# The Influence Of Attitudes On Gender Roles Towards Under Representation Of Woman Managers In Malaysia

**Hemalata Alagan[1]\*, Sumathi Paramasivam Mangalam[2]**

*\*[1,2]Help University Malaysia*

**Abstract**

The paper examines the influence of employees' attitudes on gender roles towards the underrepresentation of top women managers in public listed companies in Malaysia. We examined two factors that predicted attitudes (family-work conflict bias and organisational culture), and the current attitude of employees towards women managers, whether there is a relationship between attitudes and underrepresentation of women managers. This research proposed that attitudes towards gender roles will influence the representation of top women managers in organisation. The research is guided under feminism theory. The feminist theory recognises women's persecution and the patterned social arrangements that support this persecution and placing female in a lower rank in an organisation. The confirmatory quantitative method was employed as the research strategy and more specifically, ATWoM (Attitude towards women managers) was applied to explore the attitudes of employees' at workplace. The data was collected from 282 female and male employees from ten listed companies from five different industries and analysed using partial least square structural equation modelling. The findings of this study revealed that organisational culture and family-work conflict bias was indeed the predictors of attitudes towards gender roles. The research also revealed that there was positive relationships between attitudes and underrepresentation of top women managers. The results of this study recognised the importance of identifying changes in attitudes towards gender roles which inspires women in terms of performance and representation.

**Keywords:** attitudes, top women managers, underrepresentation

## 1 Introduction

Worldwide research on women as top managers and their leadership and managerial style in corporate boards points out that even though there has been significant increase in the number of women who participate in the work force, there has been marginal increment in the number of women in top management positions as signalled by the relatively low numbers. A study on women in company management by the International Labour Organisation in 2015 showed a reduction in the number of women in management in 24 countries including Malaysia. Even though studies have showed Malaysia experienced an increase from 22 percent to 26.3 percent of people in senior management jobs, the number remained still the lowest among other ASEAN countries. Women's involvement growth in the work market has been one of the basic aspects necessary for a fair global labour market in the later half of the 21st century. Unfortunately, women continue to be disproportionately underrepresented in enterprises, both at management levels as managers and at strategic levels, as chief executive officers (Abidin, Rashid & Jusoff, 2009).

Attitudes as it is described plays a significant function in the formation of people's opinions and beliefs. Many studies have subsequently demonstrated a link between opinions about gender roles in terms of the role they perform and their

employment (Srinivas, Allen, & Sakamoto, 2001; Guney, Gohar, Akinci, & Akinci, 2006; Balgiu, 2013). In this modern age, beliefs concerning gender roles are becoming a barrier to professional growth among women not only in emerging nations such as Malaysia, Singapore, Indonesia, but also in the advanced countries such as the US and UK (Ginige, Amaratunga & Haigh, 2007).

Despite the achievement of women in high echelons positions, the continuous underrepresentation of women in authoritative positions in economic as well as political ranges of life makes it vital to appreciate the basis of negative attitudes towards gender roles. The absence of such information would produce incapacity in completely grasping women's multifarious and perfidious road to power, nor the adjustment of unwanted views regarding gender roles (Lyness & Terrazas, 2006; Eagly, 2007). The link between attitudes and underrepresentation is complicated. Attitudes of women as well as male managers and subordinates regarding gender roles are inarguably some key component that limit women from attaining top managerial position (Chee, 1995).

In prior studies done in Asian nations such as Japan, India and China, research demonstrated that the strong association between attitudes and underrepresentation in many firms (Jayachandran, 2015). It has been frequently reported that women tend to rise slower compared to males up the organisational hierarchy due of attitudes (Balgiu,

2013). In the context of equality and underrepresentation, it has been clearly demonstrated in the prior literature that researching attitude is vital for listed businesses to understand the influence of female leadership on company performance. Women's potential nevertheless remains locked despite the efforts done by the government agencies to develop a bridge between businesses and female employees (Azizan, 2011).

The study will tend to answer the following research questions

1. Do organisational culture, educational background, and family-work conflict bias predict employees' attitudes towards gender roles?
2. What is the relationship between human resource practices and underrepresentation of top women managers?
3. Do attitudes have mediating effect on the relationship between organisational culture, family-work conflict bias and underrepresentation of top women managers?

Both male and female employees have showed unfavourable sentiments regarding gender roles in previous surveys (Jayachandran, 2015; Thornton, 2016). The belief that women are less capable than males is still prevalent, and this creates a barrier to their professional development and work discontent. Conservatively, men have been viewed as well fit than women to take executive or higher-level posts. Even though women comprised 52.4 percent of Malaysia's workforce in 2016, their entry into the workforce does not guarantee them entry into the top occupations. It's true that the percentage of women in leadership roles has increased dramatically. However, their lack of representation at the highest levels of management continues to be a concern (Newman, 2014).

As a whole, this study will serve to shed light on the issue of female underrepresentation at the top management level in Malaysian publicly traded enterprises. There has been an equal number of studies on views regarding women as managers in Malaysia and listed firms, rather than on gender roles in management and other disciplines. The study fills a knowledge vacuum that was identified in a literature evaluation by focusing on this initial area of concern.

## 2 Theoretical Review And Hypothesis Development

An underrepresentation can be seen as a phenomena with numbers that are disproportionately low (Nimmesgern, 2016) or as an issue with inadequate representation (Nimmesgern, 2016). In Malaysia, women are still far less likely than males to hold directorships or other high-ranking posts (Department of Statistics Malaysia, 1982-2015). More than half of Malaysian women believe they are underrepresented in leadership roles, according to a research by SMB World Asia (Ismail, 2016). An examination of 28 publicly traded Malaysian firms by Talent Corp and PwC in 2015 found that 16% of the workforce was made up of women. As a result of the lack of female executives in publicly traded corporations, this research is all the more important.

At the top and bottom of the hierarchies, Rhode and Kellerman (2006) found that women were disproportionately underrepresented. An increasing number of groups, directives, consultants, faculties, symposiums, and commentaries have been written about women's lack of representation in jobs that require the generation of power. The authors of the essay claim that the lack of female presence in positions requiring the formation of power has resulted in a rise in organisations, directives, consultants, faculties, symposiums, and commentary of all types and descriptions. Although the number of women in leadership positions is increasing, they argue that they are still underrepresented in significant positions.

It is a person's culturally imposed gender roles that dictate their behaviour and character traits (Blackstone, 2003). It was found that support for conventional gender roles decreased from 49% in 1984 to 13% in 2012, according to a 2013 study on gender roles an unfinished revolution by Park, Bryson, Clery, Curtice, and Phillips. Clearly, there has been a change in the demographics. In the past, it was common for women to receive a lot of assistance both at home and at work, but research has shown that this has decreased over time.

To find out if the pre-colonial conditions for Malay women in Southeast Asia were any different than they are today, Hirschman published a study on gender, women's status, and family structure in Malaysia in 2016. The researcher went on to argue on a wide range of issues to illustrate that women's standing was still as high as it had been in the past (Hirschman, 2016). The Global Gender Gap Index showed that Malaysian women were far behind their male colleagues in terms of family labour distribution, making it premature to conclude that the country's society lacked patriarchal inclinations (World Economic Forum, 2013).

### Family-Work Conflict Bias

Work-life balance is becoming increasingly important for today's employees. The term "family-

work conflict prejudice" refers to the idea that just because a woman is a woman, her boss will automatically assume that her job would be negatively impacted by her personal life, regardless of whether she is married, has children, or otherwise has a genuine family-work conflict (Grant-Vallone & Donaldson, 2001).

Employers' perceptions of female employees' family-work conflicts may have contributed to the persistence of the glass barrier, according to Hoobler (2015), Lemmon and Wayne (2009). Women's roles in the workplace have been examined through the lenses of two distinct theoretical frameworks: person categorization and social role theories. The study's findings bolstered the researchers' hypothesis, which proposed that the perception of managers in the organisation acted as a mediating factor in the relationship between employee gender and performance, resulting in an important link between promotability and performance.

## Organisational Culture

Organisational culture is well-defined as the manner in which employees' of an organisation associate with each other, in terms of the way they work and their communication with the external environment as compared to other institutions. Organisational culture can also be defined as the system of values, assumptions, attitudes and norms, established through codes which the participants of an organisation have established and embraced through common familiarity as well as experience and which assist them to regulate their surrounding and how they behave in it (Janićijević, 2011). Organisational culture has relation to the cognitive component of the ABC model in its content as the definition suggests. The model created and established by Hofstede, Neuijen, Ohayv and Sanders (1990) comprised of six independent measurements which were means-oriented vs. goal-oriented, internally driven vs. externally driven, easy-going work discipline vs. strict work discipline, local vs. professional, open system vs. closed system, employee-oriented vs. work-oriented and two semi-independent measurements which were degree of acceptance of leadership style and degree of identification with own organisation (Hofstede et al., 1990).

## Theory Of Feminism

Conflict theory is used by feminists to examine the foundations of gender roles and inequality in society (The Feminist Perspective, 2015). According to Balgiu's (2013) research, achieving the highest levels of management is closely linked to a person's gender distinctiveness, which includes traits like greater masculinity and compact femininity. We want to find out how beliefs regarding gender roles impact the underrepresentation of women in senior management positions in publicly traded companies. In other words, the key idea of this research is how people perceive gender roles. Workers' opinions regarding female employees are a subset of their attitudes toward gender roles on a more fundamental level. Feminism is seen as the pinnacle of the persecuted status of women (Hooks, 2000). When it comes to opinions concerning gender roles, previous research has found that not only males but even women employees have unfavourable attitudes and perceive opposition to women in the workplace. There is evidence for this claim in the work of Koshal et all (1998) and Guney et all (2001). Personal, institutional, and societal and educational elements combine to form views regarding gender roles, according to this description.

## Atwom

The Attitudes towards Women Managers (ATWoM) were developed based on interviews piloted with employees and observed criteria. Items which were selected were established with guidance by the role theories of management. The taxonomy which was suggested on specific behaviours by Yukl (1998) was used to develop the final version of ATWoM. It reflected leadership role behaviours in four categories which were decision making, providing and obtaining necessary information, developing relationships, and recognising people. The final version of the ATWoM consisted of 27 items, amongst which 14 were adversely worded and a 7-point Likert scale was used to allow respondents to rate their agreement. The higher scores of ATWoM showed positive attitudes towards women. The ATWoM is selected for this study as it has been generally accepted by many researchers and currently used widely in preceding studies related to measuring attitudes toward gender roles, predominantly in the East. The items directly tapped on attitudes towards gender roles.

## Hypothesis Development

How these two constructs did became the predictors for attitudes towards top women managers? The feminist theory may provide a useful framework to understand the relationship. The theory proposes that personal factor such as emotional instability and interpersonal conflict and social factor such as

allocation of responsibility contribute to depleted motivation for women to participate actively in the work setting, thus leading to unfavourable attitude from employees (Murgai, 2004). Family-work conflict happens when involvements in the family obstruct the work life, such as having very young children at home, unsupportive family members such as spouses who restrict women's career advancement, elderly support responsibilities, and interpersonal conflict among family members. A parent may experience emotional instability when dealing with sick children and this may prevail in their work performance. When a spouse continues to show unfavourable attitudes towards the engagement of the partner at work, it may interrupt her work contribution level in many ways. Family-work conflict bias has been found to have a significant impact on men's attitude towards women as managers in the studies by Grant-Vallone and Donaldson (2001), Ginige et al. (2007), and Baxter (2012).

The feminist theory also proposes the institutional factor which views the unfavourable position of women in the organisation due to stereotyping in the workplace. Support towards women may still vary despite the equal number of women in high-ranking positions in two different organisations. The perception of colleagues in the organisation towards women is less favourable when there is a decline in the support towards them, causing them to move to the organisation that has a more women-friendly culture. Findings in the literature propose that organisational culture is certainly of significance. Thompson, Beauvais and Lyness (1999), for example, explored three dimensions of organisational culture which were work/family, managerial support, and organisational time demands. They concluded that the first two dimensions lowered employees' intention to leave and when organisational culture revealed principal attitudes towards female employment, it was possible that it implicated both men and women.

**On the basis of the above arguments, the following hypotheses are proposed:**
**Hypothesis 1.** *Organisational culture will positively predict attitudes towards gender roles.*
**Hypothesis 2.** *Family-work conflict bias will positively predict attitudes towards gender roles.*

According to Rhode and Kellerman (2006), women's underrepresentation is significantly low in employments that require the generation of power and in those influential roles. The authors pointed out inequalities due to gender bias and unfavourable attitude as well as in-group favouritism. The main reason of underrepresentation was established to be the lack of women in leadership positions due to negative attitude of employees. A study by Baxter in 2012 on women's leadership gap specified that even though women have outnumbered men in universities, they had not advanced to roles of power in America. She explained the factors that contributed to the considerably low representation, which were stereotyping as well as reluctance to leave family errands behind and cultural barriers.

The relationship between attitudes and underrepresentation was also showcased in the study by Dezso *et al.* (2013) based on secondary data. In it, it was shown that underrepresentation was prompted by the absence of cooperation among top women managers and the attitudes of women and men towards women in the top management. According to Akpinar-Sposito (2013), gender stereotyping is recognised as the most common factor that contributes to underrepresentation in upper management, along with another factor – the negative attitudes of employees. Based on the evidence reviewed, the following hypotheses are thus proposed:

**Hypothesis 3**. *Employees' attitudes towards gender roles will be positively related to underrepresentation of top women managers.*
**Hypothesis 4.** *Employees' attitudes towards gender roles will mediate the relationship between organisational culture and underrepresentation of top women managers.*
**Hypothesis 5.** *Employees' attitudes towards gender roles will mediate the relationship between family-work conflict bias and underrepresentation of top women managers.*

## 3 Methodology

To undertake the research, we deployed a survey method and used a questionnaire as a research instrument. The questionnaire is divided into three different sections as follows: Section A: concentrates on attaining the working profile details of participants (items were developed using the ATWoM); Section B: measure the attitudes and views of participants towards gender roles; and Section C: determine whether organisational culture and family-work conflict bias indicators had any effect on employees' attitudes towards gender roles. We used a 5-point scale, ranging from 1 (strongly agree) to 5 (strongly disagree). Means were calculated by basing on these scales. The

study was conducted in Kuala Lumpur using a basket of ten companies from the 100 leading companies listed in Kuala Lumpur Stock Exchange Malaysia. Each company had an average of 100 to 500 employees. The majority of employees hailed from different background and various industries. The common confidence level of 95% was selected and confidence interval of 5% concluded the sample size for the study, which was 278. Therefore, based on the need for 278 completed surveys, the number of survey was divided by the response rate. As a result, the survey was sent to a total of 1,390 employees. The questionnaire was personally administered and distributed through mail and Google Forms to the human resource department of the organisation. Data was collected over a period of two months which ended on May 2015. A total of 278 respondents participated in the study. Overall, the survey response rate is 95%. The findings of the research were obtained through the component-based Structural Equation Modelling (SEM) technique–Partial Least Square (PLS) version 3. We utilized descriptive statistical analysis to analyse the survey data.

## 4 Results

A total of 282 respondents from five industries completed the survey. The distributions of respondents in terms of demographic features were quite similar across the industries. Table 1.1 presents a summary of respondents' demographic information, including age, gender, highest qualification, upbringing, size of organisation, representation of women in organisation, tenure, and partner's working status.

**Table 1.1**: Sample profile of main survey

| Variable | Frequency | Valid Percentage |
|---|---|---|
| **Sex** | | |
| Male | 167 | 59.2 |
| Female | 115 | 40.8 |
| **Age** | | |
| 20-30 | 25 | 9.0 |
| 30-40 | 103 | 37.2 |
| 40-50 | 118 | 42.6 |
| 50-60 | 31 | 11.2 |
| **Race** | | |
| Malay | 128 | 46.4 |
| Chinese | 109 | 39.5 |
| Indian | 29 | 10.5 |
| Others | 10 | 3.6 |
| **Marital Status** | | |
| Single | 38 | 13.6 |
| Married | 235 | 84.2 |
| Divorced | 6 | 2.2 |
| **Highest Educational Attainment** | | |
| SPM | 7 | 2.5 |
| STPM | 11 | 3.9 |
| Diploma | 21 | 7.5 |
| Degree | 187 | 67.1 |
| Masters | 50 | 17.9 |
| PhD | 3 | 1.1 |
| **How traditional was your upbringing towards western culture?** | | |
| very traditional with no exposure | | |
| somewhat traditional with some exposure | 39 | 14.3 |
| | 210 | 76.9 |
| not all traditional with great exposure | 24 | 8.8 |
| **Indicate the percentage of women in top management in your organisation?** | | |
| 0-15 | 49 | 18.0 |
| 16-25 | 193 | 71.0 |
| 26-35 | 18 | 6.6 |
| 36-50 | 11 | 4.0 |
| 51-75 | 1 | 0.4 |
| 76-100 | 0 | 0.0 |

| In general, do you believe that women are underrepresented in your organisation? | |
|---|---|
| Yes | 201 |
| No | 75 |
| **Is your partner working?** | |
| Yes | 194 |
| No | 70 |

72.8
27.2

73.5
26.5

The results from the analysis addressed and affirmed that most of the hypotheses had significant effects. The strength of each structural path coefficient assisted in evaluating the predictive relevance of constructs. In this section, the conclusions of the path coefficient among constructs and the significances of the paths (see Table 1.2) were presented. Results of the hypotheses testing are summarised in Table 1.3. A summary of the hypothetical correlations is discussed in the following subsection.

**Table 1.2**: Path coefficients among constructs

| Path | Path coefficient | t-value |
|---|---|---|
| ATT ⟶ UP | .345 | 1.987*** |
| FWC ⟶ ATT | .517 | 13.794** |
| ORGC ⟶ ATT | .473 | 12.509** |

**Note:** ***significant at p<0.000 level; **significant at p<0.05 level

**Table 1.3:** Results of hypothesis testing

| | Hypothesis | Decision (significant at p<.05) |
|---|---|---|
| H1 | Organisational culture will positively predict attitudes towards gender roles. | Supported |
| H2 | Family-work conflict bias will positively predict attitudes towards gender roles. | Supported |
| H3 | Employees' attitudes will be positively related to underrepresentation of top women managers. | Supported |
| H4 | Employees' attitudes will mediate the relationship between organisational culture and underrepresentation of top women managers. | Supported |
| H5 | Employees' attitudes will mediate the relationship between family-work conflict bias and underrepresentation of top women managers. | Supported |

## Mediation Analysis

Mediating effects analysis was also performed in the study. It encompasses the creation of the theoretical indirect relationship between constructs. In this study, the relationships between the mediator (i.e., attitudes towards gender roles) and its predictors (i.e. organisational culture and family-work conflict bias background) and outcomes (i.e. underrepresentation of top women managers) were demonstrated in the baseline

model. The total effects results are displayed in Table 1.4.

**Table 1.4**: Total Effects on exogenous variable

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) |
|---|---|---|---|---|
| ATT -> UP | 0.245 | 0.253 | 0.131 | 1.870 |
| FWC -> ATT | 0.517 | 0.516 | 0.039 | 13.146 |
| FWC -> UP | 0.127 | 0.130 | 0.067 | 1.879 |
| ORGC -> ATT | 0.473 | 0.473 | 0.040 | 11.863 |
| ORGC -> UP | 0.116 | 0.120 | 0.064 | 1.803 |

Paths which were found to be statistically significant (t > 1.96, p > 0.05) were FWC to ATT ($\beta$ = 0.517; t = 13.146); and ORGC to ATT ($\beta$ = 0.473; t = 11.863). The results of simple mediation for the relationships of each predictors and paradigms can be read in Table 1.5. First, the relationship between organisational culture and underrepresentation was measured on whether it was mediated by attitudes. The bootstrapping analysis displayed that the indirect effect of attitudes towards gender roles, $\beta$=0.116 was significant at t value of 1.973 with p<0.01. As pointed out by Preacher and Hayes (2008), the indirect effect of 0.116, 95% Boot CI: [LL=0.020, UL=0.215] which does not span a zero in between is a sign of mediation. Therefore, the result showed that attitudes towards gender roles mediated the relationship between organisational culture and underrepresentation of top women managers.

Second, the relationship between family-work conflict bias and underrepresentation on whether it was mediated by attitudes was measured. The standardised regression coefficient between family-work conflict bias and attitudes towards gender roles was statistically significant, and as mentioned in the earlier test results, the standardised regression coefficient between attitudes towards gender roles and underrepresentation of top women managers was also significant. The significance of this indirect effect was confirmed using bootstrapping method. The bootstrapped non-standardised indirect effect was $\beta$=0.127 which was significant at t value of 2.022 with p<0.01, and the indirect effect of 95% Boot CI: [LL=0.033, UL=0.239] proved that the indirect effect was statistically significant.

**Table 1.5**: Summary of mediation results

| Relationship | Coefficient | t value | CIBC 2.5% | CIBC 97.5% | Decision |
|---|---|---|---|---|---|
| Attitudes mediates the relationship between organizational culture and underrepresentation of top women managers. | 0.116 | 1.973 | 0.020 | 0.215 | Supported |
| Attitudes mediates the relationship between family-work conflict bias and underrepresentation of top women managers. | 0.127 | 2.022 | 0.033 | 0.239 | Supported |

## 5 Discussion

The findings of this study indicated that aspects of organisational culture associated with employees' attitudes are related to women's development and growth. As the results interpreted, organisational culture influenced employees' attitudes and could act as an adaptation mechanism for changing organisational environment. The study revealed that, in the public listed companies in which the employees reported collective principles of high gender equity and positive attitudes towards gender roles, employees' also reported high number of women in top management comparative to other listed companies. The findings of this study also indicated that positive attitudes towards gender roles from the extents of organisational culture showed that working environment, values and gender sensitivity highlighting altruistic orientation placed significant value to the representation of women in top management positions. Organisational culture is thus important and vital to create healthy environment workplace and acceptance of employees on organisational culture change can stimulate their work attitudes.

The results from this study as mentioned earlier was in seems to echo prior studies which confirmed the positive relationship between family-work conflict bias and attitudes towards gender role as argued in the studies of Grant-Vallone and Donaldson (2001), Rhode and Kellerman (2006), Hoobler et al. (2009) and Baxter (2012). The study by Hoobler et al. (2009) established a new perception to the underrepresentation of women managers which was the family-work conflict bias. The researchers stated that family-work conflict bias was a core problem among employees and as limited awareness was given to the problem, discrimination prevailed in many organisations. As such, the findings from this study seems to ring true in the analysis of instructions in this study as it established that family-work conflict bias is a significant predictor of attitudes.

The findings indicated that, perception towards family-work conflict bias leads to the perception towards stereotypical traits credited to gender roles, for example; as being responsible for family, which leads to women being seen as incompatible for senior managerial positions. The study revealed that, women in the listed companies have been found to have less pledge to their organisations than their counterparts especially in contributing long hours at work and travelling for work purposes. As the results in this sample indicated that, about 69.8 percent of women specified that they would not work long hours and travel outstation for work

purposes while their counterparts, about 92.1 percent indicated that they were most willing to travel and work long hours. The result indicated that family-work conflict bias had high importance attributions to the negative attitudes towards gender roles based on the fact from the study that more than one-third of women recognised high importance to family roles rather than employee roles.

The results indicated that the probability a particular higher level position in a particular listed company is occupied by a woman is lesser if there were large negative influence in terms of employees' perspective towards gender roles. It was evident that, many employees had negative view in terms of monitoring and guiding process undertaken by women. Equally alarming was that many viewed women as the gender which possessed emotional sensitivity. Attitudes towards gender roles and perceptions towards top women managers in most listed companies in the study were comparably unfavourable.

The mediation analysis showed that attitudes towards gender roles as a mediator in the current study is significant. The findings suggest that employees who engage with better organisational culture and reduced family-work conflict bias will have more positive attitudes towards gender roles. These in turn relates to higher representation in terms of top women managers, subsequently resulting in more value-driven women in developing their career.

### Identification Of The Underlying Predictors Of Attitudes Towards Gender Roles

The feminist theory guided the present research in studying the characteristics in women that prevented them from climbing the management ladder such as emotional instability, low self-esteem, depleted motivation, and lack of confidence. The theory was significantly useful to measure attitude and gender disparity and constructs in a more precise picture on the current situation (see Beetham & Demetriades, 2007). The barriers for women's progression in top management positions has been established at two levels; individual and organisational level in the study in contrast to the feminist theory which established three broad perspectives which were personal factors, institutional factors, and social and educational factors (Connell, 2006). The alteration of the factors of "individual and organisational level" from the initial "personal factors, institutional factors, and social and educational factors" to feminist theory transformed existent views and transformed research practices.

At individual level, the study found that companies where definite masculine behaviours are the custom, for example when long office hours and travelling overseas are seen as a sign of obligation to the job, women tend to be less successful in attaining top levels. This was seen through the results from family-work conflict bias predictor which influenced the underrepresentation of top women managers in organisation. If women, who have to care for family cannot fulfil those unprinted rules, they are labelled as less dedicated to their career.

While, at the organisational level, the study established policies and working arrangements to be either encouraging or discouraging for women seeking a top management career. This was seen through the results from organisational culture which predicted the underrepresentation of top women managers in organisation. Organisational culture in the study had substantial impact on the value of policies and instruments and was a barrier in women's advancement in top management positions.

### Conclusion

Achieving and improving the representation of women in top managerial posts is not an overnight solution. In fact, it is long term planning which is needed to attain and realise the justifiable change. Sustainable progress in terms of women representation in top managerial positions will never be attained if employers lack focus on practical guidance in terms of monitoring the attitudes which may be negative towards top women managers. Malaysia's policy which calls for an increase in the number of top women managers' participation to 30 percent will never be achieved on time if employers continue to be resistant towards the development of a more gender-balanced talent and relationship-centric pipelines.

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