# WORKPLACE GENDER EQUALITY IN KEDAH: AN EXPLORATORY ANALYSIS

TAN MIAU WEI

MASTER OF ECONOMICS
UNIVERSITI UTARA MALAYSIA
JUNE 2015

# WORKPLACE GENDER EQUALITY IN KEDAH: AN EXPLORATORY ANALYSIS

# By

# TAN MIAU WEI

# A dissertation submitted to

Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

In Fulfillment of the Requirements for the Award of Master's Degree in Economic

### PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for the postgraduate degree from Universiti Utara Malaysia, I agree that the Universiti Library may make it freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s), or in their absence by the Dean of the College of Business or the Dean of Research and Innovation. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and Universiti Utara Malaysia for any scholarly use which may be made of any material from my project paper. Request for permission to copy or to make other use of materials in this project paper in whole or in part should be addressed to:

Dean of Research and Innovation Office

Universiti Utara Malysia

06010 UUM Sintok

KadahDarulAman

### **ABSTRACT**

This study aims to identify the workplace gender equality or inequality in term of pay, promotion, decision making and training and development based on employees' perceptions in private sector, Kedah. Specifically, this paper identifies the relationships between gender equality/ inequality and perceived pay fairness, perceived promotion fairness, perceived decision making fairness and perceived training and developments fairness in the workplace. Besides, this study investigates either the facilities that regarding to gender equality are provided or not by employers in the workplace and also to examine the importance of those facilities based on their perception. Data collection method encompass on self-administered surveys to 150 workers in selected private sector companies through a systematic cluster and purposive sampling design. Questionnaires were equally distributed in three sectors which are retail/ wholesaler, manufacturing and services sectors. The data obtained were analyzed using descriptive analysis, Probit model and Pearson correlation test. Results from Probit regression indicate that respondents who have higher satisfaction of perceived pay fairness and perceived decision making are more likely to have gender equality in the workplace in the private sector, Kedah. This result shows that gender equality achieve in term of pay and decision making. Conversely, Pearson correlation test shows that there is a significant and strong positive relationship between gender equality and perceived pay fairness, perceived promotion fairness, perceived decision making fairness and perceived training and development fairness.

**Keywords:** Gender Equality, Pay, Promotion, Decision Making, Training and Developments, Facilities, Probit Model, Pearson Correlation, Private Sector.

### **ABSTRAK**

Kajian ini mengkaji kewujudan kesaksamaan jantina di tempat kerja dari segi gaji, kenaikan pangkat, membuat keputusan dan latihan dan pembangunan berdasarkan persepsi pekerja di sektor swasta, Kedah. Lebih spesifik, kertas ini ingin mengenal pasti hubungan antara kesaksamaan jantina dan gaji, promosi, membuat keputusan dan latihan dan perkembangan di tempat kerja. Selain itu, kajian ini juga mengkaji sama ada kemudahan mengenai kesaksamaan jantina diperuntukkan atau tidak oleh majikan di tempat kerja dan mengkaji kepentingan kemudahan tersebut berdasarkan persepsi pekerja. Pengumpulan data dibuat secara bancian menggunakan soal selidik yang direka khusus kepada 150 responden di sektor swasta di negeri Kedah berdasarkan rekabentuk persampelan kelompok dan bertujuan. Borang soal selidik telah diedarkan sama rata dalam tiga sektor iaitu runcit / pemborong, pembuatan dan perkhidmatan. Data yang diperolehi dianalisis menggunakan kaedah deskriptif, model Probit dan ujian korelasi Pearson. Berdasarkan regresi Probit yang dijalankan, dapatan menunjukkan bahawa responden yang mempunyai kepuasan yang lebih tinggi terhadap keadilan gaji dan keadilan membuat keputusan adalah lebih cenderung untuk mempunyai kesaksamaan jantina di tempat kerja dalam sektor swasta, Kedah. Dapatan ini juga menunjukkan bahawa kesaksamaan jantina dicapai dari segi gaji dan membuat keputusan. Walau bagaimanapun, ujian korelasi Pearson menunjukkan bahawa terdapat hubungan yang signifikan dan positif antara kesaksamaan jantina dan gaji, promosi, membuat keputusan dan latihan dan pembangunan.

**Kata kunci**: Kesaksamaan Jantina, Gaji, Kenaikan Pangkat, Membuat Keputusan, Latihan dan Perkembangan, Kemudahan, Probit Model, Ujian Korelasi Pearson, Sector Swasta.

**ACKNOWLEDGEMENT** 

First, I would like to express my sincere gratitude to my supervisor Assoc. Prof. Dr.

Norehan Abdullah who gives me valuable suggestions, good guidance and constructive

comments for me to complete my dissertation. I would like to thanks her for her kindness

and encouragement in my studies. I am extremely appreciated regarding to that as I have

learn a lot from her.

I am also grateful to my lectures at University Utara Malaysia who gave me a lot of

knowledge cultivated my interest in economics and thus led me to the field of academic

research. I would always be thankful to them for everything they have taught me through

my academic study at the university.

Moreover, I would like to thanks my family members especially my mum and my dad

who always support and encourage me to do my best in my study. Their understanding

has enabled me to successfully complete my postgraduate study in UUM.

Besides, I would like to express my appreciation to my friends who always encouraging

me and help me to overcome the difficulties that I face in my study. They always

understand me and support me in my master study.

Tan Miau Wei

(816942)

νi

# TABLE OF CONTENT

	Page
TITLE PAGE	i
CERTIFICATION	ii
PERMISSION TO USE	iii
ABSTRACT	iv
ABSTRAK	v
ACKNOWLEDGEMENT	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	X
LIST OF FIGURES	xi
LIST OF ABBREVIATION	xii
CHAPTER 1: INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Study	2
1.3 Problem Statements	8
1.4 Research Questions	12
1.5 Research Objectives	12
1.6 Significant of the Study	13
1.7 Scope of the Study	15
1.8 organization of the Study	15
CHAPTER 2: LITERATURE REVIEW	16
2.1 Introduction	16
2.2 Theoretical Framework	16
2.3 Empirical Reviews	20
2.3.1 Gender Equality/ Inequality	20

2.3.2 Gender Pay Gap	23
2.3.3 Differential of Gender Promotion	26
2.3.4 Gender Decision Making Opportunity	28
2.3.5 Gender Training and Developments Opportunity	29
2.3.6 Facilities	30
2.4 Conclusion	32
CHAPTER 3: RESEARCH METHODOLOGY	33
3.1 Introduction	33
3.2 Conceptual Framework	33
3.3 Data, Population, and Sampling Design	37
3.4 Questionnaire Design	39
3.5 Operational Definitions and Measurement of Variables	40
3.6 Method of Data Analysis	44
3.6.1 Descriptive Analysis	44
3.6.2 Probit Regression	44
3.6.3 Pearson Correlation Test	46
3.7 Validity of the Study	47
3.8 Reliability of the Study	47
3.9 Conclusion	48
CHAPTER 4: ANALYSIS AND DISCUSSION	49
4.1 Introduction	49
4.2 Reliability Test	49
4.3 Descriptive Analysis of Characteristics of Sample	50
4.4 Descriptive Analysis for Perception regarding Gender Equality	53
4.5 Probit Analysis	55
4.6 Pearson Correlation Analysis	61
4.7 Descriptive Analysis regarding the Important of The Facilities viii	64

4.8 Conclusion	67
CHAPTER 5: DISCUSSION AND CONCLUSION	68
5.1 Summary	68
5.2 Discussion of the Study	70
5.3 Limitation of the Study and Suggestion for Future Study	72
REFERENCES	74
APPENDIX A: QUESTIONNAIRE	81
APPENDIX B: PROBIT REGRESSION	85
APPENDIX C: PEARSON CORRELATION TEST	89

# LIST OF TABLES

	Page
Table 1.1: Gender Gap Index in Malaysia from 2006 to 2014	3
Table 3.1: Operational definitions of variables	42
Table 3.2: Pearson Correlation Coefficient	47
Table 4.1: Reliability Statistics	50
Table 4.2: Descriptive Analysis for Demography Background	50
Table 4.3: Descriptive Statistics for Perception	54
Table 4.4: Goodness of Fit Statistics	56
Table 4.5: Variance Inflation Factors (VIF)	57
Table 4.6: Probit Estimation Result	57
Table 4.7: Pearson Correlation between Dependent Variable and Independent	
Variables	61
Table 4.8: Facilities that Provided in the Workplace	65
Table 4.9: Importance of the Facilities that Provided in the Workplace	66

# LIST OF FIGURES

	Page
Figure 1.1: Labor Force Participation Rate in Malaysia from 1986 to 2013	5
Figure 1.2: Number of Employment in Malaysia from 1986 to 2013	6
Figure 3.1: Relationship between Workplace Gender Equality/Inequality and	
Perceived Pay Fairness, Perceived Promotion Fairness, Perceived	
Decision Making Fairness, Perceived Training and Development	
Fairness.	36
Figure 3.2: Systematic Cluster and Purposive Sampling Design	38
Figure 4.1: Relationship between Gender Equality and Perceived Pay Fairness	62
Figure 4.2: Relationship between Gender Equality and Perceived Promotion	
Fairness	63
Figure 4.3: Relationship between Gender Equality and Perceived Decision	
Making Fairness	63
Figures 4.4: Relationship between Gender Equality and Perceived Training &	
Developments Fairness	64

# LIST OF ABBREVIATION

ACCA Association of Chartered Certified Accountants

CC Child Care Centre

CF Flexibilities of Career

MB Maternity Benefits

MDG 3 Third Millennium Development Goal

NPM National Policy for Woman

PMR Penilaian Menengah Rendah

SPM Sijil Pelajaran Malaysia

SPSS Statistical Package for Social Science

STATA Statistical Software

STPM Sijil Tinggi Pelajaran Malaysia

TalentCorp Talent Corporation Malaysia

UNICEF United Nations International Children's Emergency Funds

WEF World Economic Forum

WF Flexible Workplace Arrangements

## **CHAPTER 1**

### INTRODUCTION

### 1.1 Introduction

According to United Nations, gender equality can be defined as female and male should receive same treatment such as opportunities, responsibilities and rights which do not depend on their gender while gender equality doesn't refer that female and male are the same (UN Women, 2010). It is undeniable that gender equality is a human right issues and it is a necessity for economic development to enhance economic growth, reduce poverty and increase productivity. Therefore, every country is implementing the policies or programs to eliminate gender inequality which is a main barrier and challenge for human development that will influence the country developments.

World Economic Forum, the Global Gender Gap Report is created in 2006 to deliver a globally information regarding the gender equality for countries that listed in that report (World Economic Forum, 2014). In this context, the Global Gender Gap Index was introduced as a tool or framework for analysis and compares the progress of gender disparities and equality between and within the countries around the world. The Global Gender Gap Index was measured and compared based on economic participation and opportunity, education attainment, health and survival and political empowerment. From the overall performance, Iceland gets first ranking while Finland, Norway, Sweden and Denmark ranked 2th, 3th, 4th and 5th respectively from 142 countries that listed in

# The contents of the thesis is for internal user only

### REFERENCES

- Adams, J. (1965). Inequality in social exchange. *Advances in experimental social psychology*, 62, 335-343.
- Aigner, D.J., & Cain, G.C. (1977). Statistical theories of discrimination. *Industrial and Labor Relations Review*, 30 (2), 175-187.
- Andaleeb, S.S., & Wolford, G.V. (2004). Participation in the workplace: gender perspectives from Bangladesh. *Women in Management Review*, 19(1), 52 64.
- Barron, R. D., & Norris G. M. (1976). Sexual division and the dual labor marketing dependence and exploitation in work and marriage. *In Dependence and Exploitation in Marriage and Work*, edited by D. L. Baker, and S. Allen, London, Longman, 47-69.
- Baliamoune-Lutz, M., & McGillivray, M. (2015). The impact of gender inequality in education on income in Africa and the Middle East. *Economic Modelling*, 47, 1-11.
- Bamberger, P., Admati-Dvir, M., & Harel, G. (1995). Gender-based wage and promotion discrimination in Israeli high-technology firms: do unions make a difference? *The Academy of Management Journal*, 38(6), 1744-1761.
- Becker, G. (1964). Human Capital: A Theoretical and Empirical Analysis, With Special Reference to Education. New York: Columbia University Press.
- Becker, G. (1971). The Economics of Discrimination, Second Edition, Chicago: University of Chicago Press.
- Bertrand, M., & Hallock, K.F. (2001). The gender gap in top corporate jobs. *Industrial* and Labor Relations Review, 55(1), 3-21.
- Blau, F.D., & Kahn, L.M. (2006). The U.S. gender pay gap in the 1990s: Slowing Convergence. *Industrial and Labor Relations Review*, 60(1), 45-66.
- Burress, J.H., & Zucca, L.J. (2004). The gender equity gap in top corporate executive positions. *American Journal of Business*, 19(1), 55-62.
- Castellano, R., & Rocca, A. (2014). Gender gap and labour market participation. *International Journal of Manpower*, 35(3), 345 367.
- Chaynee, W. (2006). Moving towards gender equality in the workplace. Retrieved from http://www.mier.org.my/newsarticles/archives/pdf/chaynee14\_8\_2006.pdf

- Chapman, B. J., & Harding, J.R. (1985). Sex Differences in Earnings: An Analysis of Malaysian W age Data. Journal of Development Studies, 21(3), 362-376.
- Chou, K.L., & Cheung, K.C.K. (2013). Family-friendly policies in the workplace and their effect on work–life conflicts in Hong Kong. *The International Journal of Human Resource Management*, 24(20), 3872-3885.
- Coomber, B., & Barriball K.L. (2007) Impact of job satisfactions on intent to leave and turnover for hospital based nurses: a review of the research literature, *International Journal of Nursing Studies*, 44(2), 297-314.
- Crespi, I. (2009). Gender differences and equality issues in Europe: critical aspects of gender mainstreaming policies, *International Review of Sociology: Revue Internationale de Sociologie*, 19(1), 171-188.
- Cutler, M. M., & Jackson, A. L. (2002). A glass ceiling or work/ family conflict? *The Journal of Business and Economics Studies*, 8(2), 73-85.
- Davies-Netzley, S. A. (1998). Women above the glass ceiling: Perceptions on corporate mobility and strategies for success. *Gender and Society*, 12(3), 339-355.
- Davis, J. A. (1971). Elementary survey analysis. Englewood Cliffs, NJ: Prentice Hall
- Davis, N., & Robinson, R. (1991). Men's and Women's consciousness of gender inequality: Austria, West Germany, Great Britian, and the United States. *American Sociological Review*, 56(1), 72-84.
- De Vaus, D. A. (2002). Surveys in Social Research, 5th edition, Allen & Unwin, Crows Nest, Australia, 379.
- Department of Statistics Malaysia, 2013. *Labour Force Survey Time Series Data*, 1982-2013. Kuala Lumpur: Government Publication.
- Dollar, D., & Gatti,R. (1999). "Gender Inequality, Income and Growth: Are Good Times Good For Women?" *Policy Research Report on Gender and Development Working Paper*, No. 1. Washington, DC: World Bank.
- Economic Planning Unit. (1986). "Prime Minister's Department. *Fifth Malaysia Plan,* 1986-1990." Kuala Lumpur: Government Printers
- Economic Planning Unit. (1991). "Prime Minister's Department. *Sixth Malaysia Plan,* 1991-1995. Kuala Lumpur: Government Printers.
- Economic Planning Unit. (1996). "Prime Minister's Department. Seventh Malaysia Plan, 1996-2000." Kuala Lumpur: Government Printers.

- Economic Planning Unit. (2001). "Prime Minister's Department. *Eighth Malaysia Plan*, 2001-2005." Kuala Lumpur: Government Printers.
- Economic Planning Unit. (2006). "Prime Minister's Department. *Ninth Malaysia Plan*, 2006-2010." Kuala Lumpur: Government Printers.
- Economic Planning Unit. (2011). "Prime Minister's Department. *Tenth Malaysia Plan, 2011-2015*." Kuala Lumpur: Government Printers.
- Ginther, D.K., & Hayes, K.J. (1999). Association gender differences in salary and promotion in the humanities. *The American Economic Review*, 89(2), 397-402.
- Government Transformation Programme .(n.d.). Tax incentives for employers. Retrieved from http://www.pemandu.gov.my/gtp/Fee\_Assistance\_and\_Incentives\_for\_Early\_Chil dcare-@-Tax\_Incentives\_for\_Employers.aspx
- Groshen, E.L. (1991). The structure of female / male wage differential. *Journal of human Resources*, 26(3), 457-72.
- Jobstreet.com. (2013). Growing gender equality in the malaysian workplace. Retrieved from http://www.jobstreet.com.my/career-resources/growing-gender-equality-in-the-malaysian-workplace/#.VQbRHtKUe8A
- Hakim, C. (2000). Work-lifestyle Choices in the 21<sup>st</sup> Century: *Preference Theory*. Oxford: Oxford University Press.
- Halpern, D. F. (2005). How time-flexible work policies can reduce stress, improve health, and save money. *Stress and Health*, 21(3), 157–168.
- Hannan, M.T., Schomann, K., & Blossfeld, H.P. (1990). Sex and sector differences in the dynamics of wage growth in the Federal Republic of Germany. *American Sociological Review*, 55(5), 694-713.
- Heneman, H. (1985). Pay satisfaction. In K. Rowland and G.Ferris, eds, *Research in Personnel and Human Resources Management*, Greenwich, CT: JAJ Press, 115-139.
- Hill, M.A., & King,E. (1995). Women's education and economic well-being. *Feminist Economics*, *I*(2), 21–46.
- Hill, C. & Silva, E. (2005). Public perception of the pay gap. American Association of University Women Educational Foundation. 111 16<sup>th</sup> Street N.W.Washington, DC.
- Hora, E.A. (2014). Factors that affect women participation in leadership and decision making position. *Asian Journal of Humanity, Art and Literature*, 1(2), 97-118.

- Hossain, M.A., & Tisdell, C.A. (2005). Closing the gender gap in Bangladesh: inequality in education, employment and earnings. *International Journal of social Economics*, 32(5), 439-453.
- Inland Revenue Board of Malaysia. (2013). Perquisites from employment, Public Rulling No. 2/2013.Retrieved from http://www.hasil.gov.my/pdf/pdfam/PR2\_2013.pdf
- Jagacinski, C.M. (1987). Engineering careers: Women in a male dominated field. *Psychology of Women Quarterly*, 11, 97-110.
- Jamali, D., Sidani, Y., & Kobeissi, A. (2008). The gender pay gap revisited: insights from a developing country context. Gender in Management: *An International Journal*, 23(4), 230-246.
- Judge, T. & Livingston, B. (2008). Is the gap more than gender? A longitudinal analysis of gender, gender role orientation and earnings. *Journal of Applied Psychology*, 93(5), 994-112.
- Khoreva, V. (2011). Gender pay gap and its perceptions, Equality, Diversity and Inclusion: *An International Journal*, 30(3), 233 248.
- Klasen, S. (1999). Does gender inequality reduce growth and development? Evidence from Cross-Country Regressions. *Policy Research Report on Gender and Development Working Paper*, Series No. 2. Washington, DC: World Bank.
- Klasen, S., & Francesca, L. (2009). The impact of gender inequality in education and employment on economic growth: new evidence for a panel of countries. *Feminist Economics*, 15(3), 91–132.
- Knowles, S., Paula, K.L., & Owen, P.D. (2002). Are educational gender gaps a brake on economic development? some cross-country empirical evidence. *Oxford Economic Papers*, *54*(1), 118–49.
- Lange, T. (2008). Communist legacies, gender and the impact on job satisfaction in Central and Eastern Europe. *European Journal of Industrial Relations*, 14(3),327-346.
- Latifah Mohd. Nor. (1998). An Overview of Gender Earnings Differentials in Peninsular Malaysia. *IIUM Journal of Economics and Management*, 6(1), 23-49.
- Leung, L.C. (2014) Gender mainstreaming childcare policy: barriers in a Confucian welfare society. *Journal of International and Comparative Social Policy*, 30(1), 41-52.

- Livanos, I., Yalkin, C., Nu ñez, I. (2009). Gender employment discrimination: Greece and the United Kingdom. *International Journal of Manpower*, 30(8), 815 834
- Lorber, J. (1997). The variety of feminisms and their contributions to gender equality. Oldenburg: bis, Bibl.- und Informationssystem der Univ.
- Lyness, K. S., & Thompson, D. E. (1997). Above the glass ceiling? A comparison of matched samples of female and male executives. *Journal of Applied Psychology*, 82(3), 359-375.
- Lyness, K.S, & Thompson, D. E. (2000). Climbing the corporate ladder: Do female and male executives follow the same route? *Journal of Applied Psychology*, 85(1), 101-117.
- Malaysia dips further in global gender equality ladder, second to last in Asean (2014, October 29). *Malaymail Online*. Retrieved from http://www.themalaymailonline.com/malaysia/article/malaysia-dips-further-inglobal-gender-equality-ladder-second-to-last-in-as#sthash.kCFTVqrJ.dpuf
- Malaysia's gender equality worsening, says global report. (2014, October 29). *The Malaysian Insider*. Retrieved from http://www.themalaysianinsider.com/malaysia/article/malaysias-gender-equality-worsening-says-global-report
- Malaysia, Permanent Mission to United Nations. Retrieved from http://www.un.org/womenwatch/daw/documents/ga67/Malaysia.pdf
- Major, B. & Konar, E. (1984). An investigation of sex differences in pay expectations and their possible causes. *The Academy of Management Journal*. 27, 777-792.
- Mitra, A.,Bang,J.T., & Biswas, A. (2014). Gender equality and economic growth: is it equality of opportunity or equality of outcomes? *Feminist Economics*, 21(1), 110-135.
- Mwiti, S. (2012), Perceived relationship between job satisfaction and employee performance among teachers service commission secretariat at the headquarters Nairobi. Unpublished MBA project, University of Nairobi.
- Nor'Aznin Abu Bakar & Norehan Abdullah. (2007). Labor force participation of women in Malaysia. In: *International Economic Conference on Trade and Industry* (IECTI) Penang, Malaysia. (Unpublished)
- OECD, Labor force participation by gender and age, 2010. Retrieved from http://skills.oecd.org/supplyskills/documents/21abclabourforceparticipationbygen derandage2010.html

- Okpara, J.O. (2006). Gender and the relationship between perceived fairness in pay, promotion, and job satisfaction in a sub-Saharan African economy. *Women in Management Review*, 21(3), 224 -240.
- Pascall, G., & Lewis, J. (2004). Emerging gender regimes and policies for gender equality in a wider Europe. *Journal of social policy*, 33(3), 373-394.
- Pekkarinen, T., & Vartiainen, J. (2006). Gender differences in promotion on a job ladder: Evidence from Finnish metalworkers. *Industrial and Labor Relations Review*, 59(2), 285-301.
- Phelps, E. (1972), The Statistical Theory of Racism and Sexism.. *American Economic Review*, 62 (4), 659-661.
- Rahmah Ismail & Zulridah Mohd Noor (2005). Gender wage differentials in the Malaysian manufacturing sector. *IIUM Journal of Economics and Management*, 13(2), 119-137.
- Rahmah Ismail & Zulridah Mohd Noor (2005). Gender wage differentials in the Malaysian manufacturing sector. *IIUM Journal of Economics and Management*, 13(2), 119-137.
- Rahmah Ismail .(2011). Gender wage differentials in the Malaysian services sector. *African Journal of Business Management*, 5(19), 7781-7789.
- Rahmah Ismail & Idris Jajri (2012). Gender wage differentials and discrimination in Malaysia labor market. *World Applied Sciences Journal*, 19(5), 719-728.
- Rindfleish, J. (2002). Senior management women and gender equity: a comparison of public and private sector women in Australia. *Equal Opportunities International*, 21(7), 37-55.
- Roscoe, J.T. (1975). Fundamental Research Statistics for the Behavioural Sciences, 2nd edition. New York: Holt Rinehart & Winston.
- Rosen, E. (2014). How to determine your filing status. Retrieved from http://www.irs.com/articles/determining-your-filing-status
- Scott, J. W. (1988). Deconstructing equality-versus-difference: or, the uses of poststructuralist theory for feminism. *Feminist studies*, 14(1), 33-50.
- Sekaran, U. (2003). Research method for business: a skill-building approach. John Wiley and Sons Inc.

- Sharma, S., Rao, P.K, & Sharma, R. (2013). Role of women in decision-making related to farm: The study of Jammu district of J&K state. *International Journal of Scientific and Research Publications*, 3(1), 1-4.
- Stroh, L.K., Brett, J.M., & Reilly, A.H. (1992). All the right stuff: A comparison of female and male managers' career progression. *Journal of Applied Psychology*, 77(3), 251-260.
- TalentCorp Malaysia & ACCA .(2012). Retaining Women in the Workplace Report. Retrieved from http://flexworklife.my/wp-content/uploads/2013/07/ACC5-Retaining-Women-in-the-Workforce.pdf
- Temesgen, T. (2008). Effects of labor market institutions and establishment characteristics on gender wage inequality in Africa. *International Journal of Sociology and Social Policy*, 28(9/10), 309 325.
- The Edge Malaysia. (2013). Flexible Work Arrangements. Retrieved from https://www.pwc.com/my/en/assets/press/130812-the-edge-flexible-work-arrangements.pdf
- Daily Express, Independent National Newspaper of East Malaysia. (2014). Today's women still face gender bias. Retrieved from http://www.dailyexpress.com.my/read.cfm?NewsID=1409
- UNICEF Malaysia. (2007). Women in Malaysia. Retrived from http://www.unicef.org/malaysia/sowc\_6066.html
- UN Women. (2010). United Nations Entity for Gender Equality and the Empowerment for Women. Retrieved from http://www.un.org/womenwatch/osagi/conceptsandefinitions.htm
- Vivian, N. (2013) Malaysian Tax Updates. Retrieved from http://www.taxand.com.my/pdf/publications/March-April%202013.pdf
- World Economic Forum. (2014). The Global Gender Gap Report 2014.
- Walster, E., Traupman, J., & Walster, G. (1978). Equity and extramarital sexuality. *Archives of Sexual Behavior*, 7(2), 127-142.