# Decisive Factors of "Glass Ceiling" on Women Career Development in Malaysia

## Harniyati Hussin[1], Siti Normah Awang Tuah[1], Roszi Naszariah Nasni Naseri[2], Sharina Shariff [1], Norazlinda Mohammad[3], Norena Abdul Karim Zamri[3]

[1] Faculty of Business & Management, Universiti Teknologi Mara (UiTM), Malaysia, [2]Faculty of Business & Management, Universiti Teknologi Mara Melaka and Faculty of Technology, Management & Technopreneurship, Universiti Teknikal Malaysia, Melaka, [3]Faculty of Media & Communication, Universiti Teknologi Mara (UiTM), Malaysia.
Email: harniyati@uitm.edu.my

**Abstract**
Women may lead to face a lot of barriers in pursuing their careers. In Malaysia, it is being denied that factors of Glass Ceiling would give an impact towards women's career development as there have many opportunities opened towards women. The Glass Ceiling factor may be varying as it based on the researcher's perspective of the study. Thus, this study is being conducted to examine what is the main factor of the Glass Ceiling which could give an impact on women's career development. There are four factors that impact career women's development which include individual factors, family factors, organizational factors, and cultural factors. This study adopted quantitative research by distributing a set of questionnaires to collect data from 100 respondents in Malaysia. The data were analyzed using IBM SPSS Version 25 Software.  The results indicated that family factor and organizational factor has a significant impact on women career development.
**Keywords:** Women Career Development, Glass Ceiling, Individual Factor, Family Factor, Organizational Factor, Cultural Factor

**Introduction**
Career women in Malaysia is facing huge challenges, leaps and bounds of juggling two things in one time as a working lady and a housewife.  Working mothers have always worked a "double shift" a full day of work, followed by hours spent caring for children and doing household labor.  The negative perception of working mothers also has been shown to be important in determining career outcomes, together with the barriers experienced by those returning after a maternity break (Bennett, 2015). Studies continue to argue that a key prerequisite for entrepreneurial success is lightening women's domestic workload and especially in the patriarchal societies of developing economies where the sandwich

generation prevails, namely societies in which women are the primary homemakers and caregivers, regarding responsibility for housework, children and older dependent family members (Kamberidou, 2020). For example, in the patriarchal societies of Rwanda, India, Pakistan and South Africa, empirical evidence confirms that women's entrepreneurial endeavors are usually discouraged or constrained (Nsengimana, Chux & Robertson, 2018; Singh, 2017; Rastogi, 2015; Ndovela, 2016; Nambiar, 2016; Fatoki, 2016).

Cliché stereotyping do exist where women are seen as less competent, being emotional in giving decision, not action oriented, incompetent to work in technical fields or should not be dominant to hold for a top position in an organization.  As regards the digital entrepreneur, Malik (2017) argues that women's entrepreneurial journey is difficult, even in the emerging digital landscape.  Despite the progress made in recognizing and applauding women's entrepreneurial innovations, initiatives, contributions, and development (Scuotto et al. 2019), women entrepreneurs are underrepresented in Europe. This is certainly bringing sinister remarks for women career development as these contribute to bias, myth, inequality, stereotyping and depriving the human rights of work force as there should not be an ill judgmental on gender.

Manfredi (2017) identifies that invisible barriers such as the gendered construction of leadership and cognitive bias both position and evaluate women less favorably than men, preventing their career advancement. This is another primitive thought where some employers will have questioned and underestimate their capability on cognitive skills or competency to hold for an upper level position or management post as women are known to be emotional, impatient, reckless in teamwork or making hasty decisions or easily lost focus on managing and executing tasks.

It has been a widely become societal debates. This bad mental block should be changed as women should be valued not suppressed or isolated and never be a barrier for them to obtain better job positions, acquiring training development and courses   Therefore, even when the skills and performance levels of male and female employees are similar, rates of promotion favor men (Vempati, 2019). Not only is leadership too narrowly defined and based on male parameters, but notions of merit are also socially constructed (Manfredi, 2017). Current studies continue to emphasize the social and economic benefits of female entrepreneurship and leadership (Scuotto et al., 2019; Singh 2017, Chengadu & Scheepers, 2017, Cesaroni et al., 2017. Indeed, there is an organization in emerging countries that have a stringent perception of women making gender one of the major issues that discriminate women from being chosen as the leader in leading or managing a company.  Research shows that women's entrepreneurship in the so-called "emerging countries" (Cesaroni et al. 2017), although appreciated in alleviating poverty, is being disputed or restrained since it challenges traditional understandings of gender. This perception is hampering women from acquiring the managing position or serving in upper-level management. There exist stigma prejudices, bigot or stereotyping going on prohibiting women in attaining equal promotions and salary increment.

The company or organization in Malaysia should be more empathy and learn to be more open not being skeptical or felt being challenged by the issue of women feminist act.  A growing body of research (2011–2019) continues to discuss the behavioral characteristics, attributes,

motives, skills, and leadership styles of the female entrepreneur, along with the obstacles confronted, documenting case studies and strategies for success. Appreciating, treasuring and treating every career woman with bright ideas, leadership qualities, talents and skills equally is a must as they are part of the Malaysian human capitals that contribute to the growth of the political, social, economic growth and escalate the national income of the country. Amazingly, women in the 21$^{st}$ century in Malaysia is breaking the tradition culture empowerment by holding successful positions venturing into entrepreneur, CEO of an organization in managerial skills, not far by man such as being a professional pilot, engineer, architects, scientist so needless to say they should be looked upon to and dignified as a role model for all Malaysian. A combination of leadership styles 'in higher education leadership is vital because when women leaders work with women and men, staff and faculty positive transformation is likely to occur due to diversified experiences and ideas rather than those of gender homogeneous leaders' (Eliadis, 2018).

It is time for the Malaysian company to reduce the gender gaps, being more professional by cutting off the conventional tradition practice and be more flexible in recruiting and evaluating workers with job qualities based on qualifications, skills, talents and proficiency. More specifically, for women to be fully included in the Indian academy they should be represented in all decision-making bodies (statutory and non-statutory) and be part of the recruitment committees for Vice Chancellors and other high administrative positions (Chanana, 2016). Hence, the company should ensure the key elements such as hiring, interviews or evaluating job appraisal or reviews and promotions are conducted fairly for everyone regardless of gender. This promote total quality management, professional, inclusive by fostering a healthy culture not only reciprocal respect but also satisfaction for all the workers regardless of gender. Again, it is imperative to have clearly defined policies and processes which should be fair to everyone and address any issues related to gender inequality in recruitment and promotion. Additionally, there should be equal opportunities and performance standards for everyone instead of judgment because of one's gender (Rincón et al., 2017).

According to Department of Statistic Malaysia (2017), Malaysia decreased 0.1 percent of labor participation rate in March 2017 compared with the previous month, as shown. Even it shows a slight decrease but still it needs to recover back in order to fully utilized the labor participation and reduces the unemployment. Meanwhile, the employment rate also shows a decreasing of 0.01 percent in March 2017, which is good as people are participating in the labor force. In the Prime Minister's talk regarding Budget 2018, there was saying that Malaysia had experienced a decreased amount of labor participation of women in the working sector around 46 percent to be compared with others ASEAN countries. Therefore, Malaysia came out with a new planned which to empower women starting January 2018. Thus, in line with Malaysian policy the main objective of this study is to determine factors that could give a huge impact to the Women Career Development.

**Research Objectives**
The main aim is to explore the main factors that affect women's career development where it could block women's ability to have a career and role that is acceptable for their qualification level in either the government sector or the public sector. Thus, the specific objectives are as follows:

**RO1:** To examine the impact of individual, family, organizational and cultural factors on the women career development.
**RO2:** To identify the most important factors influencing the women career development in Malaysia.


**Literature Review**
**Women Career Development**
Career development or working advancement is used to fit employee's goal with the needs of an organization through a systematic, quality management approach. In line with Maslow's hierarchy of needs, career mobility including enhancing career development based on the performance appraisal simply provide self-esteem and motivation by encouraging employees to take opportunity on applying better job positions and achieving self-actualization upon meeting the organizational goals. Nevertheless, on the previous study show that, career advancement for women is much more difficult compared to men since they had to put aside education and career development to focus more on work and family life. This scenario brought barrier for some working women as they have to choose either fulfilling their career prospect or concentrating nurturing obligation on their family ties.

Women face barriers to progression within an organization, barriers which are not faced by their male counterparts. In many countries such as Japan, South Korea, India, and middle east countries while women are gaining managerial experience, they still encounter a glass ceiling. Research results confirm that career blockages for women appear at much earlier stages than for men, and that as women move up the managerial hierarchy, they are prohibited from enrolling jobs on science, technology, engineering field repeatedly encounter the glass ceiling. Catalyst (2018) shows that women currently hold 5 percent of CEO positions, 21.2 percent of board seats, 26.5 percent of executive/senior-level officials, and 36.9 percent of the first/middle-level officials and managers. This shows women at the lower level to the top-level management are still rare. It has been told that the scarcity of women in senior organizational may be a consequence of gender bias in evaluating of job appraisals. Such stereotypes are capable of influencing the evaluation of women workers. An evidence suggests that lack of systematic criteria and well-structured guidelines on evaluation processes in organization offer a possible explanation for biased decision making to continue, that affects the progression of women into senior managerial roles in many organizations. In fact, it is devastating to know that most decision making roles to be handled by men contributing to the negative stereotypical attitudes that serve as an explanation why women are not making their way into senior managerial and leadership roles in Malaysia at the same pace as their male colleagues at large.

Women's internal dispositions in terms of their own beliefs, attitudes, and perceptions, may also enable or constrain their career ambitions (McKelway, 2018). The impact of such cognitive forces on women's vocational behavior becomes even more imperative in traditional cultural settings where gender-based social learning that women are exposed to during adolescence, make them believe that they are less competent than men and hence they possess low self-efficacy which further restrict them from aspiring the various career-related outcomes (McKelway, 2018). In fact, those who manage to cross the entry-level barriers to employment are further exposed to harsh realities of workplace environment where women are still viewed as less committed to work due to their inclination towards

family responsibilities and are therefore denied higher positions despite their successful performance at work (Nath, 2000). Studies have demonstrated that although more women than men now enter medical school (AAMC, 2017) and women have made up almost half of matriculating medical students since the early 1990s they remain vastly underrepresented in leadership positions, especially in academic medicine (Shinohara, 2019).

From the previous research, men and women are being treated differently since childhood. On the top of that, both may differ in the aspects of perspectives, attitudes, communication style, and leadership style. This conclude that, men always been given opportunity to hold higher position in organization compared to women due to gender stereotypes. In addition, it is compulsory for an organization or company to have the knowledge in not only distinguishing on how different of women and men in pursuing their career but also practice gender equality in fairly reviewing the job performance based on equal standard procedures, giving promotions and wages. These organizations have reported positive outcomes such as escalating numbers of women now participating in key training, seminars, workshops and development activities, thus not only increasing on the number of women on the short list for promotions but also elevating on the quantity of women achieving more senior positions, increment salaries and career advance.

However, in contrast to that, we can see there are many successful Malaysian career women now are at par with men in various fields; so, nothing is impossible. Malaysian women should be bold, multi-tasking, and brave to chase their dreams, continue to inspire by carving their fullest potential achievements for the country, thus breaking the glass ceiling, and making us proud with their success. Thus, for that matter the organization should treat women as a source of human capital by getting their equal rights in developing their career, besides breaking the gender gap ego; have equal sense of respect and recognition for women in helping, transforming, boosting the Malaysian political stability, social, economic growth and development for the whole nation.

**Individual Factor**

Bombuwela & De Alwis (2013) implies that the individual factor is define regarding the personality and characteristic of a person which make them disadvantage from others such as level of confident, personal traits, and inability to sell themselves. Whereby, women have a most significant effect towards individual personality and characteristic such lack of confidence and difficult in coping with their emotion. Thus, this had created barriers to women while developing their career advancement. Further adding, by looking on the physical body, women also has disadvantages compared with men. Whereas, men are tough, while women are looks soft. Thus, both show a difference physically. While, in term of socialization, every individual is varied in learning and adapts the roles as influenced by gender roles and stereotypes. As both affected by gender roles and stereotypes, therefore women tend to speak and hear a language of connection and intimacy, whereas men tend to speak a language of status and independence (Goodman, 2007). In short, men show masculinity while women are femininity.

Thus, as women tend to have more disadvantage than men, therefore, it had made it difficult for women in developing their career advancement. Women show a significant of slack as to be compared with men. Whereby, women easy getting on too emotional when they

pressured with works (Bombuwela & De Alwis, 2013) since they have to handle dual responsibility at a time. By this, it makes people to have a perception on women, whereby women are difficult in coping with their emotion when they are stress facing the challenges compared men, whereby they are more relax facing the challenges. Therefore, most of organization would like to hire men than women, whereas for them, it is easier to handle men. On the other hands, even though women disadvantages in coping their emotion, but still women have an advantage that men do not have. According to Goodman (2007), the writer implies that women manager is lead more emphatic, persuasive, better listener, and more willing to consider other's point of view in dealing with their workers. Therefore, though it is easier for men to be engaged in work compared with women, but still women have a high of qualification as they are able to manage some dual roles at one time which is family and work engagement. Therefore, the organization should consider of women in getting their rights to develop their career besides taking care of their family responsibility.

*H1: Individual Factor has a significant impact towards women career development.*

**Family Factor**
Women tend to face a barrier in a way of developing their career. The barriers towards women in management still exist worldwide (Ismail, 2008). The barrier exists as women hold two roles in a time. Whereas women who have career are holding two responsibilities that they have to accomplish in one time which are working responsibility and family responsibility. Therefore, this is positively effects on women career development (Shakil, 2011). Holton and Dent (2016) found that the concerns over in the literature have not changed substantially over the decades. The career disadvantages of working part-time, along with derogatory perceptions and prejudices about working mothers, have been established across a number of occupations, industries, and nations, as well as the challenges faced by women seeking to juggle work and family obligations (McIntosh et al., 2012).

Bombuwela and De Alwis (2013) implies that most of women tend to leave their responsibility towards their family such housework and childcare as they are busy with their work life. It is difficult for career women balancing their work and family life fairly (Shakil, 2011), thus, this have put a conflict between work and family life on women career development. In the Prime Minister's talk regarding Budget 2018, there was saying that Malaysia had experienced a decreased amount of labor participation of women in the working sector around 46 percent to be compared with others ASEAN countries. Therefore, Malaysia came out with a new planned which to empower women starting January 2018. Most of women tend to abandoning their career when they face family problem such child care responsibility (Shakil, 2011), thus, the government had planned on build a child care center on every new office building which is beginning in Kuala Lumpur area first (Atiyah, 2017). By this, the government takes this initiative to build up the childcare center in order to give women opportunities to continue to work without have to worry about their child. Thus, it helps women balance their work life and family, whereby they accomplish two responsibilities in a time.

*H2: Family factor has a significant impact towards women career development.*

## Organizational Factor

Organizational factor is being explained on what the barriers are arises in an institution towards the development of career women. Feminist studies show that organizations actively reinforce gender differences, gendered power relations and the male-dominated gender order, both in paid and non-paid work (Acker, 2012). It is thus essential to question the ways in which gender influences what is perceived as an 'ideal worker' characteristic.

Sustaining women's subjective career success is crucial to increase organizational performance. This is because happy employees are more productive than those who are unhappy (Sharif, 2015). Hence, reducing women's glass ceiling beliefs may allow them to perceive subjective career success which in turn would affect organizational success as well. Helgesen (2017), for example, has described the "inhibitory environment in which women often struggle, particularly in the formative years of their careers, to find and use their voices".

With the belief of gender role, management always perceive that women do not place priority on career as compared to men (Ansari, 2016). Management has the impression that women lack the extra work hour availability as they hold parenting responsibility. Besides, women who are living alone are still discredited and women who reject to accept posting or training where they may have to live without their family are deemed as not ambitious in their career (Ansari, 2016). Besides, the masculine organizational culture makes organizational members believe that men perform better than women (Lathabhavan & Balasubramanian, 2017). Women in managerial positions are always given the non-significant tasks and some of them are restricted in operational roles instead of administrative roles (Sahoo & Lenka, 2016).

In organization, the cultural dynamics can create challenges for women who aspire or advance into leadership, including the problem of wage inequities and lack of supportive workplace priorities, policies, and reward structures (Kellerman et. al., 2014), second generation bias embedded in stereotypes or organizational practices (Ibarra et al. 2013), the need for more targeted mentoring (Keohane 2014) and leadership development programs oriented toward women (Ely et al., 2011). In fact, women with similar backgrounds compared to men are more likely to turn over and less likely to advance in the prestigious, fast-growing science, technology, engineering, and mathematics (STEM) fields (Lubinski, Benbow, & Kell, 2014). Such unequal organization culture (Acker, 2012) must be overcome since career disruption by women for family reasons has an adverse effect not only on women's career development but on the firm's human capital as they lose talented and experienced staff, adding to their attrition costs (Sharma, 2016).

*H3: Organizational factor has a significant impact towards woman career development.*

## Cultural Factor

In women career development, the cultural factor also plays a vital role. According to Kamberidou (2020) gender inequality and gender disparities are exacerbated and compounded by customs, beliefs, culture, and religion, and not only about entrepreneurial practices. Women face greater socio-cultural obstacles than the multitasking whirlpool in patriarchal societies of the developed countries. He added, in limiting some form of public event, family or the immediate social environment plays a major role, thereby discouraging

female entrepreneurship and leadership. Mehtap et al., (2016) added women are viewed as submissive and obedient to the male gender, a social reality that is "more prevalent in Islamic contexts characterized by conservative and patriarchal societies". Cachón (2018) also claimed that cultural and behavioral factors that concentrate more on stereotypes, power, and leadership style than on the organizational policies in question are social and gender considerations. There's one qualitative research done by Rana and Raju (2019) among working women that who have been working with administration related directly with higher education was found that the majority of the respondents agree that it was a culture that arose when they struggled in conversation to get their voices heard or to get work done when work is executed. They believe that a woman's opinion is often undermined. Besides, in other setting they also indicate that the culture and environment of the workplace has an impact and consequences on how a woman does her job and gets her goals met and her plans implemented. Rana and Raju (2019) added, in corporate society, the working culture and climate are much more toxic than the situation in the academic sphere, but there is still the presence of a glass ceiling. In the context of monetary incentives, although leadership positions and prejudiced treatment do not tend to support the important cause in any way to make it easier for women. Nsengimana et al., (2018) through their research on patriarchal perceptions that discourage women from embarking on entrepreneurial careers focused on recognizing how it feels to be a female entrepreneur in a patriarchal society, asserting that gender differences are reinforced by religion, culture, and customs (Kamberidou, 2020).

*H4: Cultural factor has a significant impact towards woman career development.*

Thus, as above-mentioned discussion it can be construed that the four factors - individual factor, family, organizational, and cultural - may significantly affect woman career development. Therefore, this study proposes the following framework (Figure 2).
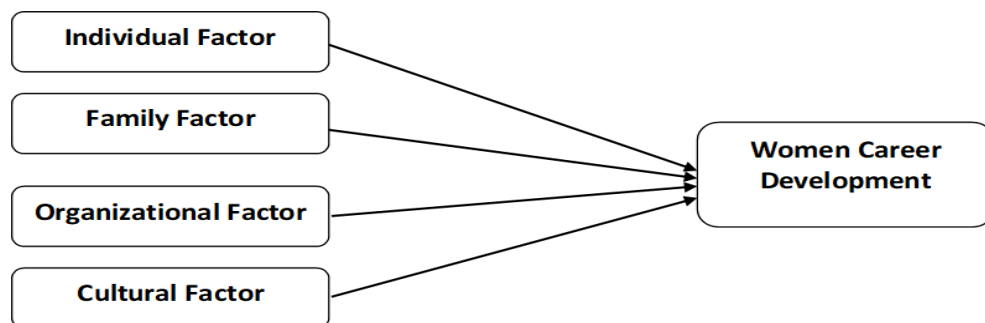


Figure 2: Theoretical Framework

**Methodology**

The study employed survey as the medium to collect data. A survey is best suited for studies that have people as the unit of analysis (Bhattacherjee, 2012). This study employed the non-probability sampling, a technique that does not use chance selection procedures. The respondents are working women in Seremban city. Based on the criteria, a total of 100 persons were purposely selected and used as sample for this study. They are assumed to have first-hand knowledge of the subject matter. Thus, purposive sampling technique was employed in this study. The purposive sampling technique, also called judgment sampling, is the deliberate choice of informant due to the qualities the informant possesses. It is a

technique in which an expert or experienced researcher selects the sample based upon some appropriate characteristics of the sample members. Besides, convenience sampling was also used for the purpose of this study in order to obtain those units or people most conveniently available. In essence, this sampling method allows researchers to use a sample that is convenient to obtain besides involving only those that agree to participate. The SPSS approach was employed to analyze the research model in this study.

**Result and Discussion**
Table 1 displays the respondents regarding on the question of which department that the respondent holds the position, most of the women career being positioned in the administration department that amounted 54 percent. By this, it shows that half of the respondents in the study are hold a job under administration department. Regarding the job position, it shows that the higher frequency of the respondent is holding a non-managerial position, which is 98 out of 163 respondents, with the percentage of 60.10 percent. Thus, it can be concluded that, most of career women in Seremban city is stayed in the administration department and holding a non-managerial position such clerical and ordinary staff. While the least job position of career women in Seremban city holds in supervisory or operative or also known as first line manager, whereas it amounted 13 persons. In addition, regarding the status of the respondents, mostly are married person.

On the other hands, based on monthly income of the respondents, career women in Seremban city, 73 of career women are getting a salary in the range of RM 1,001 to RM 2,500 a month. This shows that, most of career women received an income at par of the minimum amount of income in Malaysia as had been stated by the government in the Department of Statistic Malaysia (DOSM). Lastly, it shows that career women had mostly stayed in the organization around 3 to 4 years, whereby the amount is 27.0 percent. Thus, it shows that most of the respondents are in the middle level of collecting the experienced in the organization.

Table 1

*Profile of Respondents*

| Variables | | Frequency | Percentage |
|---|---|---|---|
| **Department** | • Administration | 88 | 54.0 |
| | • Finance | 16 | 9.8 |
| | • Human Resources | 6 | 3.7 |
| | • Marketing | 34 | 20.9 |
| | • Operation | 16 | 9.8 |
| | • Research and Development | 3 | 1.8 |
| **Job Position** | • Non managerial | 98 | 60.1 |
| | • Supervisory/ First Line Manager | 13 | 8.0 |
| | • Middle Level/ Executory | 38 | 23.3 |
| | • Top Level/ Administrative Level | 14 | 8.6 |
| **Status** | • Single | 73 | 44.8 |
| | • Married | 90 | 55.2 |
| **Monthly Income** | • Below RM 1,000 | 28 | 17.2 |
| | • RM 1,001 – RM 2,500 | 73 | 44.8 |
| | • RM 2,501 – RM 3,500 | 31 | 19.0 |
| | • RM 3,501 – RM 4,500 | 18 | 11.0 |
| | • RM 4,501 and above | 13 | 8.0 |
| **No. of Years Working in the Organization** | • Less than 1 year | 39 | 23.9 |
| | • 1 year – 2 years | 21 | 12.9 |
| | • 3 years – 5 years | 44 | 27.0 |
| | • 6 years – 10 years | 24 | 14.7 |
| | • Over 10 years | 35 | 21.5 |

**Reliability Test Analysis**

Table 2 shows that all of the variables of Cronbach's Alpha, α are above 0.60. Hence, all of the variables are acceptable in the study. Thus, this shows that the variable is good. The second highest Cronbach's Alpha, with α at 0.883 is family factor. The α shows of a good Cronbach'a Alpha with 6 items. With this, the family factor variable is accepted in the study. Individual factor α is 0.854 with 6 items. Thus, it shows that the individual factor also accepted in the study where the Cronbach's Alpha shows a good. All of the 6 items of the questionnaires is being accepted overall of the study. The cultural factor also shows of a good where the Cronbach's Alpha, α is 0.814 with 6 items also. Therefore, cultural factor is being accepted in the study. Meanwhile, the Cronbach's Alpha of the organizational factor is above the par which is α at 0.684 with 4 items. Even though α is the lowest among the other variables, still this shows that the variables are accepted as α is not below 0.600. Hence, all of the variables in the study is accepted.

Table 2

*Cronbach's Alpha Reliability Test*

| VARIABLES | CRONBACH'S ALPHA | NUMBER OF ITEMS |
|---|---|---|
| **Women Career Development** | 0.887 | 6 |
| **Individual Factor** | 0.854 | 6 |
| **Family Factor** | 0.883 | 6 |
| **Organizational Factor** | 0.684 | 4 |
| **Cultural Factor** | 0.814 | 6 |

**Regression Analysis**

Based on the summary of Table 3, the standardized coefficient (Beta value) for most of the hypotheses is more than 0.1 except H4: Cultural Factor to Woman Career Development. A standardized coefficient greater than 0.1 is acceptable as it signified the strength effect. Thus, from the results, it is shown that individual factors, family factors, and organizational factors have an impact on women's career development. The t-value for H3 and H4 is greater than 1.96, which means that there is a significant impact of family factors and organizational factors on woman's career development. Besides, P-value for H3 and H4 lower than 0.05 except for H1 and H4. This means that family factors and organizational factors have a significant impact on women's career development.

The R-square value based on regression analysis is 0.639, which is more than half are a strong enough of research. Thus, by this it indicates that 64 percent of the women career development are explained on the factor of glass ceiling which are individual factor, family factor, organizational factor, and cultural factor. The remaining of 36 percent are represented by the other factor of the outcome, glass ceiling factor.

Table 3

*Summary of Regression Analysis*

| **Coefficients** | | | | |
|---|---|---|---|---|
| **Model** | | **Standardized Coefficients** | **T-value** | **P-value** |
| | | **Beta** | | |
| **1** | **(Constant)** | | 1.568 | .119 |
| | **Individual Factor** | .113 | 1.815 | .219 |
| | **Family Factor** | .506 | 5.224 | .000 |
| | **Organizational Factor** | .300 | 3.650 | .000 |
| | **Cultural Factor** | -.047 | -.628 | .612 |
| a. Dependent Variable: Women Career Development | | | | |

## Conclusions and Policy Implications

The aim of this study was to determine factors that could give a huge impact to the Women Career Development, based on the experience of a female worker in Malaysia. The results reveal that family factor and organizational factor has a significant impact on women career development in Seremban city. The results confirm a previous study by Ismail and Ibrahim (2008), as women face a role conflict where they need to obligate two roles in a time. Therefore, housework chore is positively effect on the women career (Shakil, 2011). Further adding, Charles and Davies, 2000 added that, as women could not run away from work life and the childcare responsibility, hence, women tend to leave the organization. It is because of the lack of childcare facilities has been women career barrier (Simpson, 2004), Therefore, family factor impact on women career advancement as women would prefer to put their family first in every situation. Besides, organizational factor also has a significant impact on women career development towards career women in Seremban city. Even though some said that gender stereotype does not exist (Rai and Srivastava, 2008). But still, the result of the study shows that, organizational factor has an impact towards women career development. It is in line with the study by Ismail and Ibrahim (2008) that most of organizations are male oriented. Whereby, organizations prefer to employ an experienced male worker rather than hiring women (Hooi, 2008), since women lack in skill and experience (Ismail and Ibrahim, 2008).

On the other hand, the individual factor and cultural factor is not significant. Thus, this implies that both of the factor has not impacted on the women career development in Seremban city. It shows that they are not mixed their family matter in the workplace. The result is similar with Rotondo (2003) study where women able to cope with emotion and able to manage stress. Furthermore, career women in the Seremban city do not impacted from the cultural factor. From the results it can be seen that women get the equal treatment like men do. It is contradicted with the career women in the Arab region, whereby according to Kemp and Zhou (2016), Muslim women in the Arab region facing a gender discrimination. It is because of their culture belief on men should be the breadwinner instead of women. Thus, Muslim women in Arab do not receive an equal status of promotion.

Addressing women's concerns in a manner acknowledges their roles within a rapidly changing economic environment will be a challenging and continuing task. The current economic downturn has brought into sharper focus the need for women workers' skills improvement. A key principle of current management holds that 21st century knowledge economies are competing on skills and talent. Therefore, attracting and retaining qualified women in the workforce become a key challenge in today's economics. Thus, this study is in line with Malaysian government policy to encourage reforms under the Economic Transformation Program (ETP) by acknowledging the factors that could give a huge impact to the Women Career Development.

The extensive research on micro level and macro level factors on women career of development (Philips & Imhoff, 1997) and this study carried out specifically for Malaysia in Seremban city scope. The scare current literature exists about the factors that facilitate such development. The underpinning of career development theoretical construct from career development theory with a differently feature treated with mean characteristics to fit the employees' goal that in line with Maslow's hierarchy of needs, career mobility, self-esteem

and motivation encouraging women employees. The holistic overview on both of factors micro and macro factors have tendency to influence women in career development in different perceptive angle from men. Hence, Women's internal dispositions in terms of their own beliefs, attitudes, and perceptions, may also enable or constrain their career ambitions by McKelway, 2018. Therefore, women career development has a barrier existed form men due to women also play a role in manage the family life. These would be the theoretical and contextual contribution to the body of research

The significant study to the existing knowledge were the systematic criteria and well-structured research on different belief, decision and perception among women career development compare to man capability that can be equal-treated by different and limit characteristics to women into career progress in an organization, despite negative stereotypical attitudes to women in chasing into senior managerial and leadership role. The new outcome and different study conducting between different man and women characteristics and capability had contributing the significant impact to women opportunity in their career progression at large.

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