

The Role of Organizational Culture and Women Career Success in Manufacturing Industry

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Abstract

This paper is conceptual paper intend to study the role of organizational culture and women career success focus on career satisfaction. This paper review the organizational culture which consist of managerial change, achieving goals, coordinated teamwork, customer orientation and cultural strength as a component of organizational culture in predicting the women career success. The study on women career success in Asian and non-western context still few enable this paper to understand the effect of organizational culture on women in the manufacturing industry. Therefore, this study will undergo a structured questionnaire with English version and the survey will involve women employees from middle management such as officer, executive and manager. The purposive sampling will be used for the study focus on manufacturing industry based in electrical and electronic sector. This paper aimed to flourish the literature and recommendation for future research on women career success in Malaysia.

Keywords: organizational culture, career success, women, manufacturing

1. Introduction

The participation of women in Malaysia economic become prominent since year 1991 and the equal opportunities between men and women in economic sector especially in male dominated sector lead to awareness of women career success (Subramaniam, 2011; Ahmad, 1998). According to Abu Bakar and Marican (2014), the fewer study on women career success conducted in non-western context and confirmed that the phenomenon of male dominated sector exist in Malaysia such as construction, manufacturing and real estate sector (Ling, Sulaiman, and Arif, 2013).

Moreover, most multinational companies (MNCs) impacted from the economic crisis bear the high cost in the production and labour. Therefore, most of the companies' recovery plan such as to reduce the labour cost by layoff the employees and this effect the career satisfaction or known as career success of employees.

The organizational culture in the organization can shape the behaviour of the employees and embedded by ethical value within the work culture. According to Adewale and Anthonia (2013), the organizational might differ in term of culture related to belief and values. Each individual perceived organizational culture differently and this will effect on how they perform daily work and reflect the level of career success. Employees as individual possess the level of career success differently and possibility to change the work ethic easily. Therefore, organizational culture need to adapt with the rapid changes of employees demand on his or her satisfaction (Uddin, Luva, & Hossain, 2013). The fewer studies on the effect of organizational culture to individual performance and satisfaction in Malaysia perspective (Gharibvand, 2012). Not only that, since the multinational companies extended their operation in Malaysia, this issue need to examine on the effect of organizational culture on individual career success.

2. Literature Review

2.1 Career Success

Career success refer to the individual positive self-humour and behaviour on how individual perform task and responsibilities to fulfil his or her career expectation (Lau & Shaffer, 1999). Career success consist of objective career success and subjective career success. Individual perceived objective career success based on their accomplishment in job status or wages (Tlaiss, 2013) but contrary with subjective career success which individual perceived differently and the level of career success were based on their career satisfaction (Gattiker & Larwood, 1986, Nabi, 2001). Therefore, this paper focus on subjective career success and represented by career satisfaction since the study on subjective career success more complicated because people tend to perceive their success differently (Atiqah & Sabitha, 2012).

According to Enache, Sallan, Simo and Fernandez (2011) women and subjective career success have positive interaction with the workplace environment. Not only that, women preferred to value their career success based on her own achievement instead of monetary rewards. If women able to balance their life and career they tend to feel success because family are the main priority instead of received higher wages. Tlaiss (2013) stated that women with high income tend to feel not success instead of women with good relationship with spouse, family and colleagues.

2.2 Organizational Culture

Gordon and Cummins (1979) define organizational culture as the contribution and effort of each member in the organization on how and what to achieve and how each member work together to achieve goals and mission set by company. Kent (1995) suggest that to ensure the success of organization is to ensure his or her personal success. The study on organization culture become crucial because aggressive and negative individual in the organization give impact to others productivity include organizational performance (Belias & Koustelios, 2014).

Organizational culture consist of unique behaviour adopted by group of individual in an organizational and contribute significant impact to the workplace organization (Belias & Koustelios, 2014). People react negatively if they cannot compromise with the organizational culture and will impact to the company productivity.

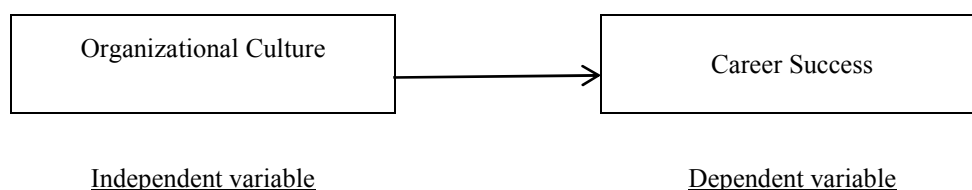
Moreover, the strong culture in the organization can be determine by various culture activity which are manging change, achieving goals, coordinated teamwork, customer orientation and cultural strength (Aldhuwaihi, 2013). The culture activity of managing change refer on how group of individual in the organizational understand and adaptable with the culture changes in their working place. Next, the importance of culture activity for employees to understand achieving mission and company goals. Organizational culture activity such as coordinated teamwork emphasize the understanding and perception of individual to work together as unit of individual enable work efficiently and effectively. Afterwards, the customer orientation measure the understanding of employees to deliver the best and satisfactory product and services to the customers. Indeed, the cultural strength crucial to ensure all member in the organization understand their workplace culture and value so that enable the harmonies working environment (Sashkin & Rosenbach, 2013). As below, Table 1 outline the definition of each dimension used for the organizational culture:

Table 1: Definition of the dimension in Organizational Culture

Dimensions	Definition
Managing change	This refer on individual within organization adapt and confront with the changes in the working environment if any.
Achieving goals	This reflect of an understanding of individuals in achieving organizational goals and indicates the degree of share value between individual to support improvement of the organization.
Coordinated teamwork	This measured the effective collaboration between individual and unit of member in an organization.
Customer orientation	This refer the understanding of individuals towards the importance to satisfy client and customer needs as a goal for an organization.
Cultural strength	This refer individuals acceptable and agreeableness on share the same values within the organization.

3. Research Framework

The dependent variable for this paper is career success (career satisfaction) and the independent variable is organizational culture. The organizational culture consist of five dimension such as managerial change, achieving goals, coordinated teamwork, customer orientation and cultural strength. Therefore, the proposed research framework as below to examine the roles of organizational culture on women career success.



For the study, the theory of social cognitive career theory (SCCT) captured the relationship between organizational culture and career success (career satisfaction). The theory emphasize the interaction between culture in the workplace and individual level of satisfaction on his or her career choice as interaction “with other person and environment variables in the context of people’s career development” (Lent, Hackett, & Brown, 1999). In addition, SCCT overview the relationship between the physical environment and social environment in order to create understanding on individual career success.

4. Significance of the study

This study provide significant contribution on theoretical perspective on women career success in non-western context in manufacturing industry. This study expected to contribute to the body knowledge on women study in male dominated field in Asian. Herrbach and Mignonac (2012) pointed that fewer study on women career success in male dominated field and the importance to conduct a study associated with women to attract and retain women in this industry. So far, few study on women career success in manufacturing industry especially in Malaysia

(Mohd Rasdi, 2009). Based on the previous studies found the inconsistent finding that enable researcher to provided clear understanding on organizational culture and women career success.

5. Conclusion

This study enable human resources practitioner to understand the importance of organizational culture on career success to retain the talented women in the industry. Not only that, the finding later give direction to the future researcher and academician to consider other male dominated field such as construction, telecommunication and real estate industry by replicating the same variable.

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