

R

PERPUSTAKAAN UNIVERSITI MALAYA

ACM-6827
INVC...nms. 15/8/2001

**GENDER BIAS IN MANAGEMENT : A CASE STUDY IN
EMPLOYEES PROVIDENT FUND (EPF)**

Ushabhanu Suppiah

Bachelor Degree of Public Administration (Honours)
Universiti Utara Malaysia
1994

Submitted to the Faculty of Business and Accountancy
University Of Malaya
in partial fulfillment for the Degree of
Master of Business Administration

March 2000

Perpustakaan Universiti Malaya



A510304495

CONTENTS

PAGE

Chapter One

1.0	Introduction	1
2.0	The International Scenario of Women in Management	2
2.1	Women in General Employment	2
2.2	Women in Management	3
3.0	The Malaysian Women in Employment	4
3.1	Malaysian Women in Employment	4
3.2	Education Level Among Malaysian Women	5
3.3	Malaysian Women in Management	5
4.0	Problem Statement	8
5.0	Scope of Study	8
5.1	Gender	8
5.2	Management	9
5.2.1	Conceptual Skills	9
5.2.2	Human Relations Skills	9
5.2.3	Technical Skills	10
5.3	Organizational Type	10
6.0	Research Methodology	10
6.1	Data Collection	10
6.2	Secondary Data	11
6.3	Hypotheses	12
7.0	Limitations	12

Chapter Two

1.0	Introduction	14
2.0	Social Background	14

3.0	Reasons Behind Women's Poor Representation in Management	15
3.1	Sex Differences At Work	15
3.2	Organizational Culture	16
3.3	Differences in Managerial Skills	17
3.4	Organizational Barriers	21
3.5	Role Conflicts	22

Chapter Three

1.0	Historical Background	24
2.0	Organizational Structure	25
3.0	Analysis of Position	26
3.1	Executive Categories	26
3.2	Non Executive Categories	27
4.0	Distribution of Gender Between Departments	29
5.0	Human Resources Policies	30

Chapter Four

1.0	Data Analysis and Results	31
2.0	Outcome of The Hypotheses	34
2.1	Differences in Managerial Function	34
2.2	Differences Between Gender in Importance of Management Skills	36
2.3	Organizational Barriers in Employees Provident Fund	37
2.4	A Woman's Multiple Role	37

Chapter Five

1.0	Conclusion	38
2.0	Recommendation	41

Bibliography

Appendix

EXECUTIVE SUMMARY

The development in this day and age is extremely drastic. Tremendous growth is seen in all sectors of industries to match the rapidly changing needs of society. This change is also coupled with rapid technological advancement. In order to meet these developments the labour market should continue to experience growth as well. This is because in most sectors its most valuable asset in an organization is its human resources. And as such special attention needs to be given to this area of management. An in depth look at the breakdown of labour force indicates an almost equal number each gender representation. However, despite both sexes embarking on a management career at the same time, most often than not men seem to be making greater progress as compared to women. As such the question that is raised is if women are not prepared to undertake the demands of a managerial position thus making them lag behind in that area. In addition another school of thought also contributes lack of women representation to the barriers that have been created by organization which clearly is more inclined to men's needs. Other evidence of the lack of women in management also is indicated by the willingness of women to forgo their career for family obligations. However, the finding of this research supports the third school of thought, which causes low representation of women in management. This finding is a little alarming because women make up an equally substantial number of labour participation and with the increasing demands of skilled human resources the lack of attention given to retain women is highly risky. As such organizations need to build in flexibility in the working environment in order for women to progress in management.