UNIVERSITI PUTRA MALAYSIA

FACTORS INFLUENCING CAREER SUCCESS OF WOMEN MANAGERS IN MALAYSIAN PUBLIC SECTOR

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By

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July 2015

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Increasing opportunities for higher education resulted from strong economic condition placed more women in the professional and management fields in Malaysia. But less number of women managers securing higher management post were still an issue in the Malaysian Public Sector especially in Administrative and Diplomatic Service (ADS). Several factors were identified in previous literature as an explanation to lack of women's career success such as personal abilities, motivation and work environment but there was still no model fit to explain the phenomenon especially in different cultural setting. Besides that, women also tend to define career success differently from that of men. Subjective career success was a matter of importance to women in defining their career success. Therefore, the aim of this study is to investigate the level of women managers objective and subjective career success and the relationship between the selected independent variables and women's objective (monthly gross income) and subjective career success (career satisfaction). This cross-sectional correlational study was conducted on 128 women managers in Administrative and Diplomatic Service (ADS) in 12 ministries in Putrajaya. A quantitative survey was designed using self-administered questionnaire. The study used Social Cognitive Career Theory (SCCT) which stressed the importance of individual and environmental factors in career performance from which it derived its theoretical framework. Three groups of variables were identified in predicting women managers' objective and subjective career success; i) individual related variables (self-efficacy, proactive personality and extraversion), ii) human capital variables (work experience and sense of competence) and iii) organizational related variables (organizational culture and perceived organizational justice).

The findings of this study revealed that individual, human capital and organizational factors have significant effect on women managers' objective and subjective career success. Two Individual factors; self-efficacy and proactive personality were found positively related to objective and subjective career success. Human capital factors such as work experience were highly correlated to objective career success whereas sense of competence was positively correlated to both objective and subjective career success. Women managers' subjective career success were found to be positively

correlated with organizational factors such as organizational culture and organizational justice. Result of the regression model revealed that the best predictors for objective career success of women managers were work experience and self-efficacy whereas self-efficacy and perceived organizational justice were the significant predictors of women managers' subjective career success.

The study suggested some recommendations that women managers should be given more opportunities in developing their careers through appropriate training and exposure in different job skills which then develop their self-efficacy and sense of competence. This would increase their capabilities and give more chances of being selected to higher management post in an organization. HRD practitioners should pay more attention to eliminate bias and unfair treatment in organizational practices because justice perception among employees would affect their career performance and job satisfaction. The study has some limitations as it was conducted among women managers in the public sector organizations. Future studies may involve women managers in private organizations to increase generalizability of the study.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

FAKTOR YANG MEMPENGARUHI KEJAYAAN KERJAYA PENGURUS WANITA SEKTOR AWAM DI MALAYSIA

Oleh

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Peningkatan peluang pendidikan tinggi hasil daripada kedudukan ekonomi yang kukuh meletakkan ramai wanita dalam bidang professional dan pengurusan di Malaysia. Namun, kurangnya bilangan pengurus wanita memegang jawatan utama dalam perkhidmatan awam masih menjadi isu khususnya dalam perkhidmatan Tadbir dan Diplomatik. Beberapa faktor telah dikenalpasti dalam kajian terdahulu berkaitan kurangnya kejayaan wanita dalam kerjaya. Keupayaan diri, motivasi dan persekitaran kerja tetapi belum ada satu model yang tepat dapat menerangkan fenomena ini khususnya dalam persekitaran budaya yang berbeza. Disamping itu, wanita juga cenderung memberikan tafsiran berbeza mengenai kejayaan kerjaya berbanding lelaki. Kejayaan kerjaya subjektif juga adalah penting kepada wanita dalam definisi mereka terhadap kejayaan kerjaya. Untuk itu, adalah menjadi matlamat kajian ini untuk memeriksa tahap kejayaan kerjaya objektif (pendapatan kasar bulanan) dan subjektif (kepuasan kerjaya) dan hubungan antara angkubah-angkubah terpilih dengan kejayaan kerjaya objektif dan subjektif pengurus wanita. Kajian rentas kolerasi telah dijalankan keatas 128 pengurus wanita di 12 Kementerian di Putrajaya. Soal-selidik kuantitatif telah direkabentuk menggunakan borang soal-selidik yang dikendalikan sendiri oleh responden. Kajian ini menggunakan kerangka teori sosial kognitif kerjaya (TSKK) yang menekankan pengaruh individu dan faktor persekitaran terhadap prestasi kerjaya yang juga menjadi asas kepada kerangka teori kajian. Tiga kumpulan angkubah telah dikenalpasti dalam menerangkan kejayaan kerjaya objektif dan subjektif pengurus wanita iaitu: i)faktor individu (efikasi kendiri, personaliti proaktif dan personaliti ekstrovert), ii)faktor modal insan (pengalaman kerjaya dan kesedaran kecekapan), iii)faktor organisasi (budaya organisasi dan persepsi keadilan organisasi).

Dapatan kajian menunjukkan faktor-faktor individu, modal insan dan organisasi mempunyai kesan yang signifikan terhadap kejayaan kerjaya objektif dan subjektif pengurus wanita. Dua faktor individu; efikasi kendiri dan personaliti proaktif mempunyai hubungkait yang positif dengan kejayaan kerjaya objektif dan subjektif. Faktor modal insan iaitu pengalaman kerjaya mempunyai hubungkait yang paling tinggi dengan kejayaan kerjaya objektif manakala kesedaran kecekapan mempunyai hubungan positif dengan kejayaan kerjaya objektif dan subjektif. Kejayaan kerjaya

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subjektif pengurus wanita didapati mempunyai hubungkait positif dengan dengan faktor organisasi iaitu budaya organisasi dan persepsi keadilan organsasi. Keputusan model regressi menunjukkan peramal kejayaan kerjaya objektif bagi kajian ini adalah pengalaman kerjaya dan efikasi kendiri manakala efikasi kendiri dan persepsi keadilan organisasi adalah peramal kejayaan kerjaya subjektif pengurus wanita.

Kajian mengemukakan beberapa syor antaranya pengurus wanita perlu diberi lebih peluang bagi membangun kerjaya melalui latihan yang tuntas dan pendedahan kepada kemahiran kerjaya yang berbeza yang akan membangunkan efikasi kendiri dan kesadaran kecekapan. Ini akan meningkatkan keupayaan dan peluang pengurus wanita untuk dipilih memegang jawatan utama organisasi. Pengamal pembangunan sumber manusia organisasi perlu memberi lebih perhatian bagi mengikis amalan pilih kasih dan ketidakadilan organisasi kerana persepsi keadilan dikalangan pekerja mempengaruhi prestasi dan kepuasan kerjaya. Kajian ini juga mempunyai beberapa limitasi memandangkan ia dijalankan dikalangan pengurus wanita di sektor awam. Pada masa hadapan, pengurus wanita di sektor swasta juga boleh dilibatkan bagi meningkatkan generalisasi kajian.

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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Master of Science. The members of the Supervisory Committee were as follows:

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ADS	Administrative and Diplomatic Service
OCS	Objective Career Success
EDA	Exploratory Data Analysis
HRD	Human Resource Development
JUSA	*Jawatan Utama Sektor Awam*
SCCT	Social Cognitive Career Theory
SCS	Subjective Career Success
VIF	Variation Inflation Factors
OCCSEFF	Occupational Self-efficacy Scale
DV	Dependent Variable
IV	Independent Variable

CHAPTER I

INTRODUCTION

Background of the Study

Malaysia has made a notable progress in economic and social development which position itself among the fast developing countries in Asian region. There were increasing opportunities for higher education resulted from better economic condition which then placed more women in the professional fields and management position. This is not an exclusive case for Malaysia because women in most part of the world have contributed significantly to the socio-economic development (Davidson and Burke, 1994; Omar and Davidson, 2001). Women's participation in management profession has increased in recent decades. Women as managers have become a rising trend and are common in many countries. For example, in the USA, the number of women in management increased from 44 per cent in 1998 to 51.5 per cent in 2002 (Catalyst, 2003) and in the UK, the number also increased from 10.7 per cent in 1995 to 29.6 per cent in 2003 (Wood and Jogulu, 2006).

Despite the trend in the western world showed that representation of women in management has significantly increased but there are still striking gender differences especially in the higher management post. Some studies have associated this phenomenon with culture and religious tradition (Omar and Davidson, 2001; Evers and Sieverding, 2014). Malaysia with a population of 28.3 million people (census 2010) which majority were muslims (61.3%) has diverse form of cultural and religious background. Similar to other Asian countries, Malaysian women have traditionally socialized to be more receptive, obedient and shy and were expected to assume primary responsibility for the home and children. From religious point of view, different interpretation of Islamic doctrines has significant effects on muslim's community especially in education and employment (Omar and Davidson, 2001). Despite the different views on gender issues of men and women, the Malaysian government which known for its moderate approach in Islam has put heavy emphasis on the importance of education and path equal opportunities for men and women to participate in the socio-economic activities of the country.

In many parts of the world, management is still viewed as a career suitable only for men and still dominated by men that few women were able to secure higher management position (O'Neil et al., 2008; Nelson and Levesque, 2007; Omar and Davidson, 2001). When comparing the proportion of male and female managers by rank and organizational level, issues on women's career success even more apparent (Wentling, 2003; Gaskill, 1991). Previous literatures have provided several explanations on women's underrepresentation in higher management position. Empirical studies have shown that men and women tend to have different career aspiration and career orientation especially in different cultural setting and social values (Igbaria, Kassicieh and Silver, 1999; Kim, 2004). Women were reported to have more life-style oriented then men which then provide some explanations on why some women opt to stay at home to care for young children for a time. From other theoretical perspective, glass ceiling and sex role stereotype are the common challenges faced by women in advancing to higher levels within organizations or professions (Mohd Noor, 2003; Kirchmeyer, 2002; Wentling, 2003; Tlaiss, 2011).

Women pursuing careers in management were theorized as facing the glass ceiling that limit their mobility in organisations (Wentling, 2003). Discrimination and barriers set by culture and tradition such as sex role stereotype are common challenges to women's career success in most Asian countries (Omar and Davidson, 2001; Kim, 2004). Several researchers argued that women's career progresses are different from men due to reasons such as developmental differences, varying life experiences (Gutek and Larwood, 1987) as well as organizational and social factors (Betz and Fitzgerald, 1987). Mavin (2001) postulates the need to establish new conceptions of career and career development model that is based on women's experience. Women who are successful in a job that is traditionally associated with men are considered awe-inspiring and those who succeed are believed to possessed certain qualities and characteristics (Punnett et al., 2007). Hence, while women's manager may be facing a lot of barriers to move into senior management position, knowing the factors that are influential to women's career success would enhance women's career theory and give more understanding in dealing with issues that are important to women.

Career success was defined by Judge, Cable, Boudreau and Bretz, (1995) as the positive psychological or work related outcomes or achievements one has accumulated as a result of one's work experiences. There are two elements in the interpretation of career success found in the literature. First is the objective career success which is observable indicators such as salary and number of promotion. Second element is the subjective career success which was defined as the satisfaction individuals derived from intrinsic and extrinsic aspects of their career, including pay, advancement and developmental opportunities (Greenhaus, Parasuraman and Wormley, 1990; Judge et al., 1995). Studies on career success found that it is important to consider both objective and subjective evaluations of career success as the two dimensions of success are judged differently by individual pursuing career (Ng, Eby, Sorensen and Feldman, 2005; Judge et al., 1995). In the study of women in management, little attention has been given on the study of their perception to their career success, even though it has been stressed that the important aspect to consider in the study of successful professional women is career satisfaction (Tlaiss, 2011; Punnett et al., 2007). As women already face challenges in succeeding professionally and they experience stress in balancing the work-life trade-off, career satisfaction seems to be an important indicator for successful women. According to Nabi (2001) a study of career success should incorporate intrinsic (interpersonal success) and extrinsic success (financial and hierarchical success) because career success is not exclusively objective and extrinsic construct. A subjective perception of success would enhance motivation and performance. Besides the distinct concept of objective and subjective career success, different predictors are also assumed for objective and subjective career success. This study focuses on understanding the factors that influenced women managers' career success in the Malaysian public sector considering both objective (income) and subjective (career satisfaction) elements of career success.

The Scenario of Women's Career Success

Women's participation in the professional workforce has received considerable attention over the last few decades. Although global data showed that women continue to increase their share of managerial positions, the rate of progress is slow and uneven (Schein, 2007). The imbalance between men and women in high-level managerial, board and other elected public and private sector positions across Western

industrialised countries, such as the USA, Canada, the UK, European Union and Australia, has been well documented (Clarke, 2011). According to Schein (2007), it is essential for women to advance into position of power and influence in organisations in order to maintain equal opportunity for women in management. However, the rate of progress is slow and uneven, and barriers to women in management exist globally and the higher the organisational level, the more glaring the gender gap. Report on the study of women's career, revealed that instead of the growing number of women in traditionally male-dominated environment, yet they continue to be underrepresented in the executive ranks (Jandeska and Kraimer, 2005).

This imbalance continues despite increasing female participation rates in the workforce. In fact, despite the claim that in many parts of the world, women are now succeeding in jobs traditionally associated with men and holding all kinds of positions at all levels, women only represent just 3% of Fortune 500 CEO and less than 15% of corporate executives at top companies worldwide (Ibarra, Carter and Silva, 2010). Among the focus on studies of women' career in the literatures are on the challenges that women face in entering the workforce generally, and particularly the professions, as well as the difficulties they face in advancing to higher levels within organizations or professions (Mavin, 2001; Kirchmeyer, 2002; O'Neil, 2008).

Finding and keeping talented employees has becoming crucial issue in the near future (Mattis, 2002; Vinas, 2003). It is becoming a strategic theme to study women's career success as the ongoing challenge of organization is the underutilization and undervalue of their highest-potential female talent. Ibarra et al. (2010) stressed the need of more effort to be given in the studies of women's career to combat what they termed as "systemic gender inequity". This is due to the fact that despite the efforts that have been given to ensure fairness in organization, bias and injustice are still prevalent which hinder women's career success.

To recruit and retain talented women requires changes in work-life balance and other issues that are important to women and the drive must become a strategic initiative. Women are now being viewed as more open to new ideas, better suited for teamwork and in possession of good qualities such as listening and negotiating skills (Vinas, 2003). Research found that in terms of skill and qualification, women are at par with men and earning advanced professional degrees in record numbers and in some areas surpassing men (Ibarra et al., 2010). In addition, women's leadership styles claimed to be more democratic than men's, which can enhance organizational effectiveness (Eagly and Johannesen-Schmidt, 2001). Research on high-flyers women academician found that most of them possessed good qualities both academics and personal as well as high career centrality (Ismail, Mohd Rasdi and Abdul Wahat, 2005) and networking (Ismail and Mohd Rasdi, 2007). However, these factors were found to be not sufficient to support women's career success. It was claimed that the organizational realities faced by professional women also inhibit their career growth and success.

The common interpretation of career that it needs to be separated from personal life and family matters was not adequately reflect the broader scope of contemporary women's responsibilities. Traditional model of career success, which requires continuous employment and total engagement to work, has disadvantage women. Organisations that have policies supportive to the career development of women are

said to be competitive as they can attract the best talent, retain their investment and optimize potential and productivity (Melamed, 1995; Burke and McKeen, 1994; Wentling, 2003). Research by Wood and Jogulu (2006), on a cross-cultural study of Malaysian and Australian male and female managers, reported that both male and female Malaysian managers have higher aspirations to achieve a senior management promotion in the current organisation compare to the Australian counterpart. Moreover, Malaysian women managers were reported to have higher confident level and belief that they will be promoted in three to five years of time. Despite the limitation of the study which sample drawn from organisations in finance industry, it should be viewed that despite the claimed that women in management faced the 'glass ceiling' that block their career aspiration (Omar and Davidson, 2001), it is not block-solid that several factors could be predicted as contributing to women manager's career success.

Despite the major social and economic changes over the past decades that bring about more possibilities for women such as education, employment and career, women still facing dilemma in the process of evaluating life choices due to traditional societal expectations (Gallos, 1989). Research has shown that traditional roles remain a central part of women's identity despite career achievement and professional status they gained in the workplace. Gallos (1989) in her attempt to explore women's developmental life and conceptions of career further proposed that to fully understand women's lives and career, a more holistic approach should be adopted by combining knowledge about psychological, structural, institutional and cultural beliefs. As more opportunities given to women to pursue managerial career, career blocks and discrimination were still provide greater challenges for women in management. Thus, study on women's career could provide more insights on the understanding of women's career success and its predictors.

The Objective and Subjective Career Success

According to Derr and Laurent (1989), career has two dimensions which was is the internal and external career. Internal career is the individual's career self-concept which reflect his/her personal definitions of career success whereas external career is one's perception towards the organization and to the world of work itself such as organizational values and rewards. Judge et al, (1995) defined career success as the positive psychological outcomes or achievements one has accumulated as a result of experiences over the span of working life. There are two categories of career success namely objective and subjective career success. Objective career success (OCS) can be viewed as tangible form of achievement and success in one career using measure such as salary and promotions. On the other hand, subjective career success (SCS) is the individual's internal apprehension and evaluation of his or her career, across any dimensions that are important to that individual such as career satisfaction (Nabi, 2001; Ng et al., 2005).

Subjective career success is commonly operationalized as job satisfaction (Judge et al., 1999) or career satisfaction (Greenhaus et al., 1990; Seibert and Kraimer, 2001). Even though traditional definition of career success is measured through external criteria such as hierarchical position and salary level, there are evidences that employees do not regard their own career success in terms of these criteria alone (Gattiker and Larwood, 1988; Nabi, 2001; Ng et al., 2005). In fact, subjective meaning of career success such as career satisfaction becoming more important determinant of perceived

career success for many people especially women compare to external success (Sturges, 1999). Women tend to define success in career in the form of personal satisfaction, integrity, balance and so on which is very much different from male perspective of career success (O'Neil et al., 2008). Taking into consideration the internal and external dimensions of career and objective as well as subjective meaning of career success, this study on women managers' career success shall impart some understanding on the determinants of the objective and subjective career success.

Women's Development in Malaysia

In Malaysia, women population has increased from 11.5 million in 2000 to 13.0 million in 2009 and now, women make up about half of the population (48.5 per cent in 2010). Since independence in 1957, women development has become one of the main agenda in the Malaysian Development Plan, and this effort has continued under the 10th Malaysia Plan (2010-2015). The government has put an emphasis to empower women in enhancing their roles and contribution to the economic development of the country. Women's career advancement effort has become part of the national policy under the 10th Malaysia Plan which emphasis the empowerment of women in realising their full potential for the nation's economic growth (10th Malaysia Plan, EPU, 2010).

Women have made significant progress in the workforce over the last three decades and this could be attributed to several policies laid down by the government (Mohd Yousof and Siegel, 1994). According to Mohd Noor (2001), increasing participation of women in the labour force in this country was contributed by three main reasons: (i) greater educational opportunities; (ii) the implementation of the New Economic Policy (NEP) introduced by the Government after the race riot in 1969, with the aims of eradicating poverty and restructuring the economy; and (iii) rapid economic development and industrialization. Another important factor contributed to the successful of women in this country was the National Policy for Women (NPW) which was introduced in 1989. This policy aimed at integrating and incorporating women as the nexus of development in the quest of the country to become a developed nation. The main objective was to provide fair opportunities for women to gain resources, information and participation in the development of the country (Malaysian Government, 1991). In line with NPW, more employment opportunities have been made available for women (Omar, 2009).

Economic development and growth in Malaysia during the last four decades have created new employment opportunities benefiting both men and women. The rapid economic growth also has had a significant impact on the social and economic structure of the society. Changes have been occurring in the employment pattern of women with a changing economic structure that saw the country transforming itself from an agriculture-based economy to manufacturing production, particularly after the 1970s (Mohd Noor, 2001). Structural changes in the economy had shifted the demand for labour to the manufacturing and service sectors. While employment expanded, the demand for female labour, both skilled and unskilled, increased in tandem with economic growth. The participation of women in the paid labour force has been increasing from years to years, where it is from 44.7 per cent in 1995 to 45.7 per cent in 2008 and 46.4 per cent in 2009 with the highest proportion are those within the 25-34 age group (Malaysian Labor Force Survey Report, 2011).

Increasing opportunities and access to education have leading to the improved educational attainment of women. Higher education has brought some reflection to the progress of women in this country. Out of the total enrolment in Public Higher Education in 2008, women represented 52.7 per cent in undergraduate level and 52.7 per cent in post graduate level (10th Malaysia Plan, 2010-2015). Improved educational level had enabled women to be gainfully employed in all economic sectors. However, Malaysian women's participation rate in the labour force is still relatively low in comparison to neighbouring countries such as Thailand (70.0%), Singapore (60.2%) and Indonesia (51.8%) as shown in **Figure 1**.

Figure 1: Malaysian women labour force participation compare with neighbouring countries

Source: Economic Planning Unit, 2010 p.181
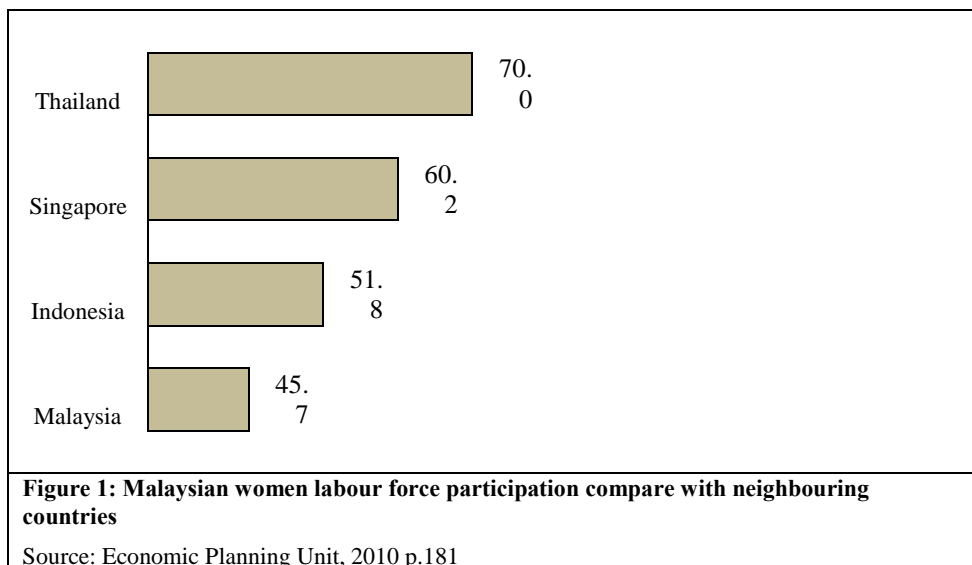
Realising the huge potential of women, under the 10th Malaysia Plan, the government continue its effort towards addressing issues confronting women to enable them to realise their full potential and participate more effectively in the economic and social development of the country. In addition, it is not only to encourage more women to participate in the labour force, but more importantly, to enhance the quality of their participation by increasing the number of women in decision-making positions. The Government has stressed its efforts to achieve a quota of at least 30% of decision-making positions to be held by women during the Plan period. Thus, the Plan has given women the right opportunities, environment and mind set to realize that they have the potential and capabilities to contribute in the various fields of national development in the country.

Women's contribution to the Malaysian economic development of the country has been duly recognised. Increasing number of highly-educated Malaysian women have entering into professional and management services and they have made significant contribution to the society as well as providing income to the family. Several studies on women in employment have raised the issue of gender equality and the challenges faced by working Muslim women (Syed Ismail and Abdul Ghani Azmi, 2009; Omar and Davidson, 2001). The study have further elaborated that Islam has not differentiate the important role of man and woman but to complement each other. Equality in education, economics, politics and social are well documented in Islamic teachings.

For example equality to seek knowledge has clearly stated in the Quran in Chapter 58:11, "God will exalt to high rank those who believe among you, and those who have knowledge". From the perspective of Islam, women are allowed to participate in employment as long as they adhere to Islamic ethics the same as their male counterparts, however men were assigned to have more economic responsibilities toward their family (Omar and Davidson 2001). While women can still work if their expertise are needed in society but due to their responsibilities in childbearing and family commitment, women are more prone to sacrifice their career (M. Noor, 2003).

Women Manager in Malaysian Public Sectors

According to Mohd Yousof and Siegel (1994), after the Malaysian independence in 1957, the influx of women into civil service were mostly concentrated on a small numbers of jobs best described as being 'traditionally female' such as nursing, teaching and lower clerical position. Whereas, management was very highly seen as career suitable only for men and therefore dominated by men. The Malaysian Home and Foreign Services (currently known as the Administrative and Diplomatic Service) was the first civil service scheme in the Malaysian government which the prime responsibilities were in the implementation of government policy and development program. In the Malaysian Civil service, the first participation of women in management position was recorded in 1967 (Tan, 1991 cited from Yousof and Siegel, 1994). While there were small numbers of women in the management group, there were no female in the management group of Superscale B and above (top management level in the Malaysian civil service). It has reported in the study that limited participation of women in the civil service was due to individual factors such as negative self-perception of success, sex-role conflict, and lack of educational opportunities and discrimination (Yousof and Siegel, 1994; Omar and Davidson, 2001).

Industrialization has a big impact on women's participation in paid employment across Asian countries (Omar and Davidson, 2001). In line with the roles that women assumed in economy, women's participation in management careers has become a rising trend. Today, there were more women joined the ADS service. Data from the Public Service Department Malaysia (PSD) in 2008 had shown that the number of male and female entering into the service were almost equal. However, as the management levels go up, less number of women managers managed to get at the higher management level. In more recent statistic (2013), at the entry level, the number of male has overtaken by the female at 58%. But still no substantial change has been evidence from the data on the number of women managers holding senior management position as shown in **Table 1**.

Table 1: The Distribution of ADS officers by Managerial Grade and Gender in 2008 and 2013

Gred	2008		2013	
	Male	Female	Male	Female
VU1	1		1	
VU2	2		3	
VU3	1		2	
VU4	10	2	16	8
VU5	30	8	44	9
VU6	64	14	105	28
VU7	179	42	260	75
M54	356	92	610	179
M52	392	135	650	327
M48	848	365	1208	978
M44	485	360	193	194
M41	1239	1252	1762	2418
TOTAL	3607	2270	4854	4216

Several efforts have been taken by the Malaysian government to improve women's development in the country. In the 10th Malaysia Development Plan, the empowerment of women has become one of the key agenda to encourage effective participation in the nation's economic development. Aiming at increasing diversity into the organization by tapping on the high potential pool of women in the workforce, the policy targeting 30% women representation in decision making positions by 2016 has to deal with the main issue of low number of women involvement in decision making in the public sectors. While the high number of female students enrolled in higher education institutions, there rise a concern that studies need to be conducted to examine what are the factors that could facilitate women to be successful in public service.

There are potential opportunities for women to reach the top management positions, but lack of understanding on the individual subjective meaning of career and fail to provide appropriate organizational approach to career experience, development and advancement for women could be the reasons to the problem (Kim, 2004; Mavin, 2001). Developing and managing the career from the perspective of women is a critical issue at the organizational level in helping organization design more effective career systems that have high impact on women career development and enhance their

career success (Wentling, 2003). As far as human resource development is concerned, developing human resource potential regardless of gender is a key competitive advantage in the knowledge society and utilizing women potential to match organizational goals should be a strategy for gaining a competitive advantage in the future. A study on perception man and women executives in the Malaysian corporate organizations (Koshal et al., 1998) reported that even though public and private organization in this country appear to provide equal opportunity for employment to women, equal opportunity for career advancement among the female managers was still an issue. It was indicated in the study that women perceived that they are underrepresented at all management levels, not received equal compensation and they need to work harder than men for recognition and rewards.

Statement of the Problem

The increasing numbers of women entering into professional occupations which traditionally dominated by men have triggered the growing interest in the study of women' career success. Women employment in the Malaysian public sectors once were concentrated mainly in the health, education and personnel services sectors which were considered as traditionally woman's job (Omar and Davidson, 2001). Due to better academic qualifications, more and more women joined professional careers and management post in both private and public sector organizations. However, research found that there is still a gap between men and women's career success that many women managers were unable to reach at higher management position (Omar and Davidson, 2001; Hoobler, Lemmon and Wayne, 2014; Lemons, 2003).

In the Malaysian context where the majority of its population are Muslims, culture and religious perspective of working women have some impact on women's participation in employment especially in management. Culturally, women were expected to uphold their primary responsibility towards family and children. Islam emphasizes on women's right to practice their religion as well as their rights towards employment and other social and political activities as long as they preserve their dignity. However, as economic responsibility towards family is not assigned to women, it affected women's career aspiration and their career self-efficacy. High number of female students enrolment in higher education institutions but low number of women involvement in decision making rise the concern on what factors could facilitate women involvement in decision making position which lead to this study.

Women's underrepresentation in upper level management position was associated with barriers such as trait differences between male and female, glass ceiling and sex-role stereotype thinking and lack of traits needed for managerial competency (Hoobler et al., 2014; McDonald, 2004). Other research highlighted the issue of personality traits which lack of such personality characteristics affect women's career success (Evers and Sieverding, 2014; Tlaiss, 2013; O'Neil et al., 2008; Jandeska and Kraimer, 2005; Wentling, 2003). Contextual or organizational factors were also suggested as the contributing factors in the study of career and career success (Lemons, 2003). However, studies on the impact of organizational factors on women's career success such as organizational culture and justice were rarely found. Instead, more focus has been given to the impact of organizational justice on performance, citizenship behaviour and job satisfaction (Schappe, 1998; Burton et al., 2008). Previous research on women's career success concluded that there is still no model fit to explain the

phenomenon especially in different cultural setting. This is due to the fact that the meaning of career and carer success for women differs in each society due to different social structure (Kim, 2004; Omar and Davidson, 2001). Little empirical research is available on the knowledge of women managers' career success and research that is available mostly conducted in the western context and based on men's perspective of career success.

The definition of career success which heavily rely on the traditional objective meaning of success such as salary, promotion and status do not fit most women's own definitions of success which more to do with internal criteria such as sense of personal achievement and balance (Sturges, 1999). Some studies suggested that for women, subjective career success (job and career satisfaction) is even more important than objective one and factors contributing to women's career satisfaction should also be looked at (Nabi, 2003, Lortie-Lussier and Rinfret, 2005; Tlaiss, 2013). As objective and subjective career success constitute of different construct, they are assumed to be influenced by different factors. There is still lack of research that have included these factors (individual factors, human capital factors and organizational factors) in career success studies among women in a single study. As to fill these research gaps, this study expand the existing model of women career success by incorporating personal-related factors, human capital and organizational-related factors using Social Cognitive Career Theory in explaining women managers' career success in the Malaysian public sector.

Research Objectives

General Objective

The overall objective of this study is to examine factors influencing women managers' career success (objective and subjective) in the Malaysian public sector.

Specific Objectives

 The specific objectives of this study are:
1.	To determine the level of objective (salary and promotions) and subjective career success (career satisfaction) among women managers,
2.	To determine the levels of individual-related variables (self-efficacy, proactive personality, extraversion), human capital variables (work experience and sense of competence) and organizational-related variables (organizational culture and perceived organizational justice) among women managers,
3.	To determine the relationship between individual-related variables (self-efficacy, proactive personality, and extraversion), human capital variables (work experience and sense of competence) and organizational-related variables (organizational culture and perceived organizational justice) and women managers' career success,
4.	To determine the predictors contributing to women managers' career success.

Research Hypotheses

The following hypotheses were developed to correspond with the statement of problem and the specific objective 3 and objective 4 of the study:

Ha1 : Individual-related variables including self-efficacy (Ha1a), proactive personality (Ha1b) and extraversion (Ha1c) have positive relationships with women managers' objective and subjective career success.

Ha2 : Human capital variables including work experience (Ha2a) and sense of competence (Ha2b) have positive relationships with women managers' objective and subjective career success.

Ha3 : Organizational-related variables including organizational culture (Ha3a) and perceived organizational justice (Ha3b) have positive relationships with women managers' objective and subjective career success.

Ha4: There are significant contributions of the individual-related variables, human capital variables and organizational variables towards women managers' objective and subjective career success or in other word, the proposed regression models of objective and subjective career success fit the data.

Further discussion on the research hypotheses is elaborated in Chapter 2.

Significance of the Study

This study intended to analyze the factors that have significant influence on women managers' career success in the Malaysian public sectors. Information about those factors has some theoretical and practical implication for Human Resource Development (HRD). Theoretically, this study propose more diverse perspective regarding the existing model of women career success by integrating three categories of factors; personal factors, organizational factors and human capital factors in understanding women managers' career success. This study provides additional information about factors related to women's career performance and success through the use of Social Cognitive Career Theory (SCCT). The research expanded the existing theory by integrating new sets of variables into the reciprocal links of SCCT, integrating cognitive-person variables such as self-efficacy with other aspects of contextual factors such as work experiences, competence and the environment (organizational culture, organizational justice) in understanding women's career performance and success.

From the practical point of view, this study could provide better information for decision making to organization and HRD practitioners, regarding policy and practices of organization that are supportive to the nature and needs of women's career. Special training and intervention program for women managers could possibly design based on the findings of this study. Appropriate policies that are supportive to the need of women managers could also be based on the finding of this study. Hence, it provides a useful guidance for the government in general and to HR personnel in each public organization to develop a more comprehensive action plan for career development of women managers in the public sector in meeting the national target of 30 per cent of women in decision making position (Malaysia, 2010).

Scope and Limitation of the Study

The focus of the study is to determine the factors that influence women managers' career success in the public sector organization. The selection of variables was made based on the   career success literature which was predicted to have the most significant impact on women managers' career success. However, it should be noted that different cultural and social background of a society could bring different interpretation to objective and subjective meaning of career success and its predictors. The scope of the study only focuses on women's career success in the public sector organization and the definition of women managers in the public sector for this study only confine to those in the middle management level (M 48) and above. ADS women managers at the grade of M48 above were chosen based on their job scope that held most management responsibilities. They were expected to have the credibility, knowledge and experience to provide data and appropriate information about women managers. They were also expected to have gone through and possess the management experiences and being able to provide good data for this study. The selection of Putrajaya as place of study was based on the assumption that it is the place where the majority of ADS women managers working. Besides that, the choice of place of study was made based on the assumption that most of the higher level managers were concentrated at the ministries which are now mostly located in Putrajaya.   Therefore, generalization of the findings to other organizational setting should be made with caution considering that different context might produce different result.

The collection of data for this study is done through self-administered survey where it depends solely on the honesty and willingness of the respondents in answering the research question. Therefore, some common method variance could be found and data accuracy could be an issue. The study also limits its scope on women managers in the ADS service because of the fact that to obtain accurate statistic on women managers in all public sector organizations is difficult and time consuming. This study was also limited to the investigations of several factors that influence women managers' career success. Other factors that might also influence career success were not examined.

Assumption

The primary assumption for this study is that there are growing numbers of women managers in the Malaysian public sector but as the higher the hierarchy, the fewer women could be found. Hence, knowing the influential factors that affect women managers' career success would be an advantage for women managers in the planning and development of their careers.

Another assumption for this study is that every participant is willing to engage and share the truth about their opinion and particulars when completing the questionnaires. All of the questions in both questionnaires should be understood by participants in order to gather the right kind of information during survey process. Therefore, the use of bilingual questionnaire in the questionnaire would be sufficient in getting the data for the study. Another assumption is that the instrument used which is based on the western context is assumed applicable and suitable to be used in the Malaysian context.

<h1 style="text-align:center">Definition of Terms</h1>

The following terms are used in this study and are defined as follows.

Career Success

Career success is defined as the positive psychological or work-related outcomes or achievements one accumulates as a result of work experiences. Objective career success refers to monthly gross income received by women managers in the ADS service. Subjective career success refer to women managers' evaluation of their career based on their self-defined standards and aspirations which in the context of this study refer to carer satisfaction.

Self-Efficacy

Self-efficacy refers to occupational self-efficacy which is the belief among the women managers of their capabilities to successfully perform managerial tasks and challenges.

Proactive Personality

Proactive personality refers to personal characteristic possessed by women managers in which make them not constrained by situational forces, take initiative and actions related to their career development and manage to deal with any uncertain circumstances.

Extraversion

Extraversion refers to those women managers who are sociable, assertive, dominance and ambitious which translated into actions that are positively related to career success.

Organizational Culture

Organizational culture generally refers to the values, norms, and beliefs internalized by organizational members that shape the behaviours and attitudes that are rewarded. Organizational culture in this study refers to collectivistic culture which means a situation where organization values the contributions of all employees.

Organizational Justice

Organizational justice refers to workplace fairness perceived by women managers which include fairness of rewards (distributive justice), fairness of procedure (procedural justice) and fairness of treatment received by employee in the enactment of formal procedure (interactional justice).

Human Capital

Human capital variables included in this study are work experience and sense of competence.

- Work experience – refers to the number of years women managers have served in the ADS service

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