computer skills negatively explained objective career success. On the other hand, variation in subjective career success was described by self-efficacy, self-esteem and organizational socialization. Managerial level moderated the relationships between the organizational and managerial competencies-related variables and both indicators of objective career success. However, gender was not a moderator in the study.

The study concluded that a profile of a successful manager is obtained showing the differential profile of factors for objective and subjective career success. Managers' career success is a function of individual, organizational and managerial competencies factors, and managers' subjective career success is influenced by organizational learning. The study also concluded that the individual, organizational, managerial competencies and P-E fit factors were no difference in the workplace in terms of gender, and managers' objective career success was influenced by managerial level. The study broadens the definition of career success measures by incorporating objective and subjective career aspects from the non-western context and addressed insufficient career success studies related to SCCT. In terms of practice, strong personalities, frequent networking and organizational learning need to become as important career development strategies for individual's career success.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
sebagai memenuhi keperluan untuk Ijazah Doktor Falsafah

**KEJAYAAN KERJAYA PENGURUS DAN PERANAN MODERASI GENDER
DAN TAHAP PENGURUSAN DALAM SEKTOR AWAM DI MALAYSIA**

Oleh

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Analisis literatur kerjaya mendapati kajian-kajian tentang kejayaan kerjaya tidak mempertimbangkan kesan pelbagai daripada pendekatan individu, struktur dan tingkahlaku. Tambahan pula, kajian kejayaan kerjaya yang menguji peranan moderator gender dan tahap pengurusan adalah kurang. Oleh itu, kajian ini bertujuan untuk memeriksa faktor-faktor yang menerangkan kejayaan kerjaya (objektif dan subjektif) pengurus dan peranan moderasi gender dan tahap pengurusan dalam hubungan antara angkubah-angkubah kejayaan kerjaya. Kajian rentas korelasi ini telah dijalankan ke atas 288 pengurus dari pelbagai gred pengurusan yang telah bekerja di beberapa organisasi awam di Putrajaya, iaitu pusat pentadbiran persekutuan Malaysia, dan pengurus-pengurus yang telah menghadiri program latihan yang dikendalikan oleh Institut Tadbiran Awam Negara. Mereka dipilih menggunakan prosedur persampelan rawak berstratifikasi. Satu survei kuantitatif telah direka bentuk menggunakan borang soal-selidik yang dikendalikan sendiri oleh responden. Kejayaan kerjaya pengurus telah dikonsepsualisasikan menggunakan Teori Sosial Kognitif Kerjaya (TSKK). Teori ini menggariskan ketiga-tiga pendekatan utama kejayaan kerjaya dan interaksi timbal-balik individu-persekitaran, yang kesemuanya menerangkan kejayaan kerjaya individu.

Hasil kajian menunjukkan bahawa kejayaan kerjaya objektif dan subjektif pengurus-pengurus diterangkan oleh pelbagai variasi kumpulan angkubah. Variasi dalam pendapatan kasar bulanan dan bilangan kenaikan pangkat telah diterangkan oleh penghargaan sendiri, penumpuan kerja, tingkah laku jaringan kerja dan kemahiran komputer. Kemahiran komputer telah menerangkan kejayaan kerjaya objektif secara negatif. Sebaliknya, variasi dalam kejayaan kerjaya subjektif telah dihuraikan oleh efikasi diri, penghargaan sendiri dan sosialisasi organisasi. Tahap pengurusan telah memoderasikan hubungan antara angkubah-angkubah organisasi dan kompetensi pengurusan dengan kedua-dua indikator kejayaan kerjaya objektif. Walau bagaimanapun, gender didapati bukan satu moderator dalam kajian ini.

Kajian ini merumuskan bahawa satu profil seorang pengurus yang berjaya terhasil yang menunjukkan perbezaan profil faktor kejayaan kerjaya objektif dan subjektif. Kejayaan kerjaya pengurus merupakan satu fungsi faktor-faktor individu, organisasi dan kompetensi pengurusan, dan kejayaan kerjaya subjektif pengurus dipengaruhi oleh pembelajaran organisasi. Kajian juga merumuskan bahawa faktor individu, organisasi, kompetensi pengurusan dan kesesuaian individu-persekitaran adalah tidak berbeza di tempat kerja daripada segi gender, dan kejayaan kerjaya objektif pengurus dipengaruhi oleh tahap pengurusan. Kajian ini meluaskan definisi pengukuran kejayaan kerjaya dengan mengambil kira kejayaan kerjaya objektif dan subjektif dari konteks timur dan telah mengisi kekurangan kajian-kajian kejayaan kerjaya yang berkait dengan TSKK. Dari segi praktik, kekuatan personaliti, kekerapan jaringan kerja dan pembelajaran organisasi perlu menjadi strategi perkembangan kerjaya yang penting untuk kejayaan kerjaya individu.

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LIST OF ABBREVIATIONS

ADOs	Administrative and Diplomatic Officers
BTCEI	Basic Technology Competencies for Educators Inventory
CS	Computer Skills
EDA	Exploratory Data Analysis
HRD	Human Resource Development
ICM	Individual Career Management
ICT	Information and Communication Technology
IKHWAS	Southern Regional Campus of INTAN
INTAN	National Institute of Public Administration
INTENGAH	Central Regional Campus of INTAN
INTIM	Eastern Regional Campus of INTAN
INTURA	Northern Regional Campus of INTAN
IRV	Individual-related Variables
JUSA	<i>Jawatan Utama Sektor Awam</i>
KPA	Key Performance Appraisal
MCRV	Managerial Competencies-related Variables
MCT	Measures of Central Tendency
MD	Measures of Dispersion
MGI	Monthly Gross Incomes
ML	Managerial Level
MMR	Moderated Multiple Regression
MOW	Meaning of Work
MRS	Malaysia Remuneration System

NB	Networking Behaviors
NP	Number of Promotions
OCCSEFF	Occupational Self-efficacy Scale
ORV	Organizational-related Variables
OS	Organizational Socialization
OSI	Organizational Socialization Inventory
P-E fit	Person-environment fit
P-J fit	Person-job fit
P-O fit	Person-organization fit
POS	Perceived Organizational Support
RSE	Rosenberg Self-Esteem
SCCT	Social Cognitive Career Theory
SCS	Subjective Career Success
VIF	Variance Inflation Factors



CHAPTER I

INTRODUCTION

Background of the Study

Managers in the public sector are facing fundamental organizational changes (Cappelli, 1992; Martin & Butler, 2000), while government reforms in administrative and management reach down to managers' agenda. As public sector managers embrace the changing nature of management career, a new set of values, skills, competencies and practices are demanded for successful career. Accordingly, public sector managers have to fully manipulate their human capital as well as utilize other organizational resources in order to succeed in the management world. Nevertheless, public sector managers have also reconstructed their views and values toward success (Littler, Wiesner & Dunford, 2003), where traditional definition of career success is no longer valid (Hay & Hodgkinson, 2006).

This study focuses on the career success of managers employed in the Malaysian public services. According to Van der Heijden (2006), a complicating factor that is unique to the public sector is due to its different operating environment, which is characterized by ill-structured and wicked problems. A distinct characteristic between the public and the private sectors noted by Flynn (1993) is that the public sector is not generally run to make a profit, and therefore, there is no competition in the sense of organizations trying to entice customers away from their competitors. With respect to measuring organizational and individual performance, Flynn (1993) further pointed out that politicians may have their direct or indirect influences on performance evaluations.