

The Impact of Training and Development Activities on Women Subjective Career Success"an applied study on The Egyptian Customs Sector"

Mohamed.Wahba

Arab Academy for Science and Technology and Maritime Transport

mwahba@aast.edu

Abstract:

As Egyptian says, "Women are half of society". So, they have to enjoy all rights men are enjoying. One of the most important rights, from Egyptian women point of view, is to enter the labor market and have the same career opportunities and development.

This paper aims to investigate the impact of training and development activities on women subjective career success "An applied study on The Egyptian Customs Sector". The study is conducted by distributing a questionnaire on 60 working women in managerial positions and measures their career success's level of satisfaction and training activities. The data was obtained and analyzed, in which it concluded a high degree of job satisfaction level as well as high degree of training satisfaction. It also shows that level of job satisfaction was not only affected by training, but there are also other factors that can be measured for future researches as mentioned in the article.

Keywords: Career success, Career development, Job satisfaction, job involvement, women.

1. Introduction

Nowadays, the increasing rate for women participation in labor market could be noted, in both private and public sector. Although the interest in women career development is somehow still limited, it becomes the main concern of some researchers.

The notion that women's careers differ from that of men has received varying levels of support in literature (e.g. Gallos, 1989; Osipow and Fitzgerald, 1996). It is believed that there are three critical factors which make a compelling case for treating women's careers as entities worthy of focused investigation in and of themselves: (1) The differential impact of family responsibilities on men's and women's careers (Burke, 2002; Hochschild, 1989) ; (2) Findings from women's developmental psychology (Gilligan, 1982; Miller, 1976) suggest a distinctive relational emphasis may pervade women's career development (Fletcher, 1996; Kram, 1996); and (3) women's relative under-representation and subsequent token status at higher organizational levels uniquely constrain their career progress (Ely, 1995; Kanter, 1977).

Egyptian women are a very important part of society and they represent almost half of the population, according to data obtained from the Central Agency for Public Mobilization and Statistics. This result indicates that the participation of women in society assumes an unrivalled power. Despite that fact, it could be observed that women have a low participation in supervisory positions in Egypt. One of the main reasons for that is the widespread belief that women are not suitable for leadership positions and lack the personal characteristics that qualify them for these jobs. Although there is no sufficient evidence to support this supposition, men still tend to hold leadership positions as executives or team players in both private enterprises as well as government sector. In cases where women have attempted to reach high management positions, many have faced discrimination from their fellow male colleagues. Another form of discrimination is that of women workers who discriminate against other women. Some women do not want to be subordinate and work under the supervision of another woman on the basis that they lack leadership abilities, do not manage situations with understanding and are not as serious about work as men. Society in general believes that men should take the leadership roles, and a man who works under the supervision of a woman is considered to be inferior.

There may be some constrains as well that help in the belief that women are not able to occupy supervisory positions. One of these constrains is that certain high position jobs require women to have a degree of freedom of movement to travel away from their workplace. Another constraint is time that also puts a burden on women which makes them reluctant to assume high positions or to complete specific vocational training. These constrains restrict women from seeking a job because they go against customs and traditions in society. So, they prefer to have stable and secure jobs and are not eager to change or participate in workshops or training courses. Often, women choose to have a job only for the security and privileges that come with the position but they do not necessarily want to progress in their careers.

Home and family obligations and responsibilities can be a negative element for women participating in the labor force in Egypt. It is seen as the main obstacles deterring women from taking employment outside the home. In most households, there is an unequal division of domestic chores as few Egyptian men help their wives at home – a characteristic developed from childhood. It is also easier for women to have a successful career if somebody else deals with their housework and helps her to resolve family problems. In general, men do not believe that helping their wives at home benefits the family in general. Although men may agree to their wives going out to work to bring additional income to the family, many husbands do not fully understand the career ambitions of women. Women often suffer from the conviction that home and family obligations are solely their own responsibility. (Elfeky, 2007)

This paper aims to investigate the impact of training and managerial development on women's job satisfaction level by applying the study on women in managerial positions in the Egyptian customs sector.

2. Literature Review:

Before talking about career success measurements, the term "career" should be defined first. It could be referred to as lifelong process of work related activities which include both objective and subjective aspects. So, there is a relation between career, career development and career success (Hall, 2002). Career development can be defined as an ongoing series of stages characterized by unique concerns, themes, and tasks (Greenhaus et al., 2000). Career success is defined as accumulated positive work and psychological outcomes resulting from one's work experiences (Seiber and Kraimer, 2001). Also, it was pointed that career success can be defined as the real or perceived achievements individuals have accumulated as a result of their work experiences (Judge et al., 1995). Most researches divide career success into extrinsic and intrinsic components. Extrinsic success is relatively objective and observable and typically consists of highly tangible outcomes such as pay and ascendancy (Jaskolko, et al., 1985). Conversely, intrinsic success is defined as individual's subjective appraisal of their success and is most commonly expressed in terms of job, career, or life satisfaction (Gattiker and Lawwood, 1988; Judge et al., 1995).

It was pointed that both extrinsic and intrinsic career successes can be assessed as relatively independent outcomes, as they are only moderately correlated (Judge and Bertz, 1994).

The three criteria most commonly used to index extrinsic career success are (a) salary or income, (b) ascendancy or number of promotions, (c) occupational status. Intrinsic career success is a subjective rating of one's satisfaction with one's career. Items which fit under the career satisfaction umbrella ask respondents to directly indicate how they feel about their careers in general, whether they believe they want to their careers or if they believe that they have accomplished things they want in their careers or if they believe that their future prospects in their careers are good. (Boudreau, et al, 2001)

Job Satisfaction

A comprehensive definition of job satisfaction has been given to be pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important (Locke and Lathan, 1976).

According to (Mitchell and Lasan, 1987), it is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude.

While (Luthan, 1998) posited that there are three important dimensions to job satisfaction:

- Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
- Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.

- Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These are: the work itself, pay, promotion opportunities, supervision and coworkers.

JOB INVOLVEMENT

Job involvement is the internalization of values about the work or the importance of work according to the individual. Job involvement may appraise the ease with which a person can be further socialized by an organization. Organizational socialization is the process by which an individual understands the values, abilities, behaviors, and social knowledge indispensable for an organizational role and for taking part in as a member (Ramsey et al., 1995). It is a belief about one's current job and is a function of how much the job can satisfy one's wishes. High job involvement of individuals makes the job a central part of individual personal character. Besides, people with high job involvement focus most of their attention on their job (Hackett et al., 2001).

Job involvement is related with the work motivation that a person has with a job (Bashaw & Grant, 1994; Hackett et al., 2001; McElroy et al., 1995; Blau, 1986; Blau & Boal, 1987; Balay, 2000).

Job involvement is grouped into four diverse categories. These categories are listed as: 1) work as a central life interest, 2) active participation in a job, 3) performance as central to self-esteem, and 4) performance compatible with self-concept. In work, as a central life interest, job involvement is thought of as the degree to which a person regards the work situation as important and as central to his/her identity because of the opportunity to satisfy main needs. In active participation in a job, high job involvement hints the opportunity to make job decisions, to make an important contribution to company goals, and self-determination. Active participation in a job is thought to facilitate the achievement of such needs, as prestige, self-respect, autonomy, and self-regard. In performance, as central to self-esteem, job involvement implies that performance on a job is central to his/her sense of worth (Ramsey et al., 1995; Blau & Boal, 1987; Balay, 2000).

Job involvement can be considered as a function of individual difference and the work situation. Thus, demographic and work experience variables are expected to relate to job involvement. Positive relationships are expected with age, tenure, years in occupation, education, having children, and gender. There is no evidence for a strong relationship between job involvement and performance (Cohen, 1999).

Job involvement is negatively associated with intentions to quit and positively related to job satisfaction and organizational climate perceptions (McElroy et al., 1995; McElroy et al., 1999). In the same way, job involvement and organizational commitment are negatively related to absence, withdrawal intentions and turnover as well as lateness and leaving work early but job involvement is positively related to work effort and performance (Blau and Ryan, 1997). So, Individuals with high levels of both job involvement and organizational commitment should be the most motivated to go to work and to go on time. Also, Individuals with low levels of job involvement and organizational commitment should be the least motivated. Of course, both highly motivated and non-motivated employees may miss work or come late for excusable reasons (e.g., illness, religious holiday, vacation time, and transportation problems). So, highly motivated employees cannot be thought as non-motivated employees when missing work or coming late for excusable reasons. Individuals with

higher levels of job involvement and organizational commitment are likely to exhibit less unexcused lateness and unexcused absence than individuals with lower levels of job involvement and organizational commitment (Blau, 1986;Blau & Boal, 1987).

Employees can be portrayed in four different groups to classify them: (a) high job involvement - high organizational commitment; (b) high job involvement – low organizational commitment; (c) low job involvement – high organizational commitment; and (d) low job involvement – low organizational commitment. Employees in the first group are labeled “institutionalized stars”, in the second group “lone wolves”, in the third group “corporate citizens” and in the fourth group “apathetic employees” (Blau and Boal, 1989).

There have also been some researches in organizational commitment and job involvement especially related to the health-care workers and nurses (Brewer & Lok, 1995; Brooks & Swailes, 2002; Örs et al, 2003; Özsoy et al, 2004; Sjöberg & Sverke, 2000; Blau & Boal, 1989). In a study conducted in Swedish Emergency Hospital, it was found out that organizational commitment and job involvement had a variety of consequences on turnover (by Sjöberg and Sverke, 2000). Also, it was found that nurses with higher levels of job involvement and organizational commitment had significantly less unexcused absences than nurses with lower levels of job involvement and organizational commitment (Blau and Boal, 1989). Yet, no study in organizational commitment and job involvement of the state employees at Ministry of Health has been performed.

3. Research Methodology and Design:

3.1 Questionnaire

The study instrument is in the form of questionnaire which consists of 3 parts: first part is personal information, second part is professional development and training activities which measure the training types the employees of the organization under study had during their work life such as: orientation, career development program, technical training, management development, certification program, advanced management program, coaching from peers, and supervisory coaching, as well as investigating the training courses they actually accessed and the degree of usefulness. The statements are assessed by Likert-measure of five points scale ranging from 1 "Highly usefulness" to 5 "no usefulness". Third part is the subjective career success by evaluating the following elements: job satisfaction, career satisfaction, intention to quit, job involvement, and career prospects. The latter part is assessed by using Likert scale of five points scale ranging from 1 "highly agree" to 5 "highly disagree".

3.2 Sample:

The selected sample was a convenience sample of 60 women working in managerial positions in the Egyptian Customs Sector. It was found that the sample was distributed as follows: 87% of sample aged in range 41-45 years, 93% of sample working as administration managers, and 7% working as general managers. The entire sample working in full time jobs, 88% of the sample had a working experiences varying between 16-20 years and 12% had a working experience exceeding 20 years. The entire sample is married and has children. Around 93% of the sample had bachelor degree in commerce and law, 7% had master degree in management.

3.3 Data analysis technique:

Data was analyzed using SPSS 16 software package. For achieving accuracy of analysis, several ways of analysis were used, which are: Descriptive analysis, Chi-squared test, and ANOVA table.

4. Findings:

4.1 Analysis:

To be able to analyze the data obtained, a descriptive analysis will be done as well as frequency tables. This will help to describe the data and be able to put a hand on its nature. Observing table 4.1, it is found that the average level of job satisfaction is 2.0021. This means that, on average, employees are satisfied with jobs they are performing. This result is observed as the value “2” refers to the fact that employees rank of job satisfaction level is “agree”.

Also, the average level of training is found to be 4.0500, which mean that on average, employees receive 4 training courses while they are working in their current positions. It could be observed also that the minimum number of training courses an employee receives in the sector under study is 2 courses, while the maximum number of training courses an employee receives is 6 courses.

Table 4.1 Descriptive Analysis

	Sample Size	Mean	Std. Deviation	Minimum	Maximum
level of Job Satisfaction	60	2.0021	.46057	1.50	3.50
Training	60	4.0500	.72311	2.00	6.00

Observing table 4.2, it represents the level of job satisfaction frequencies. It can be noted that 83.3% of employees considered in the study have high degree of job satisfaction level, while only 8.3% of employees have unacceptable level of satisfaction.

Table 4.2 Frequency of Job Satisfaction Level

Level of satisfaction	Number	%
1-2	50	83.3%
2-3	5	8.3%
3-3.5	5	8.3%
Total	60	100%

Regarding table 4.3, it represents the training courses frequencies. It can be noted that 38 employees of the organization under study had attended 4 training courses, 12 employees only had attended 5 training courses and 6 employees had attended only 1 training course. It can also be observed that all employees receive training courses.

Table 4.3 Frequency of Job Satisfaction Level

Number of Training Courses	Number of Employees
2	2
3	7
4	38
5	12
6	1
Total	60

4.2 Test Statistic

Testing the variables under study can be done using several tools, depending on the nature of the data under study. In this paper, testing will be done using Chi-square and ANOVA tests.

4.2.1 Chi-square Test

The Chi-square test is shown in table 4.4, where the value of Chi-square for the level of job satisfaction is found to be 114.167. This value is a highly significant one according to the test. This result can be interpreted as employees in the organization under study are significantly satisfied regarding their current positions.

Also, the value of Chi-square for the training is found to be 76.833 which refer to a highly significant value for training courses conducted. This result can be interpreted as employees in the organization under study are getting a significant number and high quality of training courses assigned to them

Table 4.4 Chi –Square Test Statistics

	level of Job Satisfaction	Training
Chi-Square	114.167 ^a	76.833 ^b
df	10	4
Asymp. Sig.	.000	.000

4.2.2 ANOVA Table

The ANOVA test is shown in table 4.5, where the value of test reflects the relation between job satisfaction level and training courses attended by employees. The test value is found to be 6.319. This refers to an insignificant value of the test performed. This result is interpreted as there is an insignificant relation between level of job satisfaction for employees in the organization under study and training courses provided to them. According to that, it could be claimed that level of job satisfaction shown by employees is not due to training courses provided to them. Training courses provided to employees in the organization under study might be one reason beyond their significant satisfaction of their current positions, but it is not the only reason for that satisfaction. There are other hidden reasons which directly affect employees' satisfaction level regarding their jobs.

Table 4.5 ANOVA Test Statistics

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.940	4	.985	6.319	.000
Within Groups	8.575	55	.156		
Total	12.515	59			

5. Results and conclusions:

Despite the fact that it seems to be a surprising result for a while, the relation found between level of job satisfaction and training courses attended is a rational result when considering the organization under study as well as the sample of employees taken. This result is a clear reflection of what the organization under study offers to employees in it, especially women. The organization under study offers many other points rather than training courses provided to employees. This, of course, directly affects the satisfaction level of employees concerning their jobs. When studying the organization under study, it was found that it may be offering several points, such as: Career planning, which is shown in table 5.1, as it was found that Egyptian customs sector sets a career advancement plan for its employees with no discrimination between male and female and support the career paths with training and development plans. So, one employee must pass specific training courses to be promoted to the next degree. Also, other factors like transportation, nursery for their children, and their managerial positions affect the level of job satisfaction in a direct way. These points are highly concerned by women to feel secured in their work and comfortable. Other motivating points that might be considered are: salaries, benefits, health insurance.

Although there is a training plan linked to the career path, it must be to give a great concerning to the soft skills as the same as professional skills.

Table 5.1 Egyptian Custom Sector Career Path and Training Course Examples

Job Title	Job Path	Training Courses
Career Specialist	3 rd HR Specialist	career path application state civil workers law
	2 nd HR Specialist	career planning development
	1 st HR Specialist	recent trends to measure the functional effectiveness
Human Resources Researcher	3 rd HR Researcher	Human resource planning state civil workers law
	2 nd HR Researcher	-----
	1 st HR Researcher	TQM applications
Employees Affairs Researcher (Staffing Researcher)	3 rd employees affairs researcher	employee affairs application state civil workers law
	2 nd employees affairs researcher	SPSS
	1 st employees affairs researcher	performance appraisal course
Management Information System Specialist	3 rd MIS specialist	MIS applications C++,V.BASIV, JAVA.script,ORACLE
	2 nd MIS specialist	SPSS
	1 st MIS specialist	DSS
Administrative Organize Researcher	3 rd administrative organize researcher	job organizing and balancing state civil workers law
	2 nd administrative organize researcher	Preparing organizational structures and organizational documents performance rate and job content
	1 st administrative organize researcher	New trends in organizational development and measuring organizational effectiveness

6. Further Research Suggestions:

For future researches, it is suggested to measure the relation between women satisfaction as being employees in any organization and other factors of subjective career success such as: salary, benefits and other social services.

Also, it is suggested to study the impact of work barriers on job satisfaction level. These points are concerned with women and might be causing a comfortable atmosphere to women working in the organization.

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