

The Relationship Between Career Advancement On Job Performance Among Women In Sabah

Nur Faizrah Ganie^a, *Borhan Abdullah^b, Roslinah Mahmud^c

^a Faculty of Business, Economics, Accountancy, FPEP, Universiti Malaysia Sabah, 88200 UMS Sabah, Sabah, Malaysia

^b Faculty of Business, Economics, Accountancy, FPEP, Universiti Malaysia Sabah, 88200 UMS Sabah, Sabah, Malaysia

^c Faculty of Business, Economics, Accountancy, FPEP, Universiti Malaysia Sabah, 88200 UMS Sabah, Sabah, Malaysia

Abstract

The purpose of this study is to identify the relationship between career advancement and job performance among women, as well as to examine the relationship of mediating education on both dependent and independent variables. The review of literature indicates that the efforts of women involved in employment have continued to face challenges in career advancement (work-life balance, family responsibilities, and fear of success) and job performance. These barriers can be complex, including limitations on the effect of an education. A quantitative research design is conducted throughout a questionnaire which is formulated from the primary data collection. A total of 40 female employees filled a questionnaire given in Sabah. Meanwhile, the analysis method used was Smart-PLS version 4 structural equation modeling technique, which is the regression and descriptive methods. The findings of this research believes women due have barriers on career advancement which has affected their job performance, while education proven causes employee career advancement and they believe it has achieved the standard of job performance within the organization. Therefore, this study contributes an important insight into the challenges faced by women in Sabah, expanding the importance of education, and unlocking the potential of women-led employment.

Keywords: career advancement, work-life balance, family responsibilities, fear of success, job performance, mediating education

1. Introduction

Career advancement is defined as an individual gaining promotion to a new level of position and income over time (Martin et al., 2024; Ackah & Heaton, 2003). In simple context, it also known as a level of upgrades, financial compensation and professional awards for potential employees to advance to a new position from their current position (Malhotra & Sigh, 2016). As women involved in employment, some of them are unable to improve their career (Karen, 2013) and they were very limited in career advancement because they faced violence in male-dominated work (Noor et al., 2023). This circumstance has produced an oppressed group inclined towards work and resulted in poor job performance (De Clercq et al., 2022). The purpose of this study is to identify the preliminary survey of relationship between career advancement and job performance among women,

Corresponding author: Roslinah Mahmud

Received: 01.11.2024

Accepted: 12.12.2024

Revised: 12.19.2024

Published: 31.12.2024

DOI: <https://doi.org/10.51200/jberd.v10i1>

as well as to examine the relationship of mediating education on both dependent and independent variables. This study focuses on women respondents in various sectors within Sabah. Meanwhile, the demographic of the respondents was also emphasized for their age, education level, ethnicity, monthly income, period of employment, sector and district.

2. Literature Review

A review of the literature on barriers to career advancement for women employees has several key issues. Work-life balance is a significant barrier to women’s career advancement, since women are demanding a work-life balance in the working environment (Dina, 2021). Many of them are unable to gain a work-life balance due to workload and role conflict (McLaren et al., 2019; Kholis, 2017; Murniati & Cecilia, 2012). These issues worsened when married women faced work-life conflict, in which women had unmatched pressure on family roles and individual work (Roehling et al., 2003). Women who were disposed of multiple roles such as parental status, unwillingness to accept career breaks, and presenteeism culture caused them unfavorable career advancement (Sildeman & Vennström, 2023; Francis V, 2017). Thus, the issues of work-life balance significantly lessen job performance (Apthioman & Pramono, 2020).

Research has also shown that family responsibilities play a significant role in shaping women’s career advancement. People's perspectives state that women hold homemakers or mothers responsible compared to men as breadwinners, as well as women, are more engaged in child-rearing responsibilities (Junaimah & Vincci, 2018). This high family commitment makes it harder to gain balance in work, and has reduced the time for careers (Maheshwari et al., 2022; Maimunah & Mariana, 2008). Women were targeted as an oppressed group that is inclined towards work resulting in poor job performance (De Clercq et al., 2022). Furthermore, fear of success is the biggest obstacle to advancing careers among women. Fear of success is a psychological barrier owned by women, which is an innate condition for mental pressure among women, and has weakened one’s belief that influences one’s ability to complete goals and tasks due to past failures (Jiao et al., 2022; Oxford & Shearin, 1994). These fears toward success are the core that impacted career success, and these issues existed among women that affected job performance (Khademi, 2023; Horner., 1968). Meanwhile, these studies also examine the relationship of mediating education on career advancement and job performance. Previous studies have stated that an education level and continuing learning lead to success in career advancement. An education can bring out high-quality employees. Involvement in education has exposed employees to improving leadership skills, knowledge, and job skills, and they can adapt to the working environment. Therefore, education is a key factor for women in career advancement and job performance.

3. Methodology

This study emphasized a quantitative research design approach, in which the questionnaire is formulated from the primary data collection. The items of the questionnaire were adapted from valid resources that are related to career advancement, job performance, and education. All the items were assessed using the five-point Likert Scale, which scales from one to five points. The questionnaires were conducted to gain a deeper understanding of barriers that women face in advancing their career and job performance and to identify the best practices that have been effective in addressing these issues. The questionnaires were conducted through the physical form of a questionnaire, which approached respondents and also used the survey administration software, which is Google Forms. Data collection through the purposive sampling and a total of 40 female respondents have filled the questionnaire of this study. A conceptual framework is clarified as a territorial map explaining the researcher's investigation's writing (Miles & Huberman, 1994). Based on Figure 3.1, the research framework of this study is shown below :

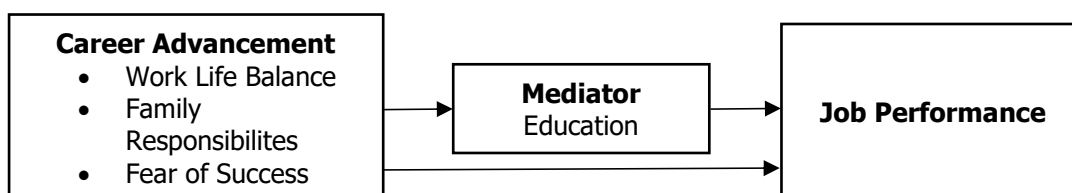


Figure 3.1 Research Framework

4. Findings

The findings of this study’s data analysis were presented in Figure 4.1.1 till Figure 4.1.9. The demographics of respondents included age, marital status, educational level, ethnicity, monthly income, district, employment, and sector. These demographic data were analyzed through SPSS software version 27. Next, the data presented is the structural model which has been analysed through SmartPLS version 4.

4.1. Figures

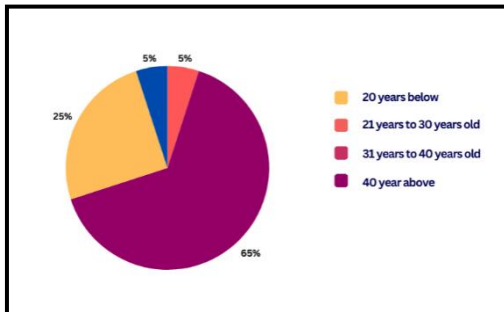


Figure 4.1.1 Age

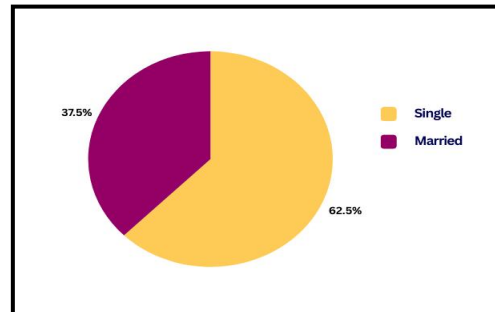


Figure 4.1.2 Marital Status

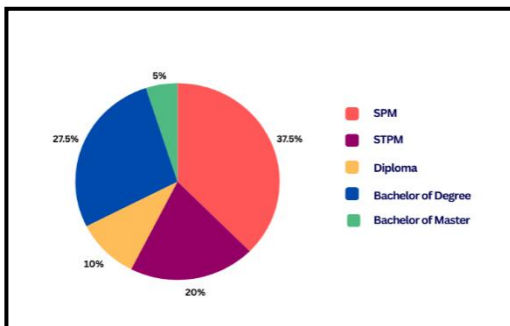


Figure 4.1.3 Education Level

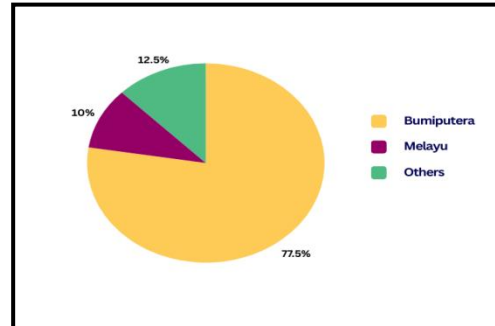


Figure 4.1.4 Ethnicity

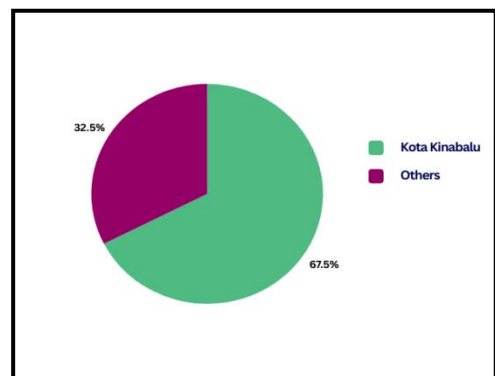
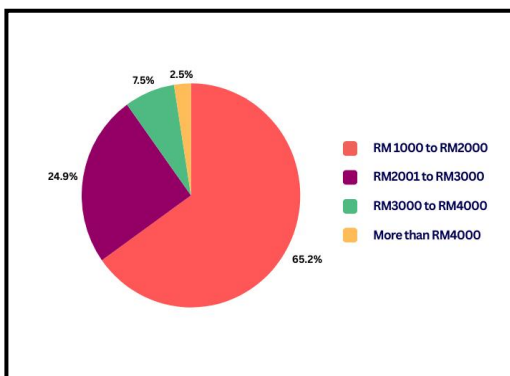


Figure 4.1.5 Monthly Income

Figure 4.1.6 District

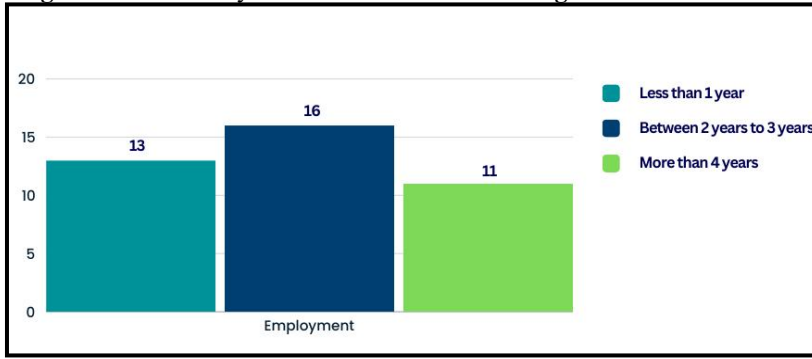


Figure 4.1.7 Employment

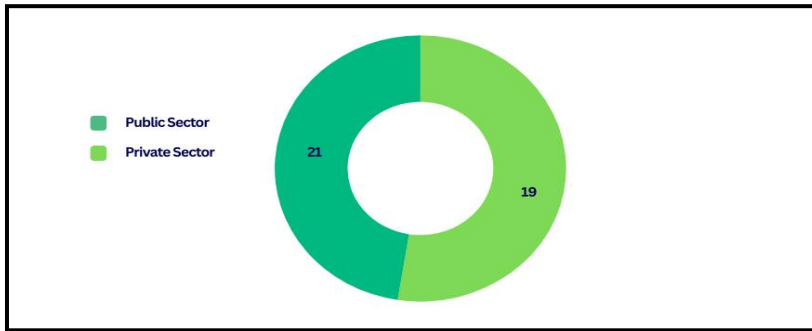


Figure 4.1.8 Sector

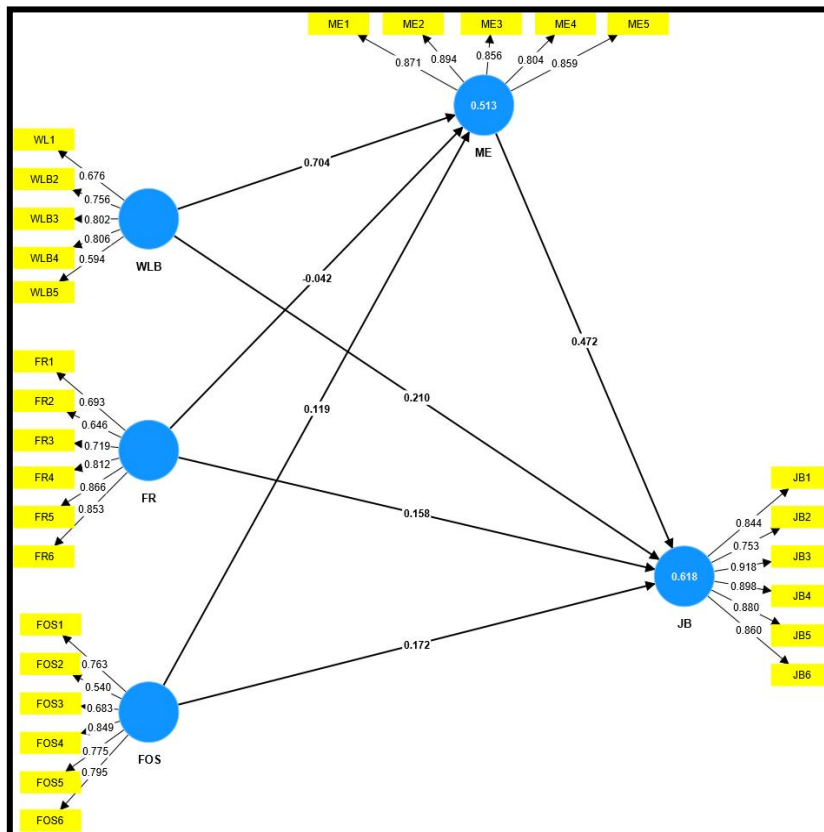


Figure 4.1.9 Structural Model

5. Conclusions

The results of this research indicated that women in Sabah face several issues on advancing careers including barriers to job performance. Women show significant relationships mediating education with career advancement and job performance. The results of the questionnaires gathered from women indicate that they face different barriers depending on their education level. For example, women who have a higher level of education overcome the barriers of career advancement and result in a high level of job performance that achieved the standard of job performance in organization. Therefore, this study provides valuable insights to women to expand their knowledge, skills as well as experience through education which is able to enhance their career advancement and job performance.

Acknowledgments

The research is funded by the Universiti Malaysia Sabah under *Bantuan Penyelidikan Pascasiswazah UMSS Great Fasa 2/2024*.

References

- Ackah, C., & Heaton, N. (2003). Human resource management careers: different paths for men and women?. *Career Development International*, 8 (3), 134-142.
- Apthioman, N. F., & Pramono, R. (2021). The Effect of Work Stress, Workload, and Work Motivation of Employees of the Investment Banking Division of PT. XYZ During the Implementation of Work From Home on Turnover Intention. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 4(4), 9759-9771.
- De Clercq, D., Jahanzeb, S., & Fatima, T. (2022). Abusive supervision, occupational well-being and job performance: The critical role of attention-awareness mindfulness. *Australian Journal of Management*, 47(2), 273-297.
- Dina Murad (2021). Malaysians Want Work-Life Balance, Purpose, and Growth in Their Careers. Retrieved from <https://www.thestar.com.my/news/focus/2021/11/28/malaysians-want-work-life-balance-purpose-and-growth-in-their-careers>
- Francis, V. (2017). What influences professional women's career advancement in construction?. *Construction management and economics*, 35(5), 254-275.
- Horner, M. S. (1968). *Sex differences in achievement motivation and performance in competitive and non-competitive situations*. University of Michigan.
- Jauhar, J., & Lau, V. (2018). The Glass Ceiling And Women's Career Advancement to Top Management: The Moderating Effect of Social Support. *Global Business & Management Research*, 10(1).
- Jiao, S., Wang, J., Ma, X., You, Z., & Jiang, D. (2022). Motivation and Its Impact on Language Achievement: Sustainable Development of Ethnic Minority Students' Second Language Learning. *Sustainability*, 14(13), 7898.
- Karen, B. 2013. Have more women as decision maker's level. Borneo Post Online, Sarawak Daily News.
- Khademi, M. (2023). A review of the causes and influencing factors of women's fear of success. *Psychological Achievements*, 30(1), 333-354.
- Kholis, N. (2017). Barriers to women's career advancement in Indonesian academia: a qualitative empirical study.
- Maheshwari, M., & Lenka, U. (2022). Family friendly policies: a double-edged sword?.
- Maimunah Ismail., & Ibrahim, M. (2008). Barriers to career progression faced by women: Evidence from a Malaysian multinational oil company. *Gender in Management: An International Journal*, 23(1), 51-66.
- Malhotra, P., & Singh, M. (2016). Indirect impact of high performers on the career advancement of their subordinates. *Human Resource Management Review*, 26(3), 209-226.
- Martín-Peña, M. L., Cachón-García, C. R., & De Vicente y Oliva, M. A. (2023). Determining factors and alternatives for the career development of women executives: a multicriteria decision model. *Humanities and Social Sciences Communications*, 10(1), 1-15.

- McLaren, H., Star, C., & Widianingsih, I. (2019). Indonesian women in public service leadership: A rapid review. *Social Sciences*, 8(11), 308.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis* (2nd ed.). Newbury Park, CA: Sage
- Murniati, Cecilia Titiek. 2012. Career advancement of women senior academic administrators in Indonesia: Supports and challenges. *Educational Policy and Leadership Studies*. Ph.D. Thesis, Educational Policy and Leadership Studies, University of Iowa, Iowa City, IA, USA
- Noor, N., Rehman, S., Ahmed, Y., Sarmad, M., & Mehmood, R. (2023). Discriminatory practices and poor job performance: A study of person-related hostility among nursing staff. *Heliyon*, 9(3).
- Oxford, R., & Shearin, J. (1994). Language learning motivation: Expanding the theoretical framework. *The Modern Language Journal*, 78(1), 12-28.
- Roehling, P. V., Moen, P. and Batt, R. (2003) 'Spillover', in P. Moen (ed.) *It's About Time: Couples and Careers*. Ithaca, NY and London: ILR Press
- Sildeman, J., & Vennström, F. (2023). Female managers in the mining industry: A qualitative study on how work experience and social network affect female career de