



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN CAREER ADVANCEMENT
BARRIERS TOWARDS THE JOB PERFORMANCE AMONG
WOMEN EMPLOYEE: A STUDY IN MEDICAL FIELD OF
PUBLIC CLINIC IN KOTA SAMARAHAN, SARAWAK**

Peggy Anak Tengku

**Bachelor of Science with Honours
(Human Resource Development)**

2021

UNIVERSITI MALAYSIA SARAWAK

Grade: A

Please tick (✓)

Final Year Project Report

Masters

PhD


DECLARATION OF ORIGINAL WORK

This declaration is made on the 27TH day July 2021.

Student's Declaration:


I PEGGY TENGKU 67477 FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT hereby declare that the work entitled, THE RELATIONSHIP BETWEEN CAREER ADVANCEMENT BARRIERS TOWARDS THE JOB PERFORMANCE AMONG WOMEN EMPLOYEE: A STUDY IN MEDICAL FIELD OF PUBLIC CLINIC IN KOTA SAMARAHAN, SARAWAK is my original work. I have not copied from any other students' work or from any other sources except where due reference or acknowledgement is made explicitly in the text, nor has any part been written for me by another person.

27th July 2021
Date submitted


Peggy Tengku (67477)

Supervisor's Declaration:

I PUAN NIK NOR SYAMIMI BT MD NOR hereby certifies that the work entitled THE RELATIONSHIP BETWEEN CAREER ADVANCEMENT BARRIERS TOWARDS THE JOB PERFORMANCE AMONG WOMEN EMPLOYEE: A STUDY IN MEDICAL FIELD OF PUBLIC CLINIC IN KOTA SAMARAHAN was prepared by the above named student, and was submitted to the "FACULTY" as a * partial/full fulfillment for the conferment of BACHELOR OF SCIENCE WITH HONOURS (HUMAN RESOURCE DEVELOPMENT), and the aforementioned work, to the best of my knowledge, is the said student's work

Received for examination by: 
(NIK NOR SYAMIMI BT MD NOR)

Date: 5 August 2021

I declare this Project/Thesis is classified as (Please tick (√)):

- CONFIDENTIAL** (Contains confidential information under the Official Secret Act 1972)*
 RESTRICTED (Contains restricted information as specified by the organisation where research was done)*
 OPEN ACCESS

Validation of Project/Thesis

I therefore duly affirmed with free consent and willingness declared that this said Project/Thesis shall be placed officially in the Centre for Academic Information Services with the abide interest and rights as follows:

- This Project/Thesis is the sole legal property of Universiti Malaysia Sarawak (UNIMAS).
- The Centre for Academic Information Services has the lawful right to make copies for the purpose of academic and research only and not for other purpose.
- The Centre for Academic Information Services has the lawful right to digitise the content to for the Local Content Database.
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis for academic exchange between Higher Learning Institute.
- No dispute or any claim shall arise from the student itself neither third party on this Project/Thesis once it becomes sole property of UNIMAS.
- This Project/Thesis or any material, data and information related to it shall not be distributed, published or disclosed to any party by the student except with UNIMAS permission.



Student's signature _____

27th July 2021



Supervisor's signature: _____

Current Address:

No 168. Lorong Merdang Gayam 7A, 94300 Kota Samarahan, Sarawak.

Notes: * If the Project/Thesis is **CONFIDENTIAL** or **RESTRICTED**, please attach together as annexure a letter from the organisation with the period and reasons of confidentiality and restriction.

[The instrument was duly prepared by The Centre for Academic Information Services]

The project entitled “The Relationship Between Career Advancement Barriers Towards The Job Performance Among Women Employee: A Study In Medical Field Of Public Clinic In Kota Samarahan, Sarawak” was prepared by Peggy Tengku and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

Received for examination by:



(NIK NOR SYAMIMI BT MD NOR)

Date:

5 August 2021

Gred

A

**THE RELATIONSHIP BETWEEN CAREER ADVANCEMENT BARRIERS TOWARDS
THE JOB PERFORMANCE AMONG WOMEN EMPLOYEE: A STUDY IN MEDICAL
FIELD OF PUBLIC CLINIC IN KOTA SAMARAHAN, SARAWAK**

PEGGY ANAK TENGKU

This project is submitted in partial fulfilment of the requirements for a
Bachelor of Science with Honours
(Human Resource Development)

Faculty of Cognitive Sciences and Human Development

UNIVERSITI MALAYSIA SARAWAK

2021

ACKNOWLEDGMENTS

First, I would like to take this opportunity to delivery my appreciation to my supervisor, Madam Nik Norsyamimi bt Md Nor, who had spent her valuable times in guiding me with passion to complete this final year project. I received a lot of encouragement and advice from her throughout the process completing my final year project. My final year project would never have completed without his guidance.

Besides, I am also glad that Universiti Malaysia Sarawak and Faculty of Cognitive Science and Human Development to provide me this opportunity to involve in this final year project of my degree. I have learnt and experienced in different aspects in my degree life. In addition to the above, I would also like to thank the organization that allowed me to conduct this research. Furthermore, the employees in the organization are also very cooperative throughout the research process. Moreover, I would also like to thank both my beloved parents who supported to me and were concerned about me when I was doing my final year project. They gave massive encouragement and support throughout the process when I complete my final year project.

Lastly, I would like to express my enormous gratitude to my best friends throughout my degree journey, Nurhaifa Hazirah, Farra Adura, Michelle Rabiah, and Bernadette Sanga, who are willing to spend and share their times and knowledge in guiding and supporting me throughout the process of completing this final year project.

TABLE OF CONTENT

LIST OF TABLES	v
LIST OF FIGURES	vi
INTRODUCTION	9
1.1 Introduction	9
1.2 Background of Study	9
1.3 Problem Statement	10
1.4 General Objective.....	12
1.4.1 Specific Objectives	12
1.5 Research Hypothesis	12
1.6 Conceptual framework	13
1.7 Significance of study	14
1.8 Limitation of Research.....	14
1.9 Definition of Term	15
1.10 Conclusion.....	17
CHAPTER TWO LITERATURE REVIEW	18
2.0 Introduction	18
2.1 Issues related to topic and past similar findings.....	18
2.1.1 Barriers in women’s career advancement.....	18
2.1.2 Career Advancement.....	19
2.1.3 Work-life balance.....	20
2.1.4 Gender Stereotypes	21
2.1.5 Mentoring support.....	22
2.1.6 Training and development	23
2.2 Theory/Model related to the study	24
Social Role Theory	24
CHAPTER THREE	27
METHODOLOGY	27
3.0 Introduction	27
3.1 Research Design.....	27
3.2 Population, Sample & Sampling Procedure.....	28
3.3 Research Instrument.....	30
3.3.1 Section A: Demographic.....	31

3.3.2	Section B: Gender Discrimination and Career Advancement	31
3.3.3	Section C: Family Responsibility and Organization Tenure (Length of Service) ..	31
3.4	Pilot Study.....	31
3.5	Validity and Reliability.....	33
3.6	Ethics of the Study	33
3.7	Data Collection Procedure	33
3.8	Data Analysis Procedure	34
3.8.1	Descriptive Statistics	35
3.8.2	Inferential Statistics	35
3.9	Summary	36
CHAPTER FOUR.....		37
FINDINGS AND DISCUSSIONS		37
4.0	Introduction	37
4.1	Demographic Profile of Respondents	37
4.1.1	Age	37
4.1.2	Race.....	39
4.1.3	Marital Status	41
4.1.4	Education Level.....	43
4.1.5	Monthly Income	45
4.1.6	Length of Service	47
4.2	Reliability Analysis	49
4.3	Normality Test.....	51
4.4	Research Findings and Discussion.....	54
4.4.1	Relationship between Work-life Balance and Job Performance	54
4.4.2	Relationship between Gender Stereotype and Job Performance.....	56
4.4.3	Relationship between Mentoring Support and Job Performance	57
4.4.3	Relationship between Training and Development and Job Performance	58
4.5	Summary	59
CHAPTER FIVE		60
DISCUSSION, IMPLICATIONS AND RECOMMENDATIONS		60
5.0	Introduction	60
5.1	Research Summary.....	60

5.2	Discussions.....	62
5.2.1	Discussion on Work-life Balance and Job Performance.....	62
5.2.2	Discussion on Gender Stereotypes and Job Performance.....	64
5.2.3	Discussion on Mentoring Support and Job Performance.....	66
5.2.4	Discussion on Training and Development and Job Performance.....	67
5.3	Implications.....	68
5.3.1	Implications to Organization.....	68
5.3.2	Implications to Future Research.....	69
5.4	Limitations of the Study.....	69
5.5	Recommendations.....	70
5.5.1	Recommendations for Organization and Human Resource Practitioners.....	70
5.5.2	Recommendations for Future Research.....	71
5.6	Chapter Summary.....	71
	REFERENCES.....	72
	APPENDIX.....	75

LIST OF TABLES

Table 1.1 Conceptual Definition and Operational Definition of Terms	15
Table 2. 1 Krejcie & Morgan’s Sample Size Determination Table	28
Table 3. 1 Five-Point Likert Scale used in Section B and Section C.....	30
Table 4. 1 The Reliability of Pilot Study	32
Table 5. 1 Age of Respondents	38
Table 6. 1 Race of Respondents.....	39
Table 7. 1 Marital Status of Respondents	41
Table 8. 1 Education Level of Respondents	43
Table 9. 1 Monthly Income of Respondents.....	45
Table 10. 1 Length of Service of Respondents	47
Table 11. 1 Reliability Statistics for Pilot Study.....	49
Table 12. 1 Reliability Statistics for the Study	50
Table 13. 1 Correlation between work-life balance and job performance.....	54
Table 14. 1 Correlation between gender stereotype and job performance	56
Table 16. 1 Correlation between training and development and job performance	58
Table 17. 1 Summary of Hypotheses Testing Results	59

LIST OF FIGURES

Figure 2. 1 Age of Respondents.....	38
Figure 3. 1 Race of Respondents	40
Figure 4. 1 Marital Status of Respondents.....	42
Figure 5. 1 Education Level of Respondents	44
Figure 6. 1 Monthly Income of Respondents.....	46
Figure 7. 1 Length of Service of Respondents.....	48
Figure 8. 1 Q-Q plot for Work-life Balance	51
Figure 9. 1 Q-Q plot for Gender Stereotypes.....	52
Figure 10. 1 Q-Q plot for Mentoring Support.....	52
Figure 11. 1 Q-Q plot for Training and Development	53

ABSTRACT

Career advancement barriers (work-life balance, mentoring support, gender stereotypes, and training and development) among women employees is a major concern by individuals who are still under employment in any organizations. Therefore, this concern is not only involving the employees but also the organization. In order to achieve career advancement, job performance has become a consideration and it has been proven that it contributes to career advancement in the past studies. The purpose of this study is to examine on the barriers of career advancement and how does it influence and give impact towards the job performance of female employees in medical field in Kota Samarahan, Sarawak. In this study, questionnaires were distributed to 70 female employees in this particular field. Pearson Correlation were used to test the hypotheses of this study. All of the hypotheses were accepted. Thus, the results of the study indicated that the barriers of career advancement have a significant relationship with job performance. The findings of the study may provide beneficial information to the organizations, HR practitioners, and future researchers for the purposes of enhancing the barriers of career advancement among women employees towards their job performance.

Keyword: Career success, job performance, work-life balance, mentoring support, gender stereotypes, training and development

ABSTRAK

Halangan kemajuan kerjaya (keseimbangan kerja-kehidupan, sokongan bimbingan, stereotaip jantina, dan latihan dan pembangunan) di kalangan pekerja wanita menjadi perhatian utama individu yang masih dalam pekerjaan di mana-mana organisasi. Oleh itu, kebimbangan ini bukan sahaja melibatkan pekerja tetapi juga organisasi. Untuk mencapai kemajuan kerjaya, prestasi kerja telah menjadi pertimbangan dan telah terbukti bahawa ia menyumbang kepada kemajuan kerjaya dalam kajian yang lalu. Tujuan kajian ini adalah untuk mengkaji halangan kemajuan kerjaya dan bagaimana pengaruhnya dan memberi kesan terhadap prestasi kerja pekerja wanita dalam bidang perubatan di Kota Samarahan, Sarawak. Dalam kajian ini, soal selidik diedarkan kepada 70 pekerja wanita dalam bidang ini. Pearson Correlation digunakan untuk menguji hipotesis kajian ini. Semua hipotesis diterima. Oleh itu, hasil kajian menunjukkan bahawa halangan kemajuan kerjaya mempunyai hubungan yang signifikan dengan prestasi kerja. Penemuan kajian ini dapat memberikan maklumat yang bermanfaat kepada organisasi, pengamal SDM, dan penyelidik masa depan untuk tujuan meningkatkan halangan kemajuan kerjaya di kalangan pekerja wanita terhadap prestasi kerja mereka.

Kata kunci: Kejayaan kerjaya, prestasi kerja, keseimbangan kerja-kehidupan, sokongan bimbingan, stereotaip jantina, latihan dan pembangunan

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This research discussed about the factors affecting barriers of career advancement towards job performance of women employment. There are several significances that can comprehend about the investigation of this topic towards female employees of public medical field in Kota Samarahan, Sarawak. This research is being conducted using quantitative method to explore about the factors affecting barriers of career advancement towards job performance of women employees on medical field of public clinics in Kota Samarahan, Sarawak.

This chapter covers about the background of study, problem statement and research objectives. Besides, it also covers about the research question, significance of study, limitation of study and definition of terms.

1.2 Background of Study

The main focus of this research is to explore wider on the barriers of career advancement and how does it influence and give impact towards the performance of female employees. Recently, unequalled workforce composition changes had resulting in women's participation in the workforce (Adhikary, 2016). However, the numbers of women employment can differ significantly within the organization, with more women appointed to junior level roles (Adhikary, 2016). According to Abalkhail (2019), women with higher education should be given opportunity to participate in the workforce to maintain the economic sustainability, therefore, with higher education, women can lock themselves from the hidden gender discrimination in organization.

Recently, women employment in the workforce has gained significant attention from the viewpoint of career advancement. In the perspective of the increasing number of women in the workforce, which is considered normal, only a very small minority holding top-level positions in the industry and public administration (Adhikary, 2016). In order to hold higher level management positions, women are still seen as fragile, sensitive and unaggressive. It is noticed that discrimination on gender tends to scale up to the senior level (Nilufer Azeez & Priyadarshini, 2018). Today, especially in science sector, women's under-representation in top managerial level has become a major issue in politics, and there is a large research body which focuses on gendered socialization processes, the educational system and the problems of reconciling work and family life (Thege, Popescu-Willigmann, Pioch, Badri-Höher, & Wanka, 2014).

1.3 Problem Statement

The involvement of women labour force is one of the crucial changes for the last decades. Hence, women had achieved a significant progress due to their participations in the industries. However, the number of women in decision-making, especially in the public sector, is still very limited. (Saadin, Ramli, Johari, & Harin, 2016).

In the past studies, women's career growth are often hindered by restraints (social expectations and responsibilities placed on women that may limit their career potential), constraints (internalized patterns of behaviour and attitudes that result from gender socialization), and barriers (external variables as overt and covert discrimination that make entry or advancement in a field more difficult for women than men) (Adhikary, 2016). Socialization is a theory that explains the women's under-representation. In line with this, women involvement advocates focus on building and exploiting informal and instrumental relationships to attain leadership roles (Adhikary, 2016). However, with the increasing tendency in the number of woman employment,

the proportion of women at upper levels are still very small. Hence, gender does not play a crucial role in a person's ability to lead (Alfarran, Pyke, & Stanton, 2018). To simplify, although the involvement of women employees increased in labour force, workforce composition is highly monopolized by masculinity.

On a side note, estimated 500,000 of Malaysian women are "missing" from the labour force. These "missing" are often found that Malaysian women are prefer to seek better opportunity abroad (Saadin et al., 2016). Therefore, changes in family and work commitment and other aspects are crucial for women to maintain their skills. The management barriers for women, particularly in public sector are still exist worldwide. Researchers conclude that, on the evidence of a significant number of studies, there is still a view of "think manager, think male" syndrome that is considered globally especially among males in the public sector (Saadin et al., 2016). As stated in Saadin et al. (2016), the condition of integrating professional women in Malaysia, especially in the workforce or higher management roles are yet to be a sensitive problem that needs to be discussed. With the existence of education and the changing role that women have played, they are still managed to engage in the public administration and upgrade to upper management level. Some may assume that women may or may not participate in the labour force once they are married and raise children. However, most of women today are still following this career pattern although may some women are still prefer to stay in the labour force (Saadin et al., 2016).

Women progressed slower in organization compares to men. They often figure themselves in a tough situation when they have to decide between their family obligations and their career development (Sakshi Sharma & Kaur, 2019). Besides, women appeared to spend more hours on family activities than men, but the hours of work were equal for men and women. (Yet-Mee, Luen Peng, & Chan Yin - Fah, 2013). Therefore, the total time and energy spent on family and work was too intense for women to perform all tasks well or happily (Yet-Mee et al., 2013). Traditionally, society has consistently stated that the place of women is at home (Saadin et al.,

2016). Women's slow progress to higher levels of the organization often results from having less fully developed informal networks than men. Women tended to use their informal networks where men were more instrumentally active to promote their careers. Therefore, women missed out the opportunity to “schmooze with decision makers” (Nilufer Azeez & Priyadarshini, 2018). Therefore, a study on barriers of career advancement towards job performance of women employment should be well focused and to be examined more in Malaysian context.

1.4 General Objective

To identify on the barriers of career advancement and how does it influence and give impact towards the job performance of female employees.

1.4.1 Specific Objectives

The specific objectives of this research include:

- i. To understand on the understanding of barrier of career advancement towards job performance.
- ii. To determine factors contribute to barrier of career advancement towards job performance.
- iii. To understand the implications of barrier of career advancement towards job performance.

1.5 Research Hypothesis

The aim of this research is to explore the understanding, factors contribute and implications of barrier of career advancement towards job performance of female employees.

Research hypothesis 1: There is a significant relationship between work-life balance and job performance.

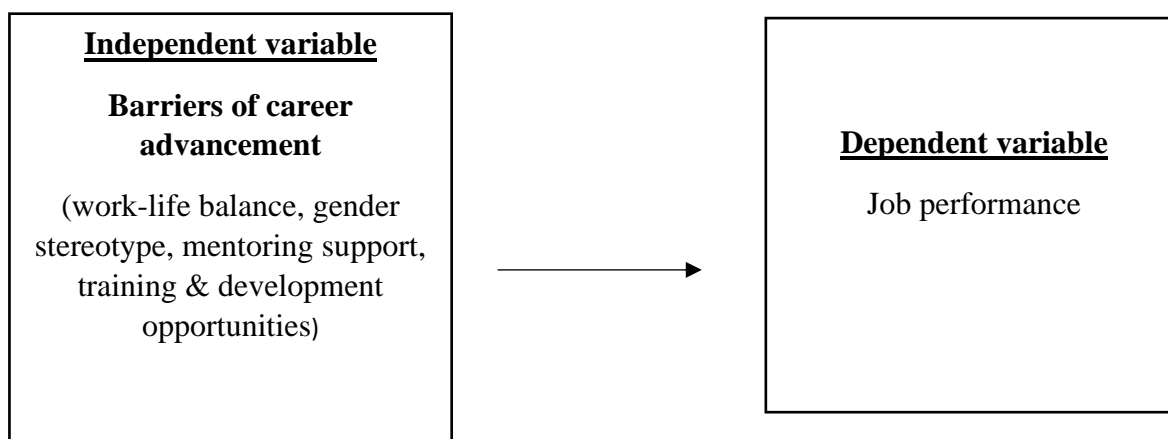
Research hypothesis 2: There is a significant relationship between gender stereotypes and job performance.

Research hypothesis 3: There is a significant relationship between mentoring support and job performance.

Research hypothesis 3: There is a significant relationship between training and development and job performance

1.6 Conceptual framework

In this research, the conceptual framework is as shown in Figure 1.1. The first part is the independent variable, which comprise barrier of career advancement. In this study, barrier of career advancement consists of four items including family-work balance, institutional discrimination, lack of mentoring, and limited training and development opportunities. The second part is dependent variable, which is job performance.



Source: *Adapted and modified from Saadin et al. (2016), Shweta Sharma, Gangwani, & Al Fryan (2019), Yet-Mee et al. (2013)*

Figure 1. 1 Conceptual Framework

1.7 Significance of study

This study contributes to enhance knowledge about the importance of women participation in an organization. Besides, it is also focused on the barriers affecting career advancement of women employment. This study contributes to outlining factors and implications that may contribute to the barrier of career advancement of female employees towards their job performance. It is crucial for the organization to have the audacity to trust women participation in the workplace for them to achieve their career. Therefore, organization should perceive that women have the credibility and potential to pursue their career, similar to the men. Hence, women participation in the organization can effectively runs the organizational management smoothly.

Next, this study also helps to identify that gender stereotypes still exist in today's world, where the workforce monopolized by the masculinity. Women involvement in the labour force often called as weak and under-represented. Therefore, the result of this study can provide ideas and awareness to the organization that the women employment is beneficial and brings betterment to the management as well as the growth of the organization.

Lastly, this study may provide new source of references for the future researcher that are interested in carrying out similar research. Besides, the findings from this study might help to facilitate in conducting different research by providing information related to women employment and career advancement.

1.8 Limitation of Research

There several limitations in conducting this research. First, the respondents of this research are made up of women medical staffs from selected public clinics in Sarawak, which is from Kota Samarahan. Only employers from the selected city have been selected to provide data for this

study. Therefore, the results interpretation is only limited to local context. Next, another limitation in conducting this research is that this study is least execute in Malaysia especially among women employment in medical field. Besides that, the respondents' personal knowledge and experience might affect the interpretations and conclusions related to the research. Hence, the data gathered is limited and less information can be retrieved.

1.9 Definition of Term

Table 1.1 Conceptual Definition and Operational Definition of Terms

Definition of Term	Conceptual Definition	Operational Definition
Career Advancement	Career advancement is usually conceived as in the management ranks there is promotion and increasing in salary, and it was explained by the organizational, interpersonal, and individual theories (Nur Azreen Bt Ab Hadi, 2019).	Career advancement is a process by which employees across their field uses their skill sets and determination to achieve new career goals and challenging job opportunities.
Career	Definition of career is about one's person work experiences over time. Other than that, subjective careers, it reflects that person sense about his or her career and	Career is a progress and action taken by an individual in their life for their job. To simplify, career is about the title earned, jobs held and works that accomplished in a

	<p>what they will become (Nilufer Azeez & Priyadarshini, 2018).</p>	<p>long term of time. Employees that changed jobs often are easily to get advancement in their career.</p>
<p>Work-life balance</p>	<p>Work-life balance is a state of equilibrium in which an individual prioritize the demand of his/her career and the demand of his/her personal life (Sanfilippo, 2020).</p>	<p>Work-life balance refers to the prioritization level of an individual towards his/her personal and professional life.</p>
<p>Gender Stereotype</p>	<p>Gender stereotype refers to overgeneralization of attributes, characteristics and differences of a group of individual based on gender (Liu & Ngo, n.d.-a).</p>	<p>Gender stereotype is a generalized view towards characteristics or attributes that possessed by man and woman or roles that should be performed by man and woman.</p>
<p>Mentoring support</p>	<p>Mentoring refers to a relationship that developed to give support and build confidence to the mentee in helping them to take control</p>	<p>Mentoring is a supportive and positive relation between mentor and mentee in encouraging people to develop potential.</p>

	on their development and work (Yet-Mee et al., 2013)	
Training and development	Training and development is a program provided with information and instruction develop by the organization to enhance skills and knowledge of employees in performing better specific tasks (Azmi, Ismail, & Basir, 2012).	Training and development refer to a program in helping employees to learn new skills and knowledge in order to improve their performance in their current roles.

1.10 Conclusion

As a summary, this chapter discuss about the introduction and overview of this research which is the barriers of career advancement towards job performance of women employment. Among important areas that were discussed includes the background of study, problem statement, research questions, and research objective. Next, a conceptual map was crafted to depict the independent variable and dependent variable, followed by significance of study and limitation of study which focused on the problems faced by the researcher. Lastly, this chapter ended with definition of terms, explained conceptionally definitionally. The next chapter will focus on literature review.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter gathered and gained significant and insightful knowledge from various sources such as articles and journals which are related to this research about women career advancement. In this chapter also focus on career advancement among women regarding that past research that are related and recognize the flow of understandings.

2.1 Issues related to topic and past similar findings

2.1.1 Barriers in women's career advancement

Barriers refer to as cause, phenomenon or occurrence that control or prevent access to individual from making progress. Barriers that real or perceived by the recipient, can be tangible or intangible. In today's world, most of the organizations are competing to hold on their best women employees. However, according to Saadin et al. (2016) , the emergence of barriers, such as biasness and glass ceiling, makes it hard to do so. Therefore, it is important to recognize the obstacles faced by women in order to conquer the glass ceiling and eliminate the challenges faced by women from leveraging their ability and to consider career strategies used by successful women to overcome barriers related to work-life balance.

Career advancement is used in an organized approach to align the objective of an individual with the expectations of an organization. According to Kow Kwah & Lee (2012) as cited in Saadin et al. (2016), career advancement is characterized as an individual behavioural mechanism that influence choice of profession, integration of positions, career pattern and identification, decision-making style and work values. There are several reasons for career advancement to be recognized, including optimizing existing performance, encouraging employees to take advantage of potential

employment, and reaching corporate priorities and objectives. On a side note, previous study indicates that, women's career advancement has become more complex than men, and they have to set aside career growth and education in order to give more focus on work and family life (Saadin et al., 2016). This condition posed a conflict between the fulfilment of the obligations of the job and the duty to the family.

According to Karen (2013) as cited in Saadin et al. (2016), as more women joining the workforce in today's world, their inability to climb the top managerial positions often become a research and debate. Women often face barriers to progression within the workplace, which are not experienced by the male co-workers. In other countries, women may still experience glass ceiling despite the specialized skills they obtained. Research findings confirm that career blockages for women emerge much more earlier than for men, due to women step up to the management ranks, they repeatedly face glass ceiling (Saadin et al., 2016). As cited in Saadin et al. (2016), Barker and Monks (1998) indicate that there is less empirical research literature on gender roles in organization which emphasized on civil service industry. They stated that career barriers to a certain point in the hierarchy can be broken down by certain female employees, but beyond that level, women may face more rigid barriers that are harder to control (Saadin et al., 2016).

2.1.2 Career Advancement

Career advancement can be characterized as a one-person behavioural process, and the effect can contribute to career integration, work decisions, decision-making styles, job values and career patterns. According to Lipman (2013) as cited by Nur Azreen Bt Ab Hadi (2019), career advancement is an important component of employee satisfaction and retention at a company. To simplify, career advancement can be defined as an effort of someone struggling to reach the top position in an organization. It also means people acquired experience in a multi-professional field