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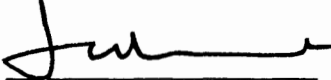
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THE STUDY OF WOMEN'S VIEW ON CAREER ADVANCEMENT

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ABSTRAK

Kajian ini melihat persepsi wanita bekerja terhadap peluang kenaikan pangkat dan mengenalpasti faktor-faktor yang mempunyai hubungan dengan peluang kenaikan pangkat wanita ke peringkat yang lebih tinggi. Faktor-faktor seperti polisi sumber manusia di sesebuah organisasi, hal-hal berkaitan kekeluargaan (work-family issues) and sokongan karier daripada ketua (career encouragement) dianalisis untuk melihat hubungannya dengan peluang kenaikan pangkat wanita. Ciri-ciri demografi juga dilihat seperti umur, tempoh perkahwinan, latar belakang pendidikan, jumlah anak, umur anak, tempoh pekerjaan dan maklumat kenaikan pangkat dan kategori pekerjaan. Seramai 300 pensyarah dan pentadbir wanita yang telah berkahwin telah dipilih melalui persampelan bertujuan (purposive sampling) untuk terlibat di dalam kajian ini dan daripada jumlah tersebut 158 responden dengan kadar respon 53 peratus telah terlibat di dalam kajian tersebut. Statistik deskriptif dan statistik inferensi; korelasi Pearson, Ujian Anova dan Ujian-t telah digunakan untuk menganalisis data. Hasil analisis menunjukkan bahawa terdapat hubungan antara polisi sumber manusia di organisasi, hal-hal berkaitan kekeluargaan dan sokongan karier daripada ketua terhadap kenaikan pangkat wanita. Tiada terdapat perbezaan persepsi antara umur, jumlah anak, umur anak, tahap pendidikan dan jumlah tahun berkahwin dengan kenaikan pangkat. Ini bermakna wanita yang berbeza daripada aspek umur, jumlah anak, umur anak, tahap pendidikan dan jangkamasa perkahwinan mempunyai persepsi yang sama terhadap kenaikan pangkat wanita. Walau bagaimanapun, terdapat perbezaan di antara tempoh bekerja di organisasi terhadap persepsi kenaikan pangkat wanita. Begitu juga, pensyarah wanita dan pentadbir wanita mempunyai persepsi yang berbeza terhadap kenaikan pangkat. Kajian ini dapat memberi kefahaman mengenai jumlah wanita yang tidak ramai di peringkat atasan di sesebuah organisasi dan faktor-faktor yang mempengaruhi perkara tersebut. Ianya amat berguna kepada organisasi dalam mengenalpasti masalah wanita dan merancang program dengan mengambilkira keperluan mereka. Ini kerana jumlah wanita akan bertambah dari masa ke semasa dan tidak dapat dinafikan bahawa wanita telah menjadi faktor utama yang bertindak sebagai penggerak kepada kemajuan ekonomi negara.

ABSTRACT

This study examines the perception of working women towards their career advancement and identifies factors that contribute to the limitation of women in the higher level of management. Factors such as human resource policies, work-family issues and career encouragement from superior has been analysis to see the relationship towards women's career advancement. Demography factors also have been study such as the age, length of marriage, number of children, age of children, level of education, number of year service, promotion information and work category. 300 respondents have been identified among women lecturers and administrator to involve in this study and 158 questionnaires has been returned which constituted of 54 percent. Descriptive analysis and inferential analysis have been used to analysis the data and several testing has been used such as Pearson Correlation, ANOVA test and t-test. The result of the analysis has showed that there are relationships between human resource policies, work family issues and career encouragement from superior towards career advancement. There are no differences between demographic factors such as age, length of marriage, number of children, age of children and level of education. However, there are differences on the respondent's view towards career advancement based on the length of services and the job category. Women lecturers and administrators have difference views toward career advancement. This study leads to more understanding of the limitation of women at the high level of management and factors that contribute to it. This study is very important for an organization to understand women and taken into consideration certain issues in making any policies. This is because women will become the important asset to the organization and directly contributed to the improvement of the economy of the country.

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CHAPTER 1

INTRODUCTION

1.1 Background of the study

In this era of globalisation, women's role has become one of the major factors that affect the world's economic growth. Changing economy, education and social trends have undoubtedly improved the role of women in employment and management over the past decade. In the past, it is hard to find women working in the organization, holding important position and if there is any, most of them are at lower level management.

Malaysia, in its rapid expansion of the economy led to a decline in the unemployment rate to 2.8 percent in 1995. Malaysia's impressive economic growth have been accompanied by the greater participation of women in the formal workforce and in a range of other activities. In its plan to achieve the status of an industrialized nation by year 2020, Malaysia must have adequate supply of professionals and skilled manpower. If women are not involving themselves in employment and only regulated to do only housework, Malaysia will be shortage of manpower. Our Prime Minister, Datuk Seri Dr. Mahathir Mohamad encouraged women to enter the workforce and seized all the potential employment opportunities (New Straits Times, 1996). According to the Eight Malaysian Plan (2001-2005), female labour force participation was expected to

increase from 44.5% in 2001 to 49.5% in 2010. This percentage indicated the increasing existence of women's role in the development of the country.

However, very few women at workplace involve in the higher-level position in the organizations. Even though women entering higher education institutions increasing each year where in most universities in Malaysia, ratio women to men students is 75:25 and the number of women entering workforce also increasing, we can see that women holding higher position is very scarce. There is a barrier to career advancement of women in an organization. Yuen Chi-Ching (1992) stated that external barriers affecting women's career achievement originate mainly from two main sources: family-related constraints and work/organizational related constraints. The finding also agreed that family-related barriers comprised of housekeeping and parental commitments and lack of support from spouse regarding women's career.

According to Koshal, Gupta, & Koshal (1998), prejudice about women restrict their recruitment and promotion to the position of power in organizations. They continue to mention that in dominated fields, there exists a doubt if women can ever accomplish the job as well as men. Employers also doubt if women can work successfully with men as their co-workers.

Among research that been done agree that women experienced 'glass ceiling' in many organization (Morgan and Schor, 1993). 'Glass ceiling' refers to an

invisibles barrier, which prevent women and minorities from advancing to higher level in organizations (Lemons and Jones, 2001). Different research have categorised the difficulties women face in succeeding as managers in different ways and based on Wilson (1998) these can be group into three categories which are deficit, structural and choice. Deficit theories postulated that women have insufficient of what it takes to be a manager, be that intellect, physical and mental stamina, ambition, or leadership skills. Structural explain that women's poor representation focus on the societal, organizational and stumbling blocks which women face and these include inequality of educational opportunities, the gendering of career choice and training opportunities, in selection method, different career path offered to men and women and insufficient institutional and personal support. The third one explain the under representation concern choice by women.

Many research done such as by Arnold & Shiner (1997), Liu & Wilson (2001), Tharanou & Latimer (1994), Burke (1997 & 1999), Mavin (2000 & 2001), Forster (2000), Muzzin & Brown. (1995), Yuen Chi-Ching (1992), Schreiber (1998), Burton (1997) and Wentling (1998) agreed that family or work family issues are among major factors contributing to the barriers to women career advancement. Many research also agree that human resources policies such as recruitment, promotion, training (Forster 2000 and Yuen Chi-Ching, 1992), career encouragement (Mavin, 2000) and appraisal system (Igarria & Baroudi, 1995) are among the factors that impede women's career advancement.

Gender bias and discrimination in the workplace can substantially limit women's chances for promotion (Kramer and Lambert, 2001). Gender bias has been shown to exist in hiring and promotion (Diprete and Soule 1988; Kalleberg and Reskin 1993; Tomascovic-Devey, Kalleberg and Marsden 1996) as been quoted by Kramer and Lambert (2001).

Osipow & Fitzgerald (1995) did mentioned in their book entitled 'Theories of Career Development' about factors that become the barrier to women in management such as they experience various form of discrimination, including biased treatment on the job, unequal compesation, limited access to training and development, slower advancement and fewer promotion opportunities. Women also have been viewed with negative perception such as pushy, emotional and manipulative and Osipow & Fitzgerald (1995) cited the finding by Catalyst that many human resource managers believe that female managers have less initiative and are less willing to take risks. They are also been viewed as less committed generally due to greater family responsibility.

Therefore, this study is to get the women's view about their career advancement in the organization concerning human resource policies, work-family issues and career encouragement. It is to see how they perceive on their family life, their organization policies and career support from their supervisor in relation to their career advancement. This study also wants to see whether demographic factors

such as age, number of children, children's age, education and number of year services in the organization have relationship with women's career advancement.

It is hope that this study will provide understanding why there is scarcity of women in top managerial level.

1.2 Definitions

Career have traditionally been thought of as a meaningful progression through a series of related jobs and it is defined as an ordered sequence of development extending over a period of years and the introduction of progressively more responsible roles within an occupation (Mavin, S. 2001). Mavin also quoted that career advancement is a successive and systematic sequence of attitudes and behaviours associated with work-related experiences, which acknowledges the individual's personal life over the entire span of the lifecycle (White, 1995).

In relation to career in theory and practice, there are two important issues to consider; first, the traditional working pattern of education, full time career, retirement, is based on the typical working lives of men and second, there is no single typical working pattern for modern women. However, society and organizations continue to force women to conform to the traditional stereotype for male workers (Flanders, 1994). It is clear that traditional male career models and approaches remain and women continue to step off the fast track to meet family

responsibility, to face structural barriers in organizations such as human resources policies and limitation of career encouragement from superior that continue to be at a competitive advantage in career advancement.

The definition of career advancement in this study is the chances of promotion of an employee into the higher level in the organization. This research wants to study either factor such as human resource policies in the organization, work-family issues such as spouse support, domestic tasks and career encouragement from the superior give an effect to women's career advancement in term of promotion.

1.3 Problem Statement

Not many researches have been done in Malaysia to study factors that impede the women advancement to the higher position. However, research done in western countries had already proved that these scenarios exist and become barriers to women advancement. This study therefore will investigate whether factors such as variables below influence career advancement of women.

- 1) Does human resource policies such as selection and promotion policies, monitoring on selection and promotion policies, appraisal system and training and development influence women's career advancement

- 2) Does work-family issues such as childcare issue, domestic tasks, family, and household's chores will influence women's career advancement.
- 3) Does spouse issues such as the right husband, husband's support and husband career influence women's career advancement.
- 4) Does career encouragement from the superior will influence women's career advancement?
- 5) Does women's view on career advancement have some differences based on demographic factors such as age, level of education, number of children, the children's age and number of year services in the organizations?

1.4 Research Objectives

Specifically, the objective of this study is to find out the barriers that impede women career advancement. In addition, the specific objectives of this study are:

- i) To study the differences among demographic types of employee group towards career advancement.
- ii) To examine the influences of human resource policies, work-family issues and career encouragement on career advancement of women.

- iii) To study the conflict that women experience between their home and family lives and the possible effects of this on the career advancement.
- iv) To study the relationship between the career advancement of academic and non-academic staff with the HR policies, work-family issues and career encouragement.

1.5 Significance Of The Study

Women today become the important work force in the organization and their number has grown considerably in recent years. Their role cannot be denied of due to the demand of the professional and skill manpower. However, it was found out and have been proved by lots of research that they experience more restricted career advancement prospects and fail to advance as quickly as their male counterparts. So this research has been done with the hope to get view of the women at Universiti Utara Malaysia concerning the factors that impede their career advancement.

The study is important because of the following reason. First, not many research has been done in Malaysia concerning this issues compared to western countries where many research has been done to study this situation. Second, most organization in Malaysia having male dominance phenomena especially in higher rank position and the study need to be done to examine the reason behind it.

Third, the study is significant because it will give some information that would assist in our understanding of career development problems among women. It is also to increase and enhance existing knowledge on career advancement of women especially in higher learning institutions. Lastly, this study is done with the hope to provide guidelines to the organizations to become more supportive and sensitive of the career aspirations of women.

CHAPTER 2

LITERATURE REVIEW

2.1 Overview

Women and their career are indeed the current topic for discussion. This is happening maybe due to the enhancement of their roles in the work place. There has been seen a significant growth in the number of women working in the organization and their roles become very important. As been quoted by Koshal, Gupta, & Koshal (1998), women in Malaysia have made significant progress over the last 25 years. In 1990 approximately 47 percent of women were in the labour force as compared to 36 percent in 1970. However, studies conducted by Yousof (1995) and Tan (1991) indicated that women are generally represented in the lower management and lower paying positions. Tan (1991) analysis of female workers in category A jobs in the public sector indicate that in 1990, there were no female employees in Super Scale B and above. On the other hand in the lowest scale, 55.1 percent employees were women and only 44.9 percent were men.

Rosnah (1998) mentioned that, in Malaysia, gender gap are still prevalent in employment in certain areas and at certain levels, in wages, and in education, for instance in the areas of science, technology and engineering. All these explaining that there is exist 'glass ceiling' in the organization. Women lack of advancement to senior management positions can be attributed to the existence of a 'glass ceiling' or barrier; so subtle it is transparent, yet so strong that it prevents them

from professional advancement (Richard, 2001). As been quoted by Richard (2001), this glass ceiling is not simply a barrier for an individual based on the person's inability to handle a higher job level. Rather, the glass ceiling implies to women as a group who are kept from advancing higher because they are women.

In explaining the 'glass ceiling', researchers as been quoted by Azura and Davidson (2001) have highlighted three perspectives. Firstly, gender-cantered perspective claimed that women low representation in management is caused by factors internal to women – they possess personality traits, attitudes and behaviours that are inappropriate for key managerial job (Fagenson, 1990 and 1993; Horner, 1972; Riger and Galligan, 1980; Paker and Fagenson, 1994). Secondly, the structural explanation propagates that the characteristics and culture of the organizations shape behaviours in organizations provide greater opportunities for men to be successful in an organizations (Fagenson, 1990; Riger and Galligan, 1980). The third explanation is the social system perspectives including some basic belief about gender.

According to Davidson and Burke (1994), although managerial and professional women at least as well educated and trained as men and being hired by organizations in approximately equal numbers, women are not entering the ranks of senior management at comparable rates. Women are gaining the necessary experience but still encounter a glass ceiling (Morrison and Von Glinow, 1990).

It is also have been found that women and men are differ in the number and pace of promotion route to management. Olsen and Baker (1983) reported that women are held to higher standard than men are for promotions and therefore have received fewer promotions than have men with equal abilities. Women also have been found out experiencing promotion more lateral move than men did, their promotion tended to be less substantial, and they took longer to reach levels similar to men (Steward and Gudykunst, 1982).

Several research done as been quoted by Azura and Davidson (2001) has said that generally, in almost all countries, management is seen as a career suitable only for men and hence been dominated by men (Adler and Izraeli, 1994; Arttachariya, 1997; Ng and Chee, 1999; Powell, 1993) and at almost every level, women managers globally complained of having to deal with blocked mobility, discrimination and stereotypes.

2.2 Issues Related to Human Resource Policies

Human resource policies become the most common factors that impede women from career advancement. This has been proved by many researches done. Forster (2000) has agreed that selection and promotion policies are among the factors that become the barriers to women career advancement and admitted that women's career has been constrained by a 'glass ceiling'. He also quoted that five main barriers that have been identified are recruitment and selection policies, lack of

mentors and role models, career development and promotion policies, appraisal systems and institutional male power and the roles of women (Halsey, 1990; Jackson, 1990; Park, 1992; Acker, 1992; Bagilhole, 1993, O'Leary and Mitchell, 1990).

Arnold and Shinew (1996) agreed that recruitment and selection procedures give an impact to women's career advancement and suggested that a review on these is needed to determine its impact on employees, particularly women. Morgan and Schor (1993) study the women's career path in banking sector and found out that career path for men and women are different where women took longer than men to reach the same level of management. The study showed that women had more promotions than men did; however women's promotion is of smaller magnitude. This finding is also consistent with Kramer and Lambert (2001).

Richard (2001) and Bartol (1978) suggested that women may be filtered out of managerial careers at various stages: the pre-organizational stage by socialization of women into traditional roles, at the organizational entry stage by **selection** discrimination, at the first by unchallenging work and at the **promotional** stage by promotion discrimination.

Based on research done by Koshal, Gupta and Koshal (1998), it was found out that women perceive that they were being discriminated in the promotion to the high rank in spite of their continued high performance. In Malaysia context, Jani

(1992) noted that in the case of promotions, research and women officers have long known that, given a choice, superiors tend to select the men over the women. From the research also, it was found out that men felt uncomfortable with the idea of having women as a boss and these imply that a masculine managerial model still widely prevalent in Malaysia.

Most of the literature about women advancement in the public or private sector in Malaysia indicated that there is a great deal of resistance to promote women to position of higher responsibility even though qualified women exist to meet the challenges of that position (Koshal, Gupta and Koshal, 1998). Yuen Chi-Ching (1992) mentioned in his research that work/organizational barriers were found to be important predictors of women's career success and these barriers include limitations in term of training and inadequate career guidance. The statement have been supported by Tharanou and Latimer (1994) and Linda and Kimberly (1995) where they agreed that women should be access to training as part of a pattern of grooming for powerful positions.

The same situation also faced by academician in higher learning institutions. Not many women can be seen holding higher position and based on research done in United Kingdom; women constitute 7-8 percent of those with professorial status (Hern, 1999). American women constitute 16 percent of those with professorial status and in Finland, only 18 percent of those at professorial status are women (Husu, 2000). If overall position of women in universities is poor, the number of

women is also found short in certain disciplines such as engineering, physics, mathematics and architecture and women are found to be highly presence in languages, social studies and education (West & Kate, 1998).

Todd and Bird (2000), in their study at University of Western Australia (UWA) about gender and promotion in Academia mentioned that UWA really committed to improve the position of women in campus and they brought major refinement of UWA's human resources policies and practises including recruitment and selection, training, promotion, condition of service and performance appraisal. This resulted in increasing the pools of academicians eligible to apply for promotion, greater support and guidance for applicants and recognition of gender as an issue.

So many literatures have proved that human resource policies in an organization become the main factors that become barriers to women advancement.

2.3 Issues Related to Work-Family Issues

We cannot deny that among the main factors that become barriers to women advancement are work-family issues. By nature, women want to get married and raised children. When women start to involve in labour force, they experience lots of conflict between work and family roles. According to Lewis and Copper (1988) as been quoted by Mavin (2000, 2001), large proportion of women have

experienced conflicts regarding their ability to play the role of wife, mother and worker simultaneously. Women are often forced to choose between upward mobility in their career and family stability in their home or even a family at all and large proportion of women turned down promotion because of family responsibility and the refusal to relocate.

Work and family conflict can occur when the employee has a disapproving spouse; inequities in the marriage; an unequal division of home labour; children, especially preschools; unstable childcare arrangement and elder care responsibilities (Friedman, 1991) as been quoted by Wentling (1998), however, child care and elder care seems to be the most extensive problem. And according to Parasuraman and Greenhouse (1997), constant interference of family with work responsibility can hinder women's career progression, decrease satisfaction with work, interfere with concentration on the job, increase absenteeism and perhaps eventually lead to turnover. Finding from study done by Burke (1997) is that married women with children reported more family conflict, greater interest in alternatives career paths offering slower advancement, more awareness of work-family policies and stronger belief that one had to sacrifice family to build a career.

Burke (1999) again conduct a study on professional and managerial women with children and he found out that they seem to face major career disadvantages in term of less career commitment, a career pattern less conducive to upward

mobility and less satisfaction on a variety of work and career outcomes. Women with children was found to devote fewer hours per week to work, are less job involved, have careers as lower priority and spend more hours per week in household responsibilities. These women may be less able to meet the demands of their employing organizations as a result. According to Burke (1999), women may face increasing obstacles to career advancement if they deviate more from the male norm of complete availability to the organization.

Mavin (2000 & 2001) stated that women career development is different from men where women tend to follow husband's career paths, had family and domestic responsibilities and has been subjected to male manager's prejudice. Mavin also agreed that when it comes to promotion and career development, women are judged not so much of their abilities and achievements, but on assumptions about their family life, responsibilities and future intentions. He continued to quote that men are treated as workers, not parents; but women always seen as mothers (Flanders, 1994).

Liu and Wilson (2001) in their study agreed that spousal and sibling responsibilities were definitely a major restriction for working women. They added that the biggest drawback was the amount of time and energy spent doing thing for others in the family, which left very little time for themselves. Women also have been viewed as lack of loyalty and commitment if they married and/or have children (Kramer & Lambert, 2001). The study has concluded that women

experience discrimination due to the perceptions of them as primarily responsible for childcare and other household responsibilities, and the idea that actually having children creates role strain that makes women less promotable.

Veale and Gold (1998) having the same opinion with Kramer when they stated that the strains of balancing work and domestic life definitely affected career progression of the women managers. Children had made the greatest impact of the career of working mothers, and childcare also contribute to it. The greater responsibility for childcare that women may carry may lead to conflict between parenting and work roles (Kirchmeyer, 2002). Veale and Gold (1998) also found out that relationship of women and their partner is vital to her career advancement and important factor in juggling career and home life was to have a supportive partner and family. Supportive relationships throughout career development are especially important for women if they are to realize their professional potential.

This has been agreed by Ahrentzen & Groat (1992), Arnold (1995) and Ehrhart & Sandler (1990) as been quoted by Phillips, Campbell and Morrison (2000). The inequitable division of household labor in dual-career relationships can be considered a form of lack of spousal support for career and it may contribute to higher level of stress at home and at work. All these factors may influence overall performance of women.

Hyde (1998) in her book review title ' Why so slow? The Advancement of Women' by Virginia Valian mentioned that women's family roles is based on the well-documented finding that husbands and wives, on average, do not share equally in household work or child care, with women doing more than their share of both and perhaps more important, having responsibility for both. According to Schreiber (1998), work-family balance and career interruption will give an impact in career advancement of women. A career interruption may no longer cost women her job, yet it may still cost her in terms of promotions and participation in training and career development activities. While marriage and family have traditionally been viewed as positive for men's career, which is representing stability, it is considered as a career liability for women when success is defined by traditional standards (Tharenou, 1995).

Dual career women must deal with responsibilities both at home and at work and balancing career and personal life is an ongoing process and often difficult exercise and many find it is impossible to be successful in both arenas (Arnold & Shinenew (1997); Forster (2000)). Forster in his study found that career breaks can damage future career prospect, women have made some career sacrifices because of their partners where they have to sacrifice their personal and social time to be where they are today. Forster also concluded that the right partner that is very supportive is the secret of a successful career. Phillips, Campbell & Morrison (2000) also support Forster statement that women who felt most successful in

balancing work and family life also reported having selected spouses who were more supportive of their careers than the spouses of other women.

Brown (1996) in her study concerning barriers to managers list several factors that has been quoted from Shakeshaft (1989). Among the factors are lack of childcare, less career support from family and peers, difficulties of combining high status job with the role of wife and mother and stereotypes. All the above study again has been supported by Burke (1997) when he study about professional women and it is reported that married women with children had more work family conflict, greater interest in alternative career paths offering slower advancement, more awareness on work-family policies and stronger belief that one had to sacrifice family to build a career.

Women really need to prove that they are better of than men for them to be consider in advancing in their career. With the dual roles face by them, it is very hard to do that. They should work long hours and by doing that they have to sacrifice their family roles. Steen (1999) mentioned that older workers with children will impede their career chances by putting their family first and people may have to make a choice between career advancement and a satisfying family life.

So from the above literature, we can see that work-family issues become a very common discussions among academicians and it is among the important factors

that should be taken into consideration when we discuss about women's career advancement. However, most of the study that have been mentioned earlier have been done in western countries that have totally different culture and belief compared to asian. So researcher expects that there will be some different findings to the study.

2.4 Issues Related to Career Encouragement

Career encouragement from the superiors or the senior staff is very important in career advancement. Several researches done proved that women need more career encouragement than men to reach the executive level (Morrison, White and Von Velsor) as been quoted by Tharanou and Latimer (1994). Tharanou and Latimer also agreed that women advancement is furthered by the indirect impact of career encouragement. Veale and Gold (1998) in her interviewed with women managers had found out that when women did receive support and encouragement from senior managers in their career progression, it obviously gave them the confidence to aim higher.

Mavin (2000) did quoted in her study that employers who do little to encourage women into higher positions are seriously restricting the resources and the diversity of skills and experience that available to them by failing to make the best use of existing female employees. Women who feel that they are not being given fair chance soon start looking for an alternative employer (Flanders, 1994).

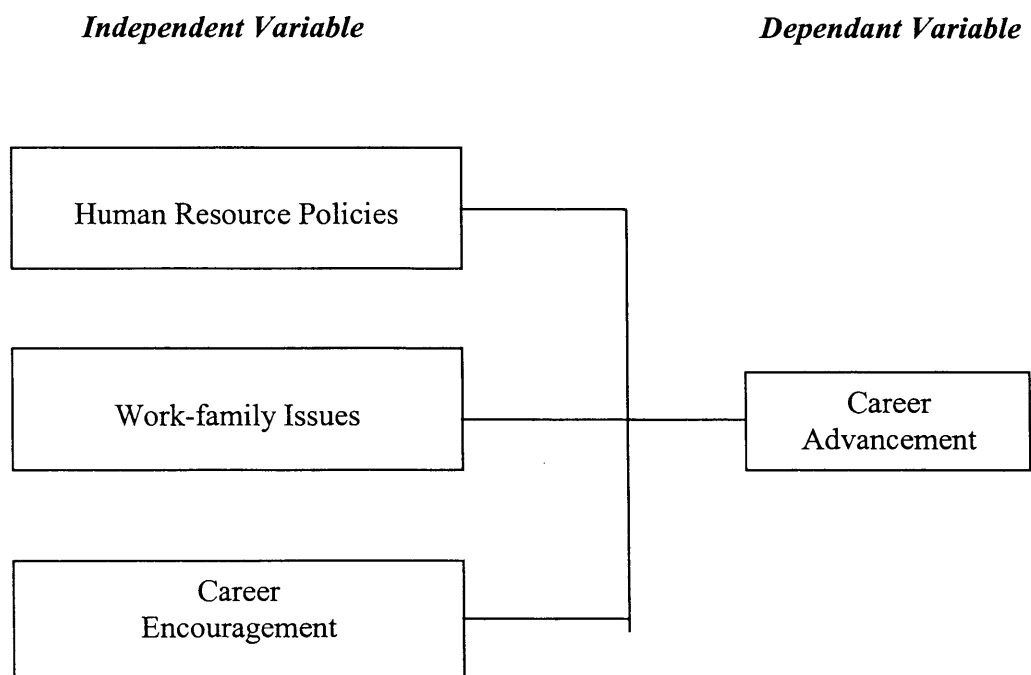
Arnold & Shinenw (1997) believe that it is essential for managers to understand the need of women in term of feedback and opportunities for training and development program to prepared them for the seniot-management positions. When they feel that their superior understand and give encouregement to them, it will make them feel better and ready themselves to climb the ladder to the higher level.

So we can see that career encouragement also plays an important factors that become among the barriers that impede women progression in the organization.

2.5 Theoretical Framework

Based on the literature, the below theoretical framework has been designed with the career advancement as dependant variable and human resource policies, work-family issues and career encouragement as independent variable.

THEORITICAL FRAMEWORK



2.6 Hypothesis

1. There is relationship between work-family issues and women's career advancement

2. There is relationship between human resource policies and women's career advancement
3. There is relationship between career encouragement and women's career advancement.
4. There are differences among demographic types of employee group towards career advancement.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This section will presents the methods that have been used in the study. It includes the population of the study, respondents of the study, sampling procedure, research instrument and pilot study and the method of analysing the data.

3.2 Population of the Study

This study is conducted in Universiti Utara Malaysia (UUM), Sintok, Kedah. It is a higher learning institution and researcher feels that it is appropriate to conduct the study in this environment because women are quite rare in the higher management and academic post and this environment in very suitable with the topic that the reseacher is going to study. The site is also conviniently accessible to the researcher for distributing and collecting data for the respondents.

3.3 Respondents of the Study

The respondents of the study is mainly lecturers and administrators who are working in UUM.

3.4 Sampling Procedure

The researcher interested to study the view of married women on their career advancement. So purposive sampling is used where according to Sekaran (2000), this sampling confined to specific types of people who can provide the desired information, either because they are the only ones who possess it, or conform to some criteria set by the researcher. So in this study, the researcher identified it's respondents as all female workers which are in category A job and already married. So all the respondents are lecturers and administrators who are working at all the departments and faculties in UUM.

Based on the information from the Registrar Office, the name list of the total number of population who fulfilled the above requirement is 300 people (Registrar, 2003) excluding those who are now on study leave. The respondents at least obtain a degree for their educational qualification. The name list of respondents has been obtained from the Registrar Office and 300 questionnaires have been distributed to the respondents via mail on middle of October 2003. Due to unforeseen circumstances, only 156 have agreed to participate in the study.

3.5 Research Instrument

The closed ended questionnaire was used. It was divided into six parts and contained 49 single-item standardised five-point Likert measures, which are

strongly agree, agree, neither disagree or agree, disagree and strongly disagree. Part one covers the demographic characteristics of the respondents. This part asked question about age, education, number of years the respondent have been married, number of children and the age range of the children, number of year services in the organization and job category of either academician or administrator. The respondents also will be asked about their present position in the organization and how many time times they have been promoted.

Part two asked questions about human resource policies such as selection and promotion policies, monitoring of selection and promotion policies in the organization, appraisal system and training and development. Part three asked about work-family issues such as domestic responsibilities, child-care duties, work-family conflicts and spousal support. Part four asked specifically about career encouragement from superior and lastly, part six asked about the success-related attitude of the respondents.

Question in part one has been taken from Cheng (2002) with some modification. Question in part two, three and four was developed by Forster (2000) whereas for part five, it was developed by South and colleagues (1987) as been used by Tharanou and Latimer (1994) with some modification. For part six, the questionnaire was developed by Sherer, Maddux, Mercandante etc as been used by Tharanou and Latimer (1994).

3.6 Pilot Study

To ensure the reliability of the instrument to be used in the study, pilot study has been conducted. 40 set of self-administrated instrument have been circulated and only 21 have been received back. Based on the Alpha Cronbach analysis, the reading of the four (4) elements are as follows; career advancement is .96, human resource policies is .75, work-family issues is .77, career encouragement is .87 and success-related attitude is .74. According to Sekaran (2000), reliabilities less than .60 are considered to be poor, those in the .70 ranges is acceptable and those above .80 is good. The full result of the pilot test can be viewed at the appendix.

Thus, the reliability of the measures used in this study can be considered to be good. As the result of the pilot study, a few minor changes are made and the result of some modification has been used in the study.

3.7 Data Analysis

Data collected are analyzed using descriptive and inferential statistics through the Statistical Package for the Social Sciences (SPSS) version 10.0. Result of the study will be presented in the descriptive methods to interpret data in general. Inferential analysis are presented using four (4) main tests including t-test, ANOVA, Pearson Correlation and Simple Regression

CHAPTER 4

FINDINGS

4.1 Analysis of the Data

This section will explain the result of the analysis of the data collected. The analysis will be done using both descriptive and inferential analysis. In descriptive analysis, demography factors such as age, level of education, number of years married, number of children, the age range of the children, number of years working in the organization and the job category will be analysed. Inferential analysis will be using test such as t-test, ANOVA and Pearson Correlation.

4.2 Descriptive Analysis

A total of 300 questionnaire have been distributed to the respondents and only 158 have returned it back within a month after it was distributed. Data from 158 resulted in a 52 percent of respond rate were analyse after recoding one item.

4.2.1 Demographic Analysis

4.2.1.1 Age of Respondents

Table 4.1 shows that the respondents represented all the five (5) categories of age. The majority of the respondents are from the age of 26 – 30 years old which comprises of 48 people followed by the age of 31 – 35

years old which are 44 peoples. They represent the 30.4 percent and 27.8 percent. The respondents under 26 years, 36 – 40 years and above 40 years made up of 3.8 percent, 22.8 percent and 15.2 percent respectively.

Table 4.1: Age of Respondents

		Frequency	Percent	Cumulative Percent
Valid	under 26 years	6	3.8	3.8
	26 – 30 years	48	30.4	34.2
	31 – 35 years	44	27.8	62.0
	36 – 40 years	36	22.8	84.8
	Over 40 years	24	15.2	100
Total		158	100.0	

4.2.1.2 Education Background of the Respondents

As been mentioned earlier, the minimum qualification of the respondents is having degree holder. Based on table 4.2, the level of the respondent's education are from three level which are degree, master and Ph.D. The majority of the respondents are having master which comprises of 73.4 percent whereas for degree and Ph.D holders comprises of 16.5 percent and 10.1 percent consecutively.

Table 4.2: Education background of the Respondents

		Frequency	Percent	Cumulative Percent
Valid	Degree	26	16.5	16.5
	Master	116	73.4	89.9
	Ph.D	16	10.1	100
Total		158	100.0	

4.2.1.3 Marital Duration of the Respondents

Based on Table 4.3, most of the respondents have been married in less than five years which comprises of 43.7 percent followed by 6-10 years which are 28.5 percent. About 28 percent of the respondents have been married for 11-15 years and 16 percent of the respondents have been married for 16 or more years. So we can say that the majority of the respondents are young which are less than 30 years and have been married in less than five years. We also can see that the majority of them are lecturers because 72.8 percent from the respondents are having master qualification.

This situation is happening because Universiti Utara Malaysia is a new university compared to other university in Malaysia. This University is going to celebrate its 20 year anniversary in 2004, so the majority of the staffs are young and new in the organization.

Table 4.3: Marital Duration of the Respondents

		Frequency	Percent	Cumulative Percent
Valid	0 – 5 years	69	43.7	43.7
	6 – 10 years	45	28.5	72.2
	11 – 15 years	28	17.7	89.9
	16 or more years	16	10.1	100.0
Total		158	100.0	

4.2.1.4 Number of the respondent's children

From table 4.4, we can see that in the average, 63.3 percent of the respondents having 1-3 children and the second highest composition is 4 - 6 children which are 20.9 percent . Only one respondents having more than six children. 24 respondents still not having children yet.

Table 4.4: Number of Children

		Frequency	Percent	Cumulative Percent
Valid	none	24	15.2	15.2
	1 – 3	100	63.3	78.5
	4 – 6	33	20.9	99.4
	More than 6	1	0.6	100.0
Total		158	100.0	

4.2.1.5 The age of the respondent's children

Majority of the respondents having children ranging from 6 years and below which contributed to 44.3 percent and followed by the children at the age of 7 – 12 years (24.7 percent). 9 respondents which constituted of 5.7 percent having children in between 13-17 years and 3.2 percent having children in the range of 18 years and above. All the above statement can be referred to Table 4.5.

Table 4.5: Children's Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid not applicable	33	20.9	21.2	21.2
0 – 6 years	70	44.3	44.9	66.0
7 – 12 years	39	24.7	25.0	91.0
13 – 17 years	9	5.7	5.8	96.8
More than 18 yrs	5	3.2	3.2	100.0
Missing System	2	1.3		
Total	158	100.0	100.0	

4.2.1.6 Working Experience of the Respondents

From Table 4.6, it can be seen that majority of the respondents which constituted of 40.5 percent have been working in UUM from 1 – 3 years followed by 38.6 percent have been working for more than 6 years. The balance of the respondents which constitute of 15.2 percent have been working for 4 – 6 years.

Table 4.6: Working Experience of the Respondent

	Frequency	Percent	Cumulative Percent
Valid 1 – 3 years	64	40.5	40.5
4 - 6 years	33	15.2	61.4
More than 6 years	61	38.6	100.0
Total	158	100.0	

4.2.1.7 Number of Time Respondents have been Promoted

Among 158 respondents of the study, it was found out that only 34.2 percent have been promoted which 23.4 percent have been promoted

once, 5.1 percent have been promoted twice and 5.7 percent have been promoted more than 2 times. 65.8 percent of the respondents never been promoted during their services. This is not surprising because the majority of the respondents which comprises of 40.5 percent just serving UUM for 1 – 3 years. However, it can be assumed that among the 38.6 percent of the respondents that already served the university for more than six years, these people may contributed to the 34.2 percent of the respondents that have been promoted at least once. This can be referred to Table 4.7.

Table 4.7: Number of Time Respondents have been Promoted

		Frequency	Percent	Cumulative Percent
Valid	never	104	65.8	65.8
	1	37	23.4	89.2
	2	8	5.1	94.3
	More than 2 times	9	5.7	100.0
Total		151	100.0	

4.2.1.8 Respondents Job Category

Table 4.8 showed that 82.9 percent of the respondents are from academic staffs which are lecturers whereas the balance of 17.1 percent are non academicians which mean that they are the administrators. This situation happening because UUM as higher learning institution having more academicians compare to non academicians.

Table 4.8: Job Category

		Frequency	Percent	Cumulative Percent
Valid	Academic	131	82.9	82.9
	Non- Academic	27	17.1	100.0
Total		152	100.0	

4.2.2 Career Advancement Analysis

Three questions have been asked to see the respondent's view about their prospect of career advancement in the organization. Based on Table 4.9, we can see that 66.4 percent of the respondents agreed that they have very good opportunities for advancement in this organization. However 14.0 percent did not agree that they have good opportunities for career advancement. The balance of the respondents neither agree or disagree with the statement for good opportunities for career advancement.

Table 4.9: Good Opportunities For Advancement

		Frequency	Percent	Cumulative Percent
Valid	Strongly disagree	5	3.2	3.2
	Disagree	17	10.8	13.9
	neither disagree or agree	31	19.6	33.5
	Agree	83	52.5	86.1
	strongly agree	22	13.9	100.0
Total		158	100.0	

From table 4.10, 52 percent of the respondents believed that they have very good prospect for promotion in the organization. However 13.8 percent of them believed that they do not have good prospect for

promotion in the organization. From the total respondents, the second highest group which constituted of 34.2 percent either agree or disagree whether they have good prospect for promotion or not.

Table 4.10: Good Prospect for Promotion

	Frequency	Percent	Cumulative Percent
Valid			
strongly disagree	3	2.0	2.0
Disagree	18	11.8	13.8
neither disagree or agree	54	34.2	48.0
Agree	67	42.1	90.1
strongly agree	16	9.9	100.0
Total	158	100.0	

Both the answers in Table 4.9 and 4.10 have reflected in question about glass ceiling where only 23.7 percent of the respondents agreed that their career has been constrained by a 'glass ceiling'. 34.9 percent of the respondents disagree that their career has been constrained by glass ceiling This can be viewed from Table 4.11. Majority of the respondents which is about 40.1 percent unsure whether their career has been constrained by glass ceiling.

Based on the data, we can know that there are two extreme group of respondents that strongly agree that their career have been constrained by glass ceiling which constituted of 2 percent whereas 7 percent strongly agreed that their career did not constrained by glass ceiling.

Table 4.11: Career Constrained by Glass Ceiling

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	12	7.6	7.8	7.8
	Disagree	42	26.6	27.3	35.1
	neither disagree or agree	63	39.9	40.9	76.0
	Agree	34	21.5	22.0	98.1
	strongly agree	3	1.9	1.9	100.0
Missing	System	3	2.5		
Total		158	100.0	100	

From table 4.12, we can see that perception on glass ceiling obtained a mean score of 2.81 lower than midpoint of 3.30. This indicated that this component was viewed as positively where they viewed that their career has not been constrained by glass ceiling.

Table 4.12: Career Advancement as A Whole Group

Career Advancement	Mean (max = 5.00)
Career Advancement (overall mean)	3.30
Good Opportunities	3.63
Good Prospect	3.47
Glass Ceiling	2.81

4.2.3 Analysis of Human Resource Policies

By using a scale of 'strongly disagree' (1) to 'strongly agree'(6) on the 6-point Likert Scale, we can see from Table 4.13 that out of six dimension of human resource policies, recruitment policy, promotion policy and training and development policies obtained a mean score higher than the midpoint of 3.26. This mean that the respondents agree that recruitment

and promotion policies are fair and they are also agreed that training and development policies are satisfying. For monitoring on recruitment and promotion policies for women, the respondent relatively agreed that it is systematic (mean 3.25).

However, respondents did not agree that the organization's performance appraisal system is satisfying. This has been showed in the mean of the variables which only 2.99 which is lower than the midpoint of 3.26.

Table 4.13: Mean Item of Human Resource Policies

Human Resource Policies	Mean (Max. = 5.00)
Human Resource Policies (overall mean)	(3.26)
Recruitment Policy Fair	3.35
Promotion Policy Is Fair	3.47
Monitoring On Selection Process Systematic	3.25
Monitoring On Promotion Process Systematic	3.25
Appraisal System	2.99
Training And Development	3.27

4.2.4 Analysis of Work-Family Issues

Fifteen questions have been posted to respondents concerning work-family issues including spousal support, childcare, households chores and career break. From these questions, only three questions get mean higher than 4.0. This can be referred to Table 4.14. Respondents agree that the right husband is the secret of a successful career (4.27), their husband is

supportive (4.34) and women still retain most of the responsibility for the care and well-being of the children (4.05).

Respondents however do not agree that providing support to their husband's career will cause problem to their own career (2.31), delay in starting a family beneficial to their career development (2.46), absent of family demands is beneficial for their career (2.60), successfully women tend not to have family (2.27) and family responsibility have interefered with their career (2.53).

Generally, respondents agree that work-family issues give some effect to their career advancement. This is shown in the mean for several questions that is above the midpoint of 3.23. Respondents agree that they have sacrificed their personal time to get where they are today (3.50), lack of adequate child-care is an obstacle to women's career (3.76), households chores is mainly women's responsibility (3.50) and husband and wife organize domestic task on an equal footing (3.56).

Respondents also relatively agree that they have to sacrifice the time with their husband to get where they are today (3.2). They also agree that they have to sacrifice their social time/friendships to get where they are today (3.15) and the majority of working women are unable to move due to family commitments (3.08).

Table 4.14: Mean Item of Work-Family Issues

Work Family Issues	(Max.=5.00) Mean
Work Family Issues (overall mean)	(3.23)
Providing support my husband's career has caused problem for my own career	2.31
I have sacrificed my personal time to get where I am today	3.50
I have sacrificed social time/friendships to get where I am today	3.15
I have sacrificed time with my husband to get where I am today	3.12
The right husband is the secret of a successful career	4.27
My husband is supportive of my career	4.34
A delay in starting a family until a career is established is beneficial to my career development	2.46
The absent of family demands is beneficial for my career	2.60
The majority of working women are unable to move due to family commitments	3.08
Lack of adequate child care is an obstacle to women's career	3.75
Successful women tend not to have family	2.27
Women still retain most of the responsibility for the care and well-being of the children	4.05
Households chores are mainly my responsibility	3.50
We organize domestic task on an equal footing	3.46
Family responsibility have interfered with my career	2.53

4.2.5 Analysis on Career Encouragement

Referring to Table 4.15, we can see that nine questions have been posted to the respondents about their view on their superiors on career

encouragement. Generally, respondent agree that their superior give helpful advice about improving their performance when they need it (3.23), support them to acquire additional training or education (3.51), provide assignments to develop new skills (3.23) and assign special projects to increase visibility in the organization (3.13) which is higher than the midpoint score of 3.12.

However, respondents did not agree that their superior takes the time to learn about their career goals and aspirations (2.97), keep informed about different career opportunities in the organization (2.94), give helpful feedback about their performance (2.99) and give credit when the y accomplish something substantial on the job. The mean for several questions is slighty higher than 3.0 which means that they neither agree or disagree with the statement.

Table 4.15: Mean Item of Career Encouragement

Career Encouragement	(Max.=5.00) Mean
Career Encouragement (overall mean)	3.12
My superior takes the time to learn about my career goals and aspirations	2.97
My superior cares about whether or not I achieve my career goals	3.08
My superior keeps me informed about different career opportunities for me in the organization	2.94
My superior make sure I get credit when I accomplish something substantial on the job	2.99

Career Encouragement	(Max.=5.00) Mean
My superior give me helpful feedback about my performance	2.99
My superior give me helpful advice about improving my performance when I need it	3.23
My superior supports my attempts to acquire additional training or education to further my career	3.51
My superior provides assignment that give me the opportunities to develop and strengthen new skills	3.23
My superior assigns me special projects that increase my visibility in the organization	3.13

4.2.6 Analysis on Success-Related Attitude

Six questions have been asked to the respondents to view their success-related attitude on their career. Based on table 4.16, by looking at the mean, we can see that most of the respondents happy with what they have now. Most of the respondents are happy doing the kind of work that they are doing now (4.04) which is higher than the midpoint of 3.48. They also believe that they should achieve more in their career (4.15).

However, the respondents relatively agree that they are happy with the amount that are paid to them now (3.33), how much they have achieved in their career now (3.10), they also believed that they have achieve their potential in the workplace (3.10) and the respondents also believed that they have achieved much at work (3.2).

Table 4.16: Mean Item of Success-Related Attitude

Success-Related Attitude	(Max.=5.00) Mean
Success-Related Attitude (overall mean)	3.48
I am satisfied with how much I have achieved in my career so far	3.10
I believe that I have achieved my potential in the workplace	3.10
I am happy with the amount that I am paid now	3.33
I believed that I should achieved more in my career	4.15
I am happy doing the kind of work I do now	4.04
I do not believed that I have achieved much at work	3.17

4.3 Inferential Statistics

4.3.1 Hypothesis Testing

This part will explain the result of hypothesis testing that have been decided in the earlier chapter. There are four hypothesis as follows:

Hypothesis 1

H1: There is relationship between human resource policies and women's career advancement

In order to test this hypothesis, Pearson Correlation test has been used to measure the relationship between human resource policies and career advancement. The results of the test are shown in Table 4.17 (the full results of the test as in the appendix). The results showed that the r-coefficient is .511 at p value = .000 which is < .001. This indicated that there is positive relation between career

advancement and human resource policies in the organization, therefore accepting the hypothesis. According to Hinkle, Wiersma and Jurs (1998) as been quoted by Iran (2001) interpretation pf r-correlation are as table 4.18:

Table 4.18: Interpretation Based on R-Correlation

r-correlation	Intepretation
.90 – 1.00	Very high correlation
.70 - .90	High correlation
.50 - .70	Moderate correlation
.30 - .50	Low correlation
.10 - .30	Very low correlation
.00	No correlation

So the relationship is a moderate relationship where the r-correlation is .511. The result reflected that human resource policies such as recruitment policy, promotion policy, monitoring on recruitment and promotion policies process, training and development and appraisal system positively do have moderate correlation with women’s career advancement.

Table 4.17: Analysis of Career Advancement and Human Resource Policies using Pearson Correlation

Factors	r	p
Human Resource Policies	.511	.000**

N= 156

** Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 2

H1: There is relationship between work-family issues and women’s career advancement

Pearson Correlation test again used to test the relationship between career advancement and work-family issues. From table 4.19, it showed that the r-coefficient of $-.161$ at $p\text{-value} = .048$ which is $< .05$ significant level. These mean that there is negative relationship between work family issues and women's career advancement. However the relationship is very low where the r value is only above $.10$. Thus hypothesis 2 is accepted.

The test has proved that work family issues such as domestic responsibilities, child-care duties, work-family conflicts and spousal support do have correlation with women's career advancement.

Table 4.19: Analysis of Career Advancement and Work family Issues using Pearson Correlation

Factors	r	p
Work Family Issues	$-.161$	$.048^*$

N=156

* Correlation is significant at the 0.05 level (2-tailed).

Hypothesis 3

H1: There is relationship between career encouragement from superior and women's career advancement

Table 4.20 showed the result of Pearson Correlation test to see the correlation between women's career advancement and career encouragement from the

superior. The r-coefficient is at .367 with p-value is $.000 < .001$ significant level. This means that there is positive correlation between women's career advancement and career encouragement from the superior, however the correlation is low which is above .30. Therefore accepting the hypothesis 3.

So career encouragement from superior is important in giving an effect to women's career advancement.

Table 4.20: Analysis of Career Advancement and Career Encouragement using Pearson Correlation

Factors	r	p
Human Resource Policies	.367	.000**

N=156

** Correlation is significant at the 0.01 level (2-tailed).

Hypothesis 4

H1: There are differences among demographic types of employee group towards career advancement.

In order to test this hypothesis, other five specific hypothesis are derived. There are:

H4.1: There is no significant difference between age and the perceptions on women's career advancement.

Based on Table 4.21, p-value is $.327 > .05$ significant value. This indicates that there is no different perceptions on women's career advancement based on age, meaning that old or young academicians or administrators having the same perceptions on women's career advancement. Thus, hypothesis 4.1 is accepted.

Table 4.21: Analysis of Age and Women's Career Advancement Using ANOVA Test

	Sum of square	df	Mean Square	F	p
Between Groups	3.535	4	.884	1.168	.327
Within Groups	114.234	151	.757		
Total	117.769	155			

H4.2: There is no significant difference between level of education and the perceptions on women's career advancement.

From ANOVA test, it was found out that the p-value is $.051$ which is slightly higher than $.05$ of significant value. This means that the level of education do not have significant relationship on the views towards career advancement. The data can be referred to Table 4.22. So hypothesis 1.2 is accepted.

Table 4.22: Analysis of Level of Education and Women's Career Advancement Using Anova Test

	Sum of square	df	Mean Square	F	p
Between Groups	4.479	2	2.240	3.025	.051
Within Groups	113.289	153	.740		
Total	117.769	155			

H4.3: There is no significant relationship between number of children and the perceptions on women's career advancement.

From ANOVA test, it was found out that the p-value is $.085 > .05$ significant level. This indicated that the number of children do not have significant relationship on their views towards career advancement. The data can be referred to Table 4.23. So hypothesis 1.3 is accepted.

Table 4.23: Analysis on Number of Children and Views on Women's Career Advancement Using ANOVA Test

	Sum of square	df	Mean Square	F	p
Between Groups	5.009	3	2.240	2.251	.085
Within Groups	112.760	152	.740		
Total	117.769	155			

H4.4: There is no significant relationship between children's age and the perceptions on women's career advancement.

From ANOVA test, it was found out that the p-value is higher which is $.648 > .05$ of significant value. This means that the age range of the children do not have significant relationship on the views towards women's career advancement. The data can be referred to Table 4.24. So hypothesis 1.4 is accepted.

Table 4.24: Analysis of the Children’s Age and Views on Women’s Career Advancement Using Anova Test

	Sum of square	df	Mean Square	F	p
Between Groups	1.924	4	.481	.622	.648
Within Groups	115.342	149	.774		
Total	117.267	153			

H4.5: There is no significant relationship between number of year services and the views on women’s career advancement.

ANOVA test has been conducted and from table 4.25, we can see that p-value =.022 < .05 significant level. This indicated that the number of year services do have significant relationship with views on women’s career advancement. This mean that women having different range of children having different opinion on career thus the hypothesis 1.5 is rejected.

Table 4.25: Analysis on Number of Year Services and Views on Women’s Career Advancement Using ANOVA Test

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.723	2	2.862	3.908	.022
Within Groups	112.045	153	.732		
Total	117.769	155			

** Correlation is significant at the 0.01 level (2-tailed).

4.4 Analysis on academic and non-academic views on women’s career advancement

T-Test was conducted to measure whether there exist different views towards career advancement according to job categories that are academicians and non-academicians. The result of the t-test as on Table 4.26 has shown that for

academic staffs, the t-value is 3.38 at p-value is at $.001 < 0.01$ and for non-academic staffs, the t-value is 4.25 at p-value at $.000 < .01$. Thus, hypothesis 4 is accepted, meaning that there is significant difference between academic and non-academic views on women's career advancement.

Table 4.26: T-Test Analysis of Job Category and Women's Career Advancement

Job Category	N	Mean	t	df	P
Academic	129	3.23	3.38	153	0.001**
Non academic	26	3.01			

** Significant at 0.01 significant level

If we referred to Table 4.27, we can see that academician perceived high that they have very good opportunities for advancement with the mean at 3.74. They also perceived high that they have very good opportunities for advancement (3.57). This reflected their views that their career does not constrained by 'glass ceiling'. However, contradict with academic views where non-academic perceive lower on opportunities for career advancement and prospect for promotion. They, however views that 'glass ceiling' exist in the organization that constrained their career.

Table 4.27: Group Statistics

	Job category	N	Mean	Std. Deviation	Std. Error Mean
Good opportunities	Academic	129	3.7364	.9724	8.562E-02
	Non-academic	26	3.1154	.7656	.1501
Good prospect	Academic	129	3.574	.908	7.995E-02
	Non-academic	26	2.962	.662	.130
Glass ceiling	Academic	127	2.740	.969	8.603E-02
	Non-academic	25	3.200	.707	.141

4.5 Conclusion

The finding of all the 8 hypothesis are presented in this chapter. All the 8 hypothesis has been tested using Pearson Correlation Test and the summary of overall hypothesis testing are shown in the following Table 4.28.

Table 4.28: Summary of Overall Hypothesis Testing

Hypothesis	Results
H1: There is relationship between human resource policies and women's career advancement	Accepted
H2: There is relationship between work-family issues and women's career advancement	Accepted
H3: There is relationship between career encouragement from superior and women's career advancement	Accepted
H4: There are differences among demographic types of employee group towards career advancement.	
H4.1: <i>There is no significant difference between age and the perceptions on women's career advancement</i>	Accepted
H4.2: <i>There is no significant difference between level of education and the perceptions on women's career advancement.</i>	Accepted
H4.3: <i>There is no significant relationship between number of children and the perceptions on women's career advancement.</i>	Accepted
H4.4: <i>There is no significant relationship between children's age and the perceptions on women's career advancement.</i>	Accepted
H4.5: <i>There is no significant relationship between number of year services and the views on women's career advancement.</i>	Rejected

4.6 Summary

In summary, the findings showed that factors such as human resource policies, work-family issues and career encouragement are very important and have great impact on women's career advancement. The lecturers and administrators generally believed that all the above factors contributed to the achievement of their career prospect.

The study also found out that there is differences on views of women career advancement based on the number of year services of the respondents. Women with different number of year services in the organization do have different opinion on women's career advancement. However factors such as age, education, number of children and the age of the children do not give any affect on their views on career advancement.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Discussion of Result

In literature, the term career advancement is commonly used to describe the upward mobility of an individual in an organization. In other words, it also means the chances for promotion in an organization. So this study is to see factors that contribute to the lack of women in higher management level and factors such as human resource policies, work-family issues and career encouragement are studied to see the relationship.

Paper by Aminah (1998) which focused on the socioeconomic status of Malaysian women mentioned that Women Affairs Department (HAWA), has reported to Cabinet identifying four priority areas to be addressed by the Government of Malaysia. There are promoting the economic potential and independence of women, increasing the participation of women in decision making, strengthening mechanisms at all levels to promote the advancement of women and eradicating violence against women. In the report, Aminah also mentioned that National Policy of Women was adopted by the government in 1989 with the objectives of ensuring equitable sharing resources and development opportunities between men and women and to integrate women into all sectors of development in

accordance with their capabilities and needs. So the above statement did agree that women still limited in the decision making level and government has come up with the policy to enhance the situation.

So, from this study, the result showed that the lecturers and administrators who have been selected generally viewed that their career advancement did affected by factors such as human resource policies in the organization, work-family issues and also career encouragement by their superior. Three hypothesis have been tested using Pearson Correlation test and it was proved that human resource policies, work-family issues and career encouragement from superior have significant correlation with career advancement. This is supported by the literature done by most of the researchers that have been mentioned in Chapter 2.

However, among three variables that have been tested, human resource policies have been seen as having the most stronger correlation towards women's acreeer advancement. The r-correlation is higher compared to the rest. The human resouce policies is considered as organizational bias that an individual have no control over it. The promotion policies, selesction policies and performance appraisal syatem involved with attitudunal bias of the 'employer in the organization. The same goes to career encouragement, where it involved with attitudunal bias of the superior.

However, for work-family issues, an individual have control over it. They can manage their own family problem effieciently if they try harder and this variable have the lowest correlation towards career advancement.

The analysis also indicated that demographic factors such as number of year services in the organization are significant to the perceptions on women's career advancement. Women who served different number of years in the organization having different views on career advancement. Suprisingly, number of the children and age of the children, level of education and also the age factor of women did not have any significant relationship with their views on career advancement. This mean that there are no differences on women's view towards career advancement regardless of their age., how many children they have, the age of their children and their level of education.

T-test also have been conducted to see the different that might exist between academic and non-academic's view on career advancement and the test has shown that there exist differences between academic and non-academic on their view towards women's career advancement. Academician views positively on career advancement compared to non-academic staffs. This is happening because chances for academician to get promoted is more easier compared to administrators. Limitation of post and the difficulties the organization to get post from Public Service Office

have created negative perception among administrators for the career prospect. This situation is difference to academician, where with their excellence in academic including research, consultation and teaching, they can move upwards without any limitation of post.

In the study, respondents also have been asked about their success-related attitude. Generally, all the respondents are happy with what they are doing now, happy with that amount of paid that they get. However, they believe that they can achieved more in their career, they are not quite satisfied with they had achieve in their career now and they believed that they not yet achieve their potential in the workplace.

As far as the lecturers and administrators were concerned, it was found that human resource policies in the organization, work-family issues such as husband support, childcare and households chores and career encouragement from the superior did have significant relation with career advancement of women. These result consistent with all the literature review either by researchers from overseas or from Malaysia.

5.2 Conclusion

It is clear from this research that working women view their career advancement as having 'glass ceiling'. This glass ceiling did prevent them

from upward mobility and factors such as human resource policies become the main factors that contribute to it. It was followed by career encouragement from superior and lastly, work-family issues which get the lowest r-correlation also contributed to the slower movement of women in their career.

However, this study only focuses on working women in the government sector only. It is interesting to focus in the further study by comparing the views of working women in private and government sectors. The location of workplace can also determine the difference perception of women's view. Therefore, future research should take bigger town or city either as a focus study are as a comparable factors.

So this study is useful to really understand of why there is very limited number of women in the decision making positions and this will become the guideline in organizational development planning which should cater their need especially related to work-family issues such as childcare center, maternity leave etc.

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Questionnaire

General Instruction

Dear Respondent

This is a survey of your views concerning human resource policies in your organization, work–family issues, career encouragement and your success-related attitude related to career advancement. I am doing this survey for my 6 hour-credit thesis that is required to fulfill my Master of Science (Management) program.

There will be no right or wrong answer to these questions and please be assured that all information collected here will be treated with the strictest confidentiality. Feel free to answer honestly and return to me in the self-addressed envelope enclosed.

Thank You

Yours sincerely

Azian Nafiah

Pusat Pengajaran Pembelajaran Universiti (UTLC)

Universiti Utara Malaysia

APPENDIX 1

Personal Profile

Please circle the numbers representing the most appropriate responses for you in respect of the following items.

1. Your Age
 1. Under 26 years
 2. 26 – 30 years
 3. 31 – 35 years
 4. 36 – 40 years
 5. Over 40 years
2. Your highest completed level of education
 1. Diploma
 2. Degree
 3. Master
 4. PhD
3. How long have you been married?
 1. 0 – 5 years
 2. 6 – 10 years
 3. 11- 15 years
 4. 16 or more years
4. Number of children
 1. None
 2. 1 – 3
 3. 4 – 6
 5. More than 6
5. The age range of your children
 1. Not applicable
 2. 0 – 6 years
 3. 7 – 12 years
 4. 13 – 17 years
 5. More than 18 years
6. Do you have a domestic helper
 1. Yes
 2. No
7. How many years have you been working in this organization?
 1. 1 – 3 years
 2. 4 – 6 years
 3. More than 6 years
8. How many years are you in the present position?
 1. Less than 1 year
 2. 1 – 3 years
 3. 4 – 6 years
 4. More than 6 years
9. How many times have you been promoted in this organization?
 1. never
 2. 1
 3. 2
 4. More than 2 times
10. Your job category
 1. Academic
 2. Non-academic

Part 2

Indicate the extent to which you agree with the following statements as they are relate to the **career advancement** in your organization, by circling the appropriate number against each, using the scale below:

	Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
	1	2	3	4	5
11. I have very good opportunities for advancement in this organization.	1	2	3	4	5
12. I have very good prospects for promotion in this organization.	1	2	3	4	5
13. My career has been constrained by a 'glass ceiling'	1	2	3	4	5

Part 3

Indicate the extent to which you agree with the following statements as they are relate to the **human resource policies** in your organization, by circling the appropriate number against each, using the scale below:

	Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
	1	2	3	4	5
14. This organization's recruitment policy is fair to all staff	1	2	3	4	5
15. This organization's promotion policy is fair to women	1	2	3	4	5
16. This organization's monitoring on selection policies for women is systematic	1	2	3	4	5

	Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly Agree
	1	2	3	4	5
17. This organization's monitoring on promotion policies for women is systematic	1	2	3	4	5
18. I am very satisfied with the appraisal system in this organization.	1	2	3	4	5
19. This organization's training and development policies are very satisfying.	1	2	3	4	5

Part 4

Indicate the extent to which you agree with the following statements as they are relate to your **work-family issues**, by circling the appropriate number against each, using the scale below:

	Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly Agree
	1	2	3	4	5
20. Providing support my husband's career has caused problem for my own career	1	2	3	4	5
21. I have sacrificed my personal time to get where I am today	1	2	3	4	5
22. I have sacrificed social time / friendships to get where I am today	1	2	3	4	5
23. I have sacrificed time with my husband to get where I am today	1	2	3	4	5

	Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly Agree
	1	2	3	4	5
24. The right husband is the secret of a successful career	1	2	3	4	5
25. My husband is supportive of my career	1	2	3	4	5
26. A delay in starting a family until a career is established is beneficial to my career development	1	2	3	4	5
27. The absent of family demands is beneficial for my career	1	2	3	4	5
28. The majority of working women are unable to move due to family commitments	1	2	3	4	5
29. Lack of adequate child care is an obstacle to women's career	1	2	3	4	5
30. Successful women tend not to have family	1	2	3	4	5
31. Women still retain most of the responsibility for the care and well being of the children	1	2	3	4	5
32. Households chores are mainly my responsibility	1	2	3	4	5
33. We organize domestic tasks on an equal basis	1	2	3	4	5

	Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly Agree
	1	2	3	4	5
34. Family responsibility have interfered with my career	1	2	3	4	5

Part 5

Indicate the extent to which you agree with the following statements as they are relate to **career encouragement**, by circling the appropriate number against each, using the scale below:

	Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
	1	2	3	4	5
35. My superior takes the time to learn about my career goals and aspirations	1	2	3	4	5
36. My superior cares about whether or not I achieve my career goals	1	2	3	4	5
37. My superior keeps me informed about different career opportunities for me in the organization	1	2	3	4	5
38. My superior make sure I get the credit when I accomplish something substantial on the job	1	2	3	4	5
39. My superior give me helpful feedback about my performance	1	2	3	4	5
40. My superior gives me helpful advice about improving my performance when I need it.	1	2	3	4	5

	Strongly disagree 1	Disagree 2	Neither disagree or agree 3	Agree 4	Strongly Agree 5
41. My superior supports my attempts to acquire additional training or education to further my career	1	2	3	4	5
42. My superior provides assignment that give me the opportunities to develop and strengthen new skills	1	2	3	4	5
43. My superior assigns me special projects that increase my visibility in the organization	1	2	3	4	5

Part 6

Indicate the extent to which you agree with the following statements as they are relate to your **success-related attitude**, by circling the appropriate number against each, using the scale below:

	Strongly disagree 1	Disagree 2	Neither disagree or agree 3	Agree 4	Strongly Agree 5
44. I am satisfied with how much I have achieved in my career so far	1	2	3	4	5
45. I believe that I have achieved my potential in the work place	1	2	3	4	5
46. I am happy with the amount that I am paid	1	2	3	4	5
47. I believed that I should achieved more in my career	1	2	3	4	5

	Strongly disagree 1	Disagree 2	Neither disagree or agree 3	Agree 4	Strongly Agree 5
48. I am happy doing the kind of work I do now	1	2	3	4	5
49. I do not believed that I have achieved much at work	1	2	3	4	5

RELIABILITY ANALYSIS - SCALE (ALPHA)

CAREER ADVANCEMENT

		Mean	Std Dev	Cases
1.	Q18	3.2500	.7864	20.0
2.	Q19	3.1500	.7452	20.0

N of Cases = 20.0

Statistics for Scale	Mean	Variance	Std Dev	N of Variables
	6.4000	2.2526	1.5009	2

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.2000	3.1500	3.2500	.1000	1.0317	.0050

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
Q18	3.1500	.5553	.9206	.8475	.
Q19	3.2500	.6184	.9206	.8475	.

Reliability Coefficients 2 items

Alpha = .9579 Standardized item alpha = .9587

Reliability

***** Method 2 (covariance matrix) will be used for this analysis *****

RELIABILITY ANALYSIS - SCALE (ALPHA)

HUMAN RESOURCE POLICIES

		Mean	Std Dev	Cases
1.	Q12	3.5789	.6070	19.0
2.	Q13	3.5789	.7685	19.0
3.	Q14	3.2105	.7133	19.0
4.	Q15	3.3684	.5973	19.0
5.	Q16	3.3158	.8201	19.0
6.	Q17	3.3158	.8201	19.0

N of Cases = 19.0

Statistics for	Mean	Variance	Std Dev	N of Variables
Scale	20.3684	8.4678	2.9100	6

Item Means	Mean	Minimum	Maximum	Range	Max/Min	Variance
	3.3947	3.2105	3.5789	.3684	1.1148	.0230

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
Q12	16.7895	7.6199	.1431	.4163	.7905
Q13	16.7895	6.3977	.3806	.4258	.7461
Q14	17.1579	5.5848	.7043	.6939	.6545
Q15	17.0000	6.0000	.7215	.7168	.6640
Q16	17.0526	5.6082	.5631	.5781	.6934
Q17	17.0526	5.8304	.4961	.5184	.7146

Reliability Coefficients 6 items

Alpha = .7508 Standardized item alpha = .7513

RELIABILITY ANALYSIS - SCALE (ALPHA)
WORK - FAMILY ISSUES

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Alpha if Item Deleted
Q20	74.9474	39.6082	.3027	.7626
Q21	74.7895	41.6199	.0827	.7805
Q22	74.4211	37.9240	.4589	.7506
Q23	74.7895	35.1754	.6948	.7295
Q24	74.7895	35.1754	.6416	.7328
Q25	74.8421	37.9181	.3980	.7553
Q26	75.0000	39.1111	.4284	.7542
Q27	75.0000	40.6667	.4952	.7572
Q28	74.8947	39.2105	.3652	.7580
Q29	74.6842	37.4503	.4850	.7482
Q30	74.8421	33.8070	.7990	.7183
Q31	74.4737	42.1520	.1082	.7731
Q32	74.7368	42.0936	.0658	.7789
Q33	74.4211	43.7018	-.0870	.7859
Q34	74.9474	43.2749	-.0179	.7768
Q35	75.0526	41.9415	.3293	.7647
Q36	74.8947	42.4327	.0701	.7753
Q37	74.7895	39.8421	.1963	.7740
Q38	74.7368	36.2047	.5740	.7399

Reliability Coefficients

N of Cases = 19.0

N of Items = 19

Alpha = .7697

RELIABILITY ANALYSIS - SCALE (ALPHA)

SELF-RELATED ATTITUDE

		Mean	Std Dev	Cases
1.	Q48	4.2381	.6249	21.0
2.	Q49	4.0952	.4364	21.0
3.	Q50	3.8095	.5118	21.0
4.	Q51	4.0952	.5390	21.0
5.	Q52	3.8095	.5118	21.0
6.	Q53	3.9524	.6690	21.0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	24.0000	4.8000	2.1909	6

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
Q48	19.7619	3.1905	.5461	.6810
Q49	19.9048	3.7905	.4820	.7051
Q50	20.1905	3.4619	.5651	.6792
Q51	19.9048	3.3905	.5638	.6777
Q52	20.1905	3.6619	.4473	.7103
Q53	20.0476	3.5476	.3193	.7584

Reliability Coefficients

N of Cases = 21.0

N of Items = 6

Alpha = .7393

Frequencies

APPENDIX 3

Statistics

		age	Education	Married	Children	children's age	working year
N	Valid	158	158	158	158	156	158
	Missing	0	0	0	0	2	0

Statistics

		promotion	job category
N	Valid	158	158
	Missing	0	0

Frequency Table

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	under 26 yrs	6	3.8	3.8	3.8
	26-30 yrs	48	30.4	30.4	34.2
	31-35 yrs	44	27.8	27.8	62.0
	36-40 yrs	36	22.8	22.8	84.8
	over 40 yrs	24	15.2	15.2	100.0
	Total	158	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	26	16.5	16.5	16.5
	Master	116	73.4	73.4	89.9
	PhD	16	10.1	10.1	100.0
	Total	158	100.0	100.0	

Married

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 yrs	69	43.7	43.7	43.7
	6-10 yrs	45	28.5	28.5	72.2
	11-15 yrs	28	17.7	17.7	89.9
	16 or more yrs	16	10.1	10.1	100.0
	Total	158	100.0	100.0	

Children

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	none	24	15.2	15.2	15.2
	1-3	100	63.3	63.3	78.5
	4-6	33	20.9	20.9	99.4
	5.0	1	.6	.6	100.0
	Total	158	100.0	100.0	

children's age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not applicable	33	20.9	21.2	21.2
	0-6 yrs	70	44.3	44.9	66.0
	7-12 yrs	39	24.7	25.0	91.0
	13-17 yrs	9	5.7	5.8	96.8
	more than 18 yrs	5	3.2	3.2	100.0
	Total	156	98.7	100.0	
Missing	System	2	1.3		
Total		158	100.0		

working year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 yrs	65	41.1	41.1	41.1
	4-6 yrs	32	20.3	20.3	61.4
	more than 6 yrs	61	38.6	38.6	100.0
	Total	158	100.0	100.0	

promotion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	never	103	65.2	65.2	65.2
	1	38	24.1	24.1	89.2
	2	8	5.1	5.1	94.3
	more than 2 times	9	5.7	5.7	100.0
	Total	158	100.0	100.0	

job category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	academic	131	82.9	82.9	82.9
	non-academic	27	17.1	17.1	100.0
	Total	158	100.0	100.0	

Frequencies

Statistics

		good opportunities	good prospect	glass ceiling
N	Valid	158	158	154
	Missing	0	0	4

Frequency Table

good opportunities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	3.2	3.2	3.2
	disagree	17	10.8	10.8	13.9
	neither disagree or agree	31	19.6	19.6	33.5
	agree	83	52.5	52.5	86.1
	strongly agree	22	13.9	13.9	100.0
	Total	158	100.0	100.0	

good prospect

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	1.9	1.9	1.9
	disagree	18	11.4	11.4	13.3
	neither disagree or agree	54	34.2	34.2	47.5
	agree	67	42.4	42.4	89.9
	strongly agree	16	10.1	10.1	100.0
	Total	158	100.0	100.0	

glass ceiling

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	12	7.6	7.8	7.8
	disagree	42	26.6	27.3	35.1
	neither disagree or agree	63	39.9	40.9	76.0
	agree	34	21.5	22.1	98.1
	strongly agree	3	1.9	1.9	100.0
	Total	154	97.5	100.0	
Missing	System	4	2.5		
Total		158	100.0		

Descriptives

APPENDIX 4

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
recruitment policy fair	158	1.00	5.00	3.3481	.93022
promotion policy is fair	158	1.0	5.0	3.468	.9285
monitoring on selection process systematic	157	1.0	5.0	3.248	.9034
monitoring on selection process systematic	156	1.0	5.0	3.250	.8917
appraisal system	155	1.0	5.0	2.994	1.0097
training and development	157	1.0	5.0	3.274	.9715
Valid N (listwise)	155				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Providing support my husband's career has caused problem for my own career	156	1.0	5.0	2.314	.9890
I have sacrificed my personal time to get where i am today	157	1.0	5.0	3.503	1.0599
I have sacrificed my personal time to get where i am today	157	1.0	5.0	3.146	1.0611
I have sacrificed time with my husband to get where i am today	157	1.0	5.0	3.121	1.1786
The right husband is the secret of a successful career	157	1.0	5.0	4.274	.7894
My husband is supportive of my career	157	1.0	5.0	4.344	.8063
A delay in starting a family until a career is established is beneficial to my career development	157	1.0	5.0	2.459	1.1065
The absent of family demands is beneficial for my career	156	1.0	5.0	2.603	1.0140
The majority of working women are unable to move due to family commitment	157	1.0	5.0	3.076	1.1067
Lack of adequate child care is an obstacle to women's career	154	1.0	5.0	3.747	.9467
Successful women tend not to have family	157	1.0	5.0	2.268	1.0152
Women can successfully combine a career and a family	157	1.0	5.0	4.051	.7990
Households chores are mainly my responsibility	157	1.0	5.0	3.497	1.0538
We organize domestic task on an equal footing	156	1.0	5.0	3.462	.8972
Family responsibility have interfered with my career	157	1.0	5.0	2.529	1.0412
Valid N (listwise)	154				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My superior takes the time to learn about my career goals and aspirations	156	1.0	5.0	2.968	.9396
My superior cares about whether or not i achieve my career goals	156	1.0	5.0	3.077	.9540
My superior keeps me informed about different career opportunities for me in the organization	156	1.0	5.0	2.936	.9276
My superior make sure i get credit when i accomplish something substantial on the job	158	1.0	5.0	2.987	.8886
My superior give me helpful feedback about my performance	158	1.0	5.0	2.994	.9273
My superior give me helpful advice about improving my performance when i need it	158	1.0	5.0	3.234	.9915
My superior supports my attempts to acquire additional training or education to futher my career	158	1.0	5.0	3.513	.8868
My superior provives assignment that give me the opportunities to develop and strengthen new skills	158	1.0	5.0	3.234	.9319
My superior assigns me special projects that increase my visibility in the organization	158	1.0	5.0	3.133	.9517
Valid N (listwise)	154				

Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with how much i have achieved in my career so far	158	1.0	5.0	3.101	1.0719
I believe that i have achieved my potential in the workplace	158	1.0	5.0	3.101	1.0232
I am happy with the amount that i am paid now	158	1.0	5.0	3.329	.9673
I believed that i should achieved more in my career	158	1.0	5.0	4.152	.8074
I am happy doing the kind of work i do now	158	1.0	5.0	4.044	.7848
I do not believed that i have achieved much at work	158	1.0	5.0	3.171	.9523
Valid N (listwise)	158				