INDICATORS OF CAREER SUCCESS FOR WOMEN IN MALE-DOMINATED JOBS

By

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Supervisor: Professor J M Hoobler

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DECLARATION

I, Mahlaku Ledwaba declare that *Indicators of Career Success for Women in Male-Dominated Jobs*, which I hereby submit for the degree Magister Commercii Industrial Psychology at the University of Pretoria, is my own work and all the resources and references I used are cited and referred to in the reference list.

I declare that the content of this work has not been submitted by me for a degree at another university.

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Mahlaku Ledwaba
September 2016

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ABSTRACT

INDICATORS OF CAREER SUCCESS FOR WOMEN IN

MALE-DOMINATED JOBS

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Literature shows that even after decades of the subject being at the top of organisations' agendas, advancement of women in the workplace, especially of women in male-dominated jobs is still progressing very slowly compared to their male counterparts. One of the reasons often cited for this slow progress is the inability of organisations to understand whether male-dominated jobs offer conducive environments for women to succeed in, and how this relates to the level of job satisfaction experienced by women. Organisations also have very little understanding of the career rewards that are preferred by women. Such an understanding is crucial in order for organisations to be able to offer women the preferred rewards so that they can succeed.

This study aims to explain how person-organisation fit and person-job fit relates to job satisfaction of women in male-dominated jobs. Furthermore, the study aims to provide an explanation of whether this relationship exists as a result of subjective career rewards experienced by women in male-dominated jobs. This study was conducted in a company within the financial services industry based in South Africa. A deductive research approach

was followed and data was collected through a hand-delivered survey. A quota sample (N=62) of males and females in both male-dominated jobs and female-dominated jobs was obtained. Data analysis was performed on SPSS 23.0 software to conduct t-tests, in order to compare means of variables. Regression analysis was conducted in order to assess a mediation relationship between the variables in this study.
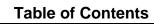
The results of this study indicate that person-organisation fit and job satisfaction do not have a statistically significant relationship for women in male-dominated jobs. The results also revealed that for person-organisation fit and job satisfaction, no mediated relationship on the part of subjective career rewards could be established.

A recommendation for organisations is that they design their reward policies using an individual-based approach instead of a one-size-fits-all approach. Researchers could also ensure that the sample of respondents is representative of the demographics that are relevant to the study, in order to be able to better understand what they are studying. Furthermore, it is also recommended that researchers control for social desirability bias when doing research on sensitive issues such as reward differences and gender equity.

TABLE OF CONTENTS

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LIST OF TABLES

LIST OF FIGURES

CHAPTER 1: INTRODUCTION TO THE STUDY

1.1 BACKGROUND AND CONTEXT

Over the past few decades, organisations and companies have seen an ever-increasing number of women coming into the workplace (Michailidis, Morphitou & Theophylatou, 2012). There has also been a distinct shift in terms of women moving into senior positions, and some into traditionally male-dominated jobs or male-dominated environments (Chovwen, 2003; England, 2010). One of the key motivating factors for women, especially married women, for seeking employment, is that they may be able to acquire a second income and in this manner assist in supporting their families (England, 2010). The shift towards male-dominated jobs is driven by the perception that male-dominated jobs provide better salaries, incentives, recognition for work effort, career development and promotion opportunities. Male-dominated jobs are also perceived to be more intellectually challenging than traditionally female-dominated jobs (Buse, Bilimoria & Perelli, 2013; Chovwen, 2003; England, 2010).

As more women continue to move into the workplace, more companies are making a concerted effort to help women progress in their careers. This topic therefore continues to be at the top of companies' agendas (Eagly & Carly, 2003). Despite increased efforts towards the advancement of women, the progress experienced by women still appears to be slower than that of men (Eagly & Carli, 2007; Lirio et al. 2007; Michailidis et al. 2012). One of the reasons for the slow progress of women in the workplace is the inability of organisations to motivate and reward women according to their unique career reward preferences (Lirio et al. 2007). The slow progress in the advancement women in the workplace is also accentuated by the limited comprehension of factors affecting women' success from the perspective of the types of jobs they have (Greenfeld, Greiner, & Wood, 1980; Tolbert & Moen, 1998).

Women who occupy male-dominated jobs do not appear to be progressing at a satisfactory rate in these jobs and are therefore not satisfied in those jobs. This is despite the fact that they were initially attracted to these jobs based on the promise of increased authority, higher salaries and increased recognition (England, 2010; Greenfeld et al., 1980). Women are dissatisfied in male-dominated jobs as a result of discrimination and high levels of pressure and stress. The excessive pressure and stress that they encounter are higher than what men working in male-dominated jobs and women working in female-dominated jobs experience (Gardiner & Tiggemann, 1999). Women working in male-dominated jobs receive bigger promotions and bigger salaries than women in female-dominated jobs. However, as indicated by Clark (1997) and Greenfeld et al., women working in female-dominated jobs seem to be more satisfied with their jobs than women working in male-dominated jobs.

Women working in male-dominated jobs experience excessively high levels of pressure and stress because of heavy workloads, lack of recognition and lack of power and control over their work (Gardiner & Tiggemann, 1999). The discrimination experienced by women in male-dominated jobs is a result of their being a minority group amongst a group of men. The job characteristics of male-dominated jobs are designed to cater for men's preferences and not for those of women. Women therefore feel discriminated against (Dubbelt, Rispens & Demerouiti, 2016; Gardiner & Tiggemann, 1999). Women in male-dominated jobs experience an imbalance between what Dubbelt et al. describes as work demands and work resources. Dubbelt et al. indicate that work demands are demanding characteristics of a job such as workload and work-family conflict, and work resources are characteristics of the job such as career development and management support experienced in a job. For individuals to be successful in their careers, they need to have a balance between their work demands and work resources. Women in male-dominated jobs therefore feel discriminated against as they experience lower levels of work resources and higher levels of work demands than do their male counterparts. This leads to high levels of stress as well as dissatisfaction (Dubbelt et al. 2016).

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Ballout (2007) also expresses the above mentioned imbalance. He says that the reason why a person becomes dissatisfied with his or her organisation, is that there is a misalignment between his or her values and the values of the organisation he or she works for. This concept is referred to as low person-organisation fit. A person may also experience a misalignment between his or her abilities and the actual requirements of the job. This concept is referred to as low person-job fit (Kristof, 1996; Lauver & Kristof-Brown, 2001). These two views of misalignment have been shown to result in low levels of job satisfaction and employee commitment (Kristof, 1996; Lauver & Kristof-Brown, 2001).

In order to ensure that women in male-dominated jobs experience high person-organisation fit, person-job fit and job satisfaction, the work environment should include certain features that are aligned to their needs and preferences for career success. It is therefore important to differentiate between different kinds of career success with which people generally identify. There are two kinds of career success: objective career success and subjective career success (Ballout, 2007). For example, women place greater value on their non-work related responsibilities and family responsibilities than men do (Martins, Eddleston, & Veiga, 2002). As a result of their non-work related responsibilities, women tend to prefer more subjective career outcomes. Men, on the other hand, prefer objective career outcomes (Enache, Sallan, Simo, & Fernandez, 2011). Therefore, if an organisation does not offer women subjective career rewards, women may become dissatisfied with their jobs.

1.2   PROBLEM STATEMENT

Research has been conducted in order to understand some of the reasons why women are not advancing in male-dominated jobs at the same pace as men. Some of the reasons why women are not advancing in male-dominated jobs appear to include work-family conflict, discrimination, lack of support and high work demands (Chovwen, 2003; Glick, 1991; King, Hebl, George, & Matusik, 2010). Research has

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also been conducted on the different preferences of career rewards between males and females. It has been indicated that, women prefer subjective career rewards more than men whereas men prefer objective career rewards more than women (Martins, Eddleston,& Veiga, 2002; Enache, Sallan, Simo, & Fernandez, 2011). Additionally, there have been studies conducted on how person-organisation fit and person-job fit influences an individual's career experience so that the individual feels satisfied or committed in their job (Ballout, 2007).

This study aims to bridge the gap in previous studies by indicating whether for women in male-dominated jobs, low job satisfaction is influenced by low person-organisation fit and low person-job fit. Furthermore, the aim of this study is to provide an understanding of whether the low person-organisation fit and low person-job fit experienced by women in male-dominated jobs is a result of the low level of subjective career rewards offered by male-dominated jobs. Understanding this problem will assist organisations in designing human resource management policies and facilitating organisational cultures that suit both women and men. Progress made in resolving this problem would lead to women being more satisfied, productive and committed to their jobs and the organisations they work for, irrespective of the type of jobs that they do.

1.3 RESEARCH PURPOSE

The purpose of this study is to investigate whether, for women in male-dominated jobs, subjective career rewards represents a mediator of the relationship between person-organisation fit, person-job fit and job satisfaction. This study will furthermore promote an understanding of the type of career rewards offered by male-dominated jobs and female-dominated jobs and the type of rewards preferred by males and females in both male-dominated and female-dominated-jobs.

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1.4   RESEARCH QUESTIONS

This study aims to answer the following questions:

- Is there a difference between the level of objective career rewards offered by male-dominated jobs and female-dominated jobs?
- Is there a difference between the preference levels for subjective career rewards by women and men?
- Is there a difference between the levels of person-organisation fit and person-job fit experienced by women in male-dominated jobs and women in female-dominated jobs?
- Is there a difference between the level of job satisfaction experienced by women in male-dominated jobs and men in male-dominated jobs?
- For women in male-dominated jobs, does subjective career success mediate the relationship between job satisfaction and person-organisation fit and person-job fit?

1.5   RESEARCH OBJECTIVES

The achievement of the research objectives below will ensure that the purpose of this study is also achieved. The objectives of this study are indicated as follows:

- To understand whether there is a difference between the level of objective career rewards offered by male-dominated jobs and female-dominated jobs.
- To understand whether there is a difference between women and men in terms of the preference levels for subjective career rewards.
- To understand whether there is a difference between the levels of person-organisation fit and person-job fit experienced by women in male-dominated jobs and women in female-dominated jobs.
- To understand whether there is a difference between the level of job satisfaction experienced by women in male-dominated jobs and men in male-dominated jobs.

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- To understand whether, for women in male-dominated jobs, subjective career success mediates the relationship between job satisfaction and person-organisation fit and person-job fit

1.6   SIGNIFICANCE AND CONTRIBUTION OF THE STUDY

There have been previous studies about the barriers of advancement in the workplace for women in male-dominated jobs. The studies have indicated that women face a myriad of challenges when they represent a minority amongst a group of men in the workplace. The aim of this study is to give companies an understanding of women's career rewards preferences and also to understand whether male-dominated environments indeed offer the types of career rewards that women actually prefer.

The knowledge gained through this study will enable organisations to design and customise reward policies for women and ensure that the policies are aligned to women's preferences and needs. Failing to achieve this is detrimental to organisations as women may experience low person-job fit and low person-organisation fit as a result of not receiving preferred career rewards. Organisations may subsequently lose talented women as a result of low person-job fit and low person-organisation fit. Some of the women may leave male-dominated jobs for female-dominated jobs (Torre, 2014). Eagly and Carli (2003) mention that women leaders have effective leadership styles. Organisations will find that losing women in male-dominated environments and jobs will be detrimental to their success because certain skills that may be unique to women will be lost or reduced (Eagly & Carli, 2003).

1.7   RESEARCH DESIGN

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A deductive approach was followed in this study, where hypotheses were developed from theory. This research furthermore represents an explanatory type of study as it aims to provide an explanation of the relationship between variables. The study aims to explain the relationship between job satisfaction and person-job fit and person-organisation fit as a result of subjective career rewards for women working in male-dominated jobs.

The use of a survey to collect quantitative data is characteristic of a deductive approach. A survey was used so that the researcher can generalise the results of a sample to the population of women occupying male-dominated jobs in the financial services organisation in this study. An advantage of using a survey is that it enables easy testing of relationships between variables. A survey also makes it possible to collect data quickly, it is easy to explain, can be understood by most people, and can also be assigned to a large population. Provided that the questionnaire has been properly constructed and other controls have been implemented, it also allows for a high level of reliability and validity (Mouton, 2001).

1.8   DELIMITATIONS OF THE STUDY

This study has delimitations with regards to the context and target population. The study will be limited to a global private company operating in South Africa, within the financial services industry. The focus of the study will not be on non-profit organisations, government organisations, or organisations that are not in the financial services industry.

In addition, this study will focus on women working in male-dominated jobs, men working in male-dominated jobs, women working in female-dominated jobs and men working in female-dominated jobs in the company mentioned above. The results of this study will therefore not be generalised to women and men occupying male and female-dominated jobs in other companies, even those within the financial services industry. A comparison of job satisfaction, person-job fit and person-organisation fit

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will be made between men and women working in male-dominated and female-dominated jobs. The purpose of the comparison will be to understand whether there is a relationship between job satisfaction, person-job fit and person-organisation fit mediated by subjective career rewards for women in male-dominated jobs. Therefore, the study will not focus on individuals in jobs which are neither female-dominated nor male-dominated.

1.9   DEFINITION OF KEY TERMS

The key terms used in this study are described below:

Male-dominated jobs and Female-dominated jobs: Reskin (1993) indicates that a job is either male-dominated or female-dominated if more than 75% or 80% of those working the job are of one gender. Another view is that if the majority of persons working a job are of a particular gender, male or female, it is considered to be a gender dominated job in the industry.

- **Male-dominated jobs**

Men typically work in managerial, technical, professional and physically demanding jobs. Therefore, these jobs are viewed as male-dominated jobs (Greenfeld, Greiner & Wood, 1980).

- **Female-dominated jobs**

Women typically work in clerical, support such as payroll clerk, personnel assistant, secretary and administrator. Therefore, these jobs are viewed as female-dominated jobs (Greenfeld et al., 1980).

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Person-organisation fit: Person-organisation fit is a situation where there is alignment between an individual's beliefs and aspirations and that of his or her organisation (Ballout, 2007).

Person-job fit: Person-job fit is a situation where there is alignment between an individual's capabilities and what the job itself requires from the individual. Person-job fit relates to tasks that are specific to the job rather than the organisation that the job operates in (Ballout, 2007).

Job Satisfaction: A situation where individuals subjectively evaluate the extent to which their work environment meets their requirements (Dunnette et al. 1967).

Career Success: The positive results that come from an employee's work experiences which can be measured either by extrinsic or intrinsic measures (Ng et al., 2005).

Reward: Any valuable items that an employer gives to an employee in exchange for the contribution the employee makes towards the employer (Birtch & Yang, 2008).

Objective Career Rewards: Objective career rewards are career rewards that are identified by noticeable, measurable success factors which can be identified by another person who is not the employee (Heslin, 2005).

Subjective Career Rewards: Subjective career rewards have to with an individuals' self-evaluation of their own career success and achievement based on self-defined standards (Nabi , 1999).

1.10 LAYOUT OF THE STUDY

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The layout of this study is indicated below:

Chapter 1: Background and Context

The purpose of this chapter is to introduce the study and to provide the background, context and overview of the study. Moreover, this chapter provides the purpose of the study as well as the research questions and objectives on which this study is based. The chapter also provides an overview of the research design that the study followed, as well as definitions of key terms. By the end of this chapter, the reader should have a clear understanding of what this study aims to achieve.

Chapter 2: Literature Review

This chapter aims to provide a review of the literature on key topics that this study is based on. This chapter will review literature on career success from both objective as well as subjective perspectives. A review of the preferences of career success between men and women will also be conducted. This chapter will also provide literature review of person-job fit and person-organisation fit as concepts that influence job satisfaction. Literature review on job satisfaction as an outcome of work experiences will also be reviewed.

Chapter 3: Research Design and Methodology

The aim of this chapter is to provide an understanding of the research methodology and design followed in this study. The quantitative approach, the sampling method, the data collection method used and data analysis conducted in this study will be discussed in this chapter.

Chapter 4: Results of the Study

This chapter aims to discuss the analysis of the results obtained from the study. The analysis strategy, the descriptive statistics and correlations are also discussed.

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Chapter 5: Discussion of the Results

This chapter aims to offer a discussion and interpretation of the results of the study based on the research questions and hypotheses that have been formulated.

Chapter 6: Conclusion, Limitations and Recommendations

This chapter provides a conclusion of the study, the limitations of the study, and it also provides recommendations both for organisations as well as for future research.

1.11 CHAPTER SUMMARY

This chapter discusses the background, problem statement, research questions, research objectives and research design of this study. The importance and significance of the study and the delimitations of the study are also discussed. The chapter also provides the definition of key terms and the layout of the study.

The next chapter reviews and discusses literature regarding the main topics on which this study is based.

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CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter will discuss the key topics that this study is based on. This chapter will discuss objective and subjective career rewards and success. For the purpose of this study, career rewards and career success will be used interchangeably to indicate the positive outcomes and rewards, whether extrinsic or intrinsic, that come from an employee's work experiences or provided by an employer in exchange for the contribution made by the employee (Ng et al., 2005; Birtch & Yang, 2008).

This chapter will discuss literature on male-dominated jobs and their relation to objective career rewards. This chapter will also discuss literature on the difference between males and females in their preference for career reward types. Literature on person-job fit and person-organisation fit will be discussed in relation to their impact on job satisfaction. This chapter will also review literature on the low job satisfaction experienced by women in male-dominated jobs and its causal relationship with person-organisation fit and person-job fit.

2.2 MALE-DOMINATED JOBS OFFER HIGH OBJECTIVE CAREER REWARDS

Objective career success is a situation where an individual has achieved high levels of observable rewards such as a higher salary and a promotion (Ballout, 2007). Objective career success or rewards can be identified and objectively measured externally by others. For example, this would refer to the number of promotions one has received within a certain period of time and the amount of income one receives in relation to others (Stumpf & Tymon, 2012). Objective career success is mostly recognised in organisations that follow a traditional career approach, where

employees are encouraged to follow linear and upward career progression (Valcour & Ladge, 2008). A traditional career approach is characterised by an individual's commitment to an organisation on a full time basis without breaking the period of employment. Another characteristic of a traditional career approach is spending more time at work and working long hours to achieve work objectives. The success of someone following a traditional career approach is identified by the person receiving more objective career rewards. Valcour and Ladge indicate that this approach is more prevalent in male-dominated jobs, where the requirement is to work long hours and spend more time at work, away from other life activities.

There are different ways to define jobs as being either male-dominated or female-dominated. An industry is either male-dominated or female-dominated if the industry consists of 80% or more of the same sex (Hegewisch, Liepmann, Hayes & Hartmann, 2010; Reskin, 1993). Women traditionally perform clerical, support and lower level roles such as payroll clerk, personnel assistant, secretary and administrator. Hence these types of jobs are referred to as female-dominated jobs. Men, on the other hand, are traditionally in higher level, managerial, technical and professional jobs and these type of jobs are therefore referred to as male-dominated jobs (Greenfeld, Greiner, & Wood, 1980). Over the past decades, however, women have been increasingly moving into male-dominated jobs (England, 2010).

One of the main reasons why women have shifted towards male-dominated jobs is that on average, female-dominated jobs offer less income than male-dominated jobs (England, 2010; Budig, 2002). Male-dominated jobs are perceived to offer more income, promotions, authority and other objective career rewards (Gattiker & Cohen, 1997; Reskin, 1993). Women, especially those who are married and have families, would therefore need the increased income and benefits that comes with male-dominated jobs (England, 2010; Reskin, 1993).

Additionally, over the years, female-dominated jobs became less valued, and employers set remuneration levels for both women and men in female-dominated jobs lower than they did for male-dominated jobs. This practice discouraged women

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from continuing to work in female-dominated jobs (England, 2010). In order to enter male-dominated jobs, women had to get more educated, skilled and gain more experience in male-dominated fields (Blau & Kahn, 2007; England, 2010).

In a study conducted by Hegewisch, Liepmann, Hayes and Hartmann (2010) on job segregation and wage differences, they indicate that male-dominated jobs pay higher salaries than female-dominated jobs, even at different skill levels. Hegewisch et al. indicates that although male-dominated jobs pay higher salaries across all skill levels, the difference is more prevalent in high-skilled jobs than at low-skilled jobs. For example, a highly-skilled, male-dominated job such as engineering pays more than a highly-skilled, female-dominated job such as social work. While for low-skilled levels the difference in pay is not as big, it is still evident. For example, a low-skilled, male-dominated job such as truck driving pays more than a low-skilled, female-dominated job such as a domestic work.

Based on the notion that male-dominated jobs are more likely to provide higher salaries and promotions, it can be deduced that male-dominated jobs offer more objective career rewards than female-dominated jobs. The following hypothesis is based on the literature reviewed above.

Hypothesis 1: Male-dominated jobs offer greater objective career rewards than female-dominated jobs.

2.3   WOMEN PREFER TO RECEIVE MORE SUBJECTIVE CAREER REWARDS

Subjective career success is when an individual is satisfied and feels that they have achieved success in their job or career (Enache et al. 2011). Subjective career success is intrinsic and it is about an individual's feelings or beliefs regarding his or her career accomplishments and prospects. Subjective career success can only be

experienced by the employee and it cannot be seen by other people (Heslin, 2005; Nabi, 1999). Subjective career success is also about an individual's perception of his or her career success based on self-imposed values and standards (Ballout, 2007).

Individuals experience subjective career success and accomplishment with their jobs when they get a sense that their jobs offer them meaningful and challenging work, a variety of tasks, flexibility and gratification (Renard & Snelgar, 2016). Subjective career success also refers to an individual assessment of the level of skills, knowledge and experience one possesses, an assessment of one's own worth, and an assessment of one's satisfaction with one's career (Stumpf & Tymon, 2012).

Valcour and Ladge (2008) indicate that subjective career rewards are mostly recognised in organisations that follow a non-traditional career approach or what other scholars refer to as a protean or boundaryless career approach. Unlike the traditional career approach, the protean and boundaryless career approaches are characterised by employee self-direction and self-identified career achievements. Instead of following a linear, upward and unbroken career progression, the protean and boundaryless career approaches furthermore provide individuals with the flexibility to leave and re-enter the work environment as and when they see fit (Enache et al., 2011; Valcour & Ladge, 2008). Career success for people following protean and boundaryless career approaches is experienced by receiving and enjoying more subjective career rewards than objective career rewards (Enache, Sallan, Simo, & Fernandez, 2011).

Individuals who prefer subjective career rewards feel successful and a sense of achievement when they are able to identify their own success standards, be flexible in performing their tasks, and move in and out of organisations without being penalised. For example, women with families enjoy working in an environment where they can pause working for a set period of time to raise their children. When they then come back later to the working environment they still want to feel that they are still highly valuable to the organisation (Lirio et al., 2007). Women also operate optimally through relationships. Women are therefore attracted to jobs that offer

them the ability to form relationships and network both internally as well as outside their organisation (Enache, Sallan, Simo, & Fernandez, 2011; Sullivan & Mainiero, 2008).

Lirio et al. (2007) indicate that even though, based on objective measures such as high salaries and high status that they may have obtained, women in their study were viewed as successful by others in their organisations, the women themselves measured their career success differently. These women measured their success by the flexibility that their jobs gave them. They also considered the flexibility of being able to select those tasks that they really wanted to work on, the ability to do what they were passionate about, and the potential for getting recognition and respect for their work.

Women often have to balance work and family responsibilities, and as a result, are usually more attracted to, and fulfilled by, boundary-less or protean career approaches. These approaches to a career provide them with subjective career rewards, as opposed to traditional career approaches which offer only objective career rewards. Based on the literature reviewed above, the hypothesis below is formulated.

Hypothesis 2: Women, more so than men, prefer subjective career rewards.

2.4   PERSON-ORGANISATION FIT AND PERSON-JOB FIT

Person-organisation fit and person-job fit are concepts referring to the compatibility between a person and his or her job and organisation.

Ballout (2007) indicates that person-organisation fit is a situation where there is alignment between an individual's beliefs and aspirations and that of his or her organisation. Kristoff (1996) defines person-organisation fit in four ways. Firstly,

person-organisation fit is defined as the compatibility between an individual's values and the values of his or her organisation. Secondly, person-organisation fit is about the compatibility between an individual's goals, the goals of his or her organisation and the goals of his or her colleagues. Thirdly, person-organisation fit is about the compatibility between an individual's preferences and his or her organisation's systems and structures. Lastly, person-organisation fit is about the compatibility between an individual's personality and the organisational climate.

An individual's perception of his or her person-organisation fit is positively related to his or her organisational commitment, job satisfaction and intention to leave (Cable & Judge, 1996; Ng & Sarris, 2009). Therefore, an employee with high perceived person-organisation fit will demonstrate high job satisfaction and a low intention to leave. If an individual perceives that he or she does not fit in the organisation, he or she can become dissatisfied with his or her job and ultimately choose to leave the organisation (Lauver & Kristoff-Brown, 2001).

Kristoff-Brown, Zimmerman and Johnson (2005) indicate that person-job fit can be posited in two ways; the "demands-abilities" fit and the "needs-supplies" fit. Firstly, the demands-abilities fit concept is about the fit between a person's skills and capabilities and the job requirements. Secondly, the needs-supplies fit concept is about the compatibility between what a person prefers and needs in a job and what the job can actually offer him or her. Person-job fit also has an impact on an individual's intention to leave. If an individual perceives that his or her desires, needs, skills and abilities are not compatible with the requirements of the job and what the job offers, they may experience job stress and want to leave the organisation (Ballout, 2007).

In gendered work environments, there are skills and abilities that are perceived to be associated with the majority gender in that environment. When a person occupies a job that is usually occupied by a person of another gender, they are judged by the traits usually portrayed by the opposite gender. This concept is referred to as sex discrimination (Glick, 1991). For example, if a man occupies a job that is female-

dominated such as a being a librarian, the general expectation is for that man to display feminine behaviours such as being soft-spoken and to have more inter-personal skills than what the even job requires. Therefore, when the person displays the opposite behaviour to what is expected, he is perceived as incompetent in that job and ultimately rejected.

Alternatively, when individuals perceive an incompatibility between them and their organisation or jobs, they devise means of developing that compatibility. Individuals may then adopt behaviours that are perceived to be appropriate in that environment. This is predominant in gendered work environments where individuals display gender-related behaviour to fit in with what is believed to be appropriate in that environment (Young & Hurlic, 2007). Trying to portray behaviours that do not come naturally to a person can be stressful. Being rejected and identified as incompetent can also be stressful. Both the rejection by the gendered environment as well as the perceived poor fit by the individual can, therefore, lead to increased stress and job dissatisfaction, and ultimately be detrimental to an individual's career success (Young & Hurlic, 2007).

Women occupying male-dominated jobs are therefore required to adopt masculine behavioural patterns in order to succeed. Their skills and leadership styles are furthermore questioned and deemed ineffective, as they do not reflect what is expected in the male-dominated environment (Eagly & Carly, 2003). The opposite is also true in those cases where women who portray behaviours that are masculine, whether it be intentionally or not, are perceived as too masculine and not fit for leadership roles (Eagly & Carly, 2003). Either way, it seems that women in male-dominated jobs cannot seem to achieve career success as a result of low person-job fit and low person-organisation fit. Based on the literature reviewed above, the hypothesis below is formulated.

Hypothesis 3: Women in male-dominated jobs will report lower person-organisation fit and lower person-job fit compared to women in female-dominated jobs.

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2.5 JOB SATISFACTION OF WOMEN IN MALE-DOMINATED JOBS

Job satisfaction is the subjective evaluation by an individual of the extent to which their requirements are met by their work environment. Dunnette et al. (1967) posit that job satisfaction is influenced by intrinsic reward factors such as opportunities for achievement, interest and challenge, responsibility, recognition, interacting with co-workers and understanding supervision. Dunnette et al. further indicate that job satisfaction is dependent on an individual's personal situation. While one individual may be satisfied with a certain situation, another person may be very dissatisfied with that same situation. This difference may be a result of the differences in each person's individual needs and preferences.

As already indicated, women's career reward preferences are different to men's career reward preferences. Therefore, their job satisfaction depends on their preferences and needs. As more women enter male-dominated environments, which are associated with uninterrupted careers, long working hours, high demands and high pressures, their roles at home have not changed. Women are still viewed as the primary family care-takers and are expected to raise their families (England, 2010; Reskin, 1993; Valcour & Ladge, 2008). Trying to balance high working demands associated with male-dominated environments and family-related demands on their time can lead to work-family conflict (Devi & Rani, 2016). Scandura and Lankau (1997) indicate that the women in their study indicated that they prefer to work in an organisation that provides a balance between work and family life. When the women received the required flexibility, their work commitment and job satisfaction increased. A study by Bender, Donohue and Heywood (2005) indicates that when women were offered more income, provided that they choose between their work and family responsibilities, their job satisfaction fell.

Therefore, because women are inclined to value and prefer careers that offer them subjective career success and rewards, they will be more attracted to work for organisations and in jobs that offer them this type of career success. Consequently, as indicated by Bretz and Judge (1994), if their preferences are not matched by their

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work environment and jobs, they become less motivated and dissatisfied with their jobs. This view is confirmed by Devi and Rani (2016) as they mention that poor fit between preferences and what jobs actually offer them is more prevalent for women working in male-dominated jobs than for women working in female-dominated jobs.

Another factor affecting career reward, success and job satisfaction of women working in male-dominated jobs is the so-called availability model (Glick, 1991). This view is similar to sex discrimination, and it indicates that when a job type is dominated by one gender, a person in that job is evaluated and rewarded on the basis of what is visibly noticeable and available in that job type. Traits and behaviours usually portrayed by the gender that usually occupies that job, tend to become what that job is associated with and not necessarily what the job requires. People who occupy that job are therefore assessed using the typical traits and behaviours demonstrated in that job (Glick, 1991).

Individuals who are perceived to possess the desired work abilities are supported and provided with career opportunities by their organisation whereas those who portray traits that differ from the "norm" are not supported or rewarded (Ng, Eby, Sorensen & Feldman (2005). Ng et al. posits this as the sponsor-mobility system. In male-dominated environments, men are supported and provided with career opportunities. Women in male-dominated jobs, on the other hand, are overlooked for opportunities as they are perceived not to possess the abilities required to perform the work at the same level as their male counterparts. The outcome of perceived organisational support is increased career success (Ballout, 2007). When individuals perceive that their organisation is supportive of their careers, they therefore tend to be more committed and satisfied with their jobs and consequently receive more career rewards.

The availability model, the sponsor-mobility system, and the sex-discrimination concepts deduce that when women working in male-dominated jobs do not comply with, and behave according to, what is "normally" viewed as acceptable, they may be discriminated against. These women may not be provided with career opportunities

or be supported in their careers. Ultimately, they may also experience low job satisfaction (Glick, 1991; Ng, Eby, Sorensen & Feldman, 2005; Ballout, 2007). The two hypotheses below are formulated based on the literature reviewed above.

Hypothesis 4: Women in male-dominated jobs will report lower job satisfaction compared to men in male-dominated jobs.

Hypothesis 5: For women in male-dominated jobs, subjective career success will mediate the relationship between person-job fit, person-organisation fit and job satisfaction.

2.6   CONCLUSION

This chapter reviewed and discussed previous literature on career rewards offered by male-dominated jobs, as well as the different career reward preferences held between men and women. This chapter also discusses how women in male-dominated jobs experience low job satisfaction. This chapter furthermore discusses low person-organisation fit and low person-job fit in relation to job satisfaction. From the literature reviewed, it is however still not clear whether the relationship between low person-job fit and low person-organisation fit and job satisfaction of women in male-dominated jobs is in fact a result of an experience of low subjective career rewards. This study, therefore, aims to create further clarity in this respect.

The next chapter discussed the research design and methodology that were followed in this study in order to test the hypotheses that were formulated in this study.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1   INTRODUCTION

This chapter aims to discuss the overall research design and methodology that was followed in the study in order to achieve the research objectives. This chapter will discuss the research philosophy, the research approach, the research methods followed, and the measures used in this study. This chapter will also discuss the ethical considerations of the study, and the measures used in this study.

3.2   RESEARCH PHILOSOPHY

The research philosophy that is followed in this study is positivism. Positivism philosophy is where, the cause and effect relationship between variables are established, and a set of hypotheses are tested and regarded as facts (Saunders, Lewis, & Thornhill, 2009). The positivism philosophy was followed because the study needed to be conducted in a manner that the researcher could be independent and objective, without bias on the part of those researched and the data collected as per Saunders et al., (2009). The positivism philosophy furthermore promotes the testing of the relationship between person-job fit, person-organisation fit and job satisfaction.

Another reason why the positivism philosophy was followed, is because, apart from the ability to then use structured data collection methods, it also allows the researcher to use quantitative methods to draw data from large samples in order to analyse the data. In line with the positivism philosophy, a structured survey was therefore used to collect the data for this study. The positivism philosophy furthermore emphasises critical evaluation of the way things are done in organisations. As such, in this study, the researcher is specifically concerned with job satisfaction of women in male-dominated jobs and how that relates to person-job fit and person-organisation fit in organisations.

3.3   RESEARCH APPROACH

The study followed a deductive approach whereby hypotheses were developed from theory. In line with the positivism philosophy, the deductive approach provides an explanation of the relationship between variables. After developing the hypotheses, they are then tested by means of collecting and analysing quantitative data (Saunders, Lewis & Thornhill, 2009). In this study, it is important to come to an understanding of the relationship between person-job fit and person-organisation fit and job satisfaction as a result of subjective career success. Hypotheses were therefore formulated, and then tested by collecting and analysing quantitative data.

3.4   STRATEGY OF INQUIRY

In line with the deductive approach, a quantitative research strategy of enquiry was followed in this study. A survey was furthermore chosen for this study so that the researcher could generalise the results of a sample to the entire population of women occupying male-dominated jobs in the financial services organisation in this study. One advantage of using a survey design is that it enables easy testing of relationships between variables. Additionally, a survey allows for quick data collection, it is easy to explain, can be understood by most people, and can also be assigned to a large population (Mouton, 2001). Provided that the questionnaire has been properly constructed and other controls have been implemented, it furthermore allows for a high level of reliability and high validity.

The disadvantage of using a survey is that they do not necessarily allow for an in-depth investigation into a subject, as they lack an insider's perspective. They can also be rather specific to a certain context or sample and therefore not be able to be further generalised (Mouton, 2001). Another disadvantage of using a survey is that it is time consuming to analyse the results (Saunders, Lewis, & Thornhill, 2009).

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3.5   RESEARCH PROCEDURE

This study was conducted in one of the business units of a global financial services company. The business unit is based in Johannesburg, South Africa and it employs 750 people. The researcher sent a letter requesting permission to conduct the study to the business unit's Chief of Operations (COO), the human resources business partner, and the company's legal department.

3.5.1 POPULATION AND SAMPLE

The population of this study consists of four categories of employees within the business unit of the organisation in this study. These categories are women occupying male-dominated roles, men occupying male-dominated roles, women occupying female-dominated roles and men occupying female-dominated roles. In the financial services industry, the roles identified as male-dominated are in the Audit, Tax, Accounting, Compliance, Legal and Risk functions (Wyman, 2014). The roles identified as female-dominated are those within the Operations and Clerical or Administration functions (Wyman, 2014). Wyman's work was used as a framework for identifying male-dominated roles and female-dominated roles in this study.

The researcher obtained a list of all staff members and their roles from the human resources business partner, in order to verify identified roles and conduct sampling. A quota sampling method was used to ensure that all population categories were equally represented in the sample. A list of the four categories was computed from the list of staff. A sample of 100 employees, consisting of an equal number of 25 participants from each of the four categories, were targeted. Twenty-five participants from each of the categories were then systematically sampled, with a target goal of 100 participants.

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3.5.2 DATA COLLECTION

Data was collected using a survey questionnaire consisting of 35 items. The researcher e-mailed the participants an invitation to participate in the survey. For those who agreed, the researcher hand-delivered the survey to each participant's workplace at a time convenient for them. After a two to four-week period, the researcher collected the completed surveys from the participants, also at a time convenient for them. A hand-delivery method of distribution is preferred as it is easy to track respondents and collect the surveys at a later stage, thereby increasing the response rate. The disadvantage of using the hand-delivery method is that it is time consuming.

The data from the survey was entered into SPSS 23.0 for analysis. In SPSS, the items comprising each scale were averaged to form scores for each variable. Cronbach's alphas were then calculated in order to judge the reliability of the scales before proceeding with the analyses. Pearson correlation coefficients were used to assess the basic relationship between variables.

3.5.3 PARTICIPANTS

The study targeted 100 participants and of the 100 who were who were invited to participate, 62% of them completed the survey. 48% of the participants were black, and 52% of the participants were from other races. 58% of the participants were female and 42% of the participants were male. Of the females who completed the survey, 61% of them were in male-dominated roles and 39% of them were in female-dominated roles. Of the males who completed the survey, 69% of them were in male-dominated roles and 31% of them were in female-dominated roles. 63% of participants were below the age of 36 and 37% were 35 and above. 36% of the females were below the age of 30, 25% were between the ages of 31 and 35, and 39% were between the ages of 36 and 60. Additionally, 50% of the participants were at junior management levels, 29% at middle management levels, and 10% at senior

management level and executive management level. Of the participants who completed the survey, 56% of them have been working in their current roles for 1 to 3 years. The participants' biographical information is shown below.

Variable		N	%
Gender	Female	36	58
	Male	26	42
Women in Male-Dominated Jobs		22	35
Women in Female-Dominated Jobs		14	23
Men in Male-Dominated Jobs		18	29
Men in Female-Dominated Jobs		8	13
Age	20 - 25	1	1.6
	26 - 30	22	35.5
	31 - 35	16	25.8
	36 - 40	14	22.6
	41 - 45	4	6.5
	46 - 50	2	3.2
	51 - 55	2	3.2
	55+	1	1.6
Black (Ethnic Group)		30	48
		32	52
Job Level	Senior/ Executive Management	6	10
	Middle Management	18	29
	Junior Management	31	50
	Low level	7	11

Table 3.1 Biographical Information of the Participants

3.6   Measures

The measuring instrument was a questionnaire consisting of a consent form for participants to sign, a biographical information form and the 35 items. The 35 items were made up of 5 scales which were aimed at measuring the level of objective career rewards received, the level of preference for subjective career rewards, the level of person-job fit, the level of person-organisation fit and the level of job

satisfaction. Below is a discussion of each scale in terms of their aims and the items included in the scale. Cronbach's alphas are furthermore discussed in order to demonstrate the validity and reliability of the scales.

3.6.1   OBJECTIVE CAREER REWARDS

The degree to which respondents receive objective career rewards in their present jobs was measured using a 5-item scale by Dunnette, Campbell, and Hakel (1967). Respondents were asked to indicate their level of agreement with statements on a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. Sample items for the objective career rewards measure include: "The level of progress towards my promotion is satisfactory" and "I receive many opportunities for career advancement in my job". Cronbach's alpha for this measure was .839.

3.6.2   SUBJECTIVE CAREER REWARDS

The degree of importance of subjective rewards was measured using a 13-item scale by Dunnette, Campbell, and Hakel (1967). Respondents were asked to indicate the degree of importance of job aspects that were described by statements on a five-point Likert scale, ranging from 1 = not important to 5 = very important. Sample items for the subjective career rewards measure include: "A job that provides me with high satisfaction after I have done well" and "A job that provides me with a great deal of responsibility". Cronbach's alpha for this measure was .879.

3.6.3   PERSON-ORGANISATION FIT

The degree to which respondents perceive themselves to have a high person-organisation fit was measured using a 3-item scale by Cable and Judge (1996). Respondents were asked to indicate their level of agreement with statements on a five-point Likert scale, ranging from 1 = not at all, to 5 = completely. Sample items for

person-organisation fit include "To what degree do you feel your values match or fit this organisation" and "To what degree do you feel your values match those of current employees in the organisation". Cronbach's alpha for this measure was .845.

3.6.4   PERSON-JOB FIT

The degree to which respondents perceive themselves to have a high person-job fit was measured using a 3-item scale by Cable and Judge (1996). Respondents were asked to indicate their level of agreement with statements on a five-point Likert scale, ranging from 1 = not at all, to 5 = completely. Sample items for person-job fit include "To what degree do you believe your skills and abilities match those required by the job" and "To what degree do you think you possess the skills and abilities to perform this job".

The second item on the person-job fit scale: "To what degree is your job performance hurt by your lack of expertise on the job" is negatively worded. Therefore it was reverse coded before conducting the analysis in SPSS. Cronbach's alpha for this measure was -.036. This is a very low Cronbach's alpha, which does not comply with recommendations that Cronbach's alpha should be .70 and above for internal consistency of the scale (Cortina, 1993; Streiner, 2003). Due to the lack of internal consistency of the Person-job fit scale, this measure was not included in further analyses of this study.

3.6.5   JOB SATISFACTION

Respondents' job satisfaction was measured using Traynor and Wade's (1993) 11-item measure of job satisfaction (MJS). Respondents were asked to indicate their level of agreement with statements on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Sample items for the job satisfaction measure include "My job allows me a high level of independence" and "My job offers

me a great deal of personal growth and development". Cronbach's alpha for this measure was .842.

3.7 ASSESSING AND DEMONSTRATING THE QUALITY AND RIGOUR OF THE STUDY

3.7.1 SOCIAL DESIRABILITY BIAS

In quantitative research, the use of a survey can be plagued by social desirability bias on the part of respondents (Saunders, Lewis & Thornhill, 2009). Anonymity and confidentiality was confirmed with respondents in order to ensure that the study is not affected by social desirability bias. The researcher signed an anonymity and confidentiality letter from the organisation in this study. Furthermore, as part of the request to complete the survey, the participants were shown the letter of anonymity and confidentiality, confirming that anonymity and confidentiality will be kept.

3.7.2 VALIDITY AND RELIABILITY OF THE MEASURES

Construct measures that have already been tested for validity and reliability were chosen and used in this study in order to ensure that they are in fact valid and reliable. Each measure was furthermore tested for internal consistency during the data analysis stage. Those measures that did not comply with the recommended Cronbach's alpha of .70 and above for ensuring internal consistency of the scale, were not further used in the study (Cortina, 1993; Streiner, 2003).

3.8 ETHICAL CONSIDERATIONS

Ethics are concerned with people's morals and how they conduct themselves. When it comes to research, ethics requires a researcher to be thoughtful, as well as

accountable with regards to the choices they make about the research. Proper ethical consideration ensures that participants are not harmed by the study or the outcomes thereof (Miller, Mauthner, Birch & Jessop, 2012). The following ethical elements were implemented in order to ensure that this research was done in an ethical manner:

3.8.1   CONFIDENTIALITY

Any individual participating in this research is entitled to his or her information being kept confidential. Willig and Stainton-Rogers (2008) indicate that when confidentiality is required by the study, it implies that participants' as well as organisations' private data will not be revealed nor reported. To ensure confidentiality of the participants' information, their personal and biographical information was and will not be shared with anyone. Information gathered will not include information that identifies or makes it easy to identify a specific employee, such as their name, surname, age, identity number or employee number.

3.8.2   INFORMED CONSENT

Participating individuals should be informed on the purpose and objective of the study and how it will be used, so that they can decide whether to participate in the research or not. Informed consent entails informing the participants about the objective and purpose of the investigation, how the study has been structured, and if there are any risks involved in participating in the study (Willig & Stainton-Rogers, 2008). The researcher first obtained consent from the management of the business unit in the study, the human resources management, and the legal department of the organisation. The survey also consisted of a consent form for the participants to sign prior to completing the survey.

3.8.3   INTRUSIVENESS

Participants have a certain expectation that the researcher will not intrude on their time, space, work and personal lives (Lichtman, 2013). The researcher communicated with the participants and agreed with them via e-mail, on appropriate times for delivering and collecting the survey in a manner that would respect their time and avoid intruding on their personal space.

3.8.4   DATA INTERPRETATION

As indicated by Lichtman (2013), the researcher analysed the data in a manner that ensured that there was no misrepresentation of the data which could have resulted in fraudulent analysis.

3.9   SUMMARY

This chapter discussed the research design and methodology, the research approach, and the research strategy of inquiry followed in this study. The research procedure that was followed was also discussed, including the population and sample, the data collection method, and the participants in this study. The measures used were also discussed, including their reliability and validity. Lastly, this chapter looked at how the quality and rigour of this study was assessed and what ethical considerations were implemented.

The next chapter discusses the results from this study.

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CHAPTER 4: RESULTS OF THE STUDY

4.1 INTRODUCTION

In this chapter, the results obtained from the study are discussed. Firstly, the descriptive statistics are discussed and represented in a table. Secondly, the Analysis strategy that was implemented is discussed. The results of the study are then discussed based on each hypothesis that was formulated.

4.2 DESCRIPTIVE STATISTICS AND CORRELATIONS

The table below indicates the mean scores, standard deviations and the correlations amongst the variables in the study. As indicated in Table 4.1, objective career rewards are significantly correlated with job satisfaction ($r = .531$, $p < .000$). This means that those respondents who received higher objective career rewards also experienced higher job satisfaction. Job satisfaction is also correlated with person-organisation fit ($r = .460$, $p < .000$). This means that, as respondents' person-organisation fit increases, their job satisfaction also increases. And person-organisation fit correlates with objective career rewards ($r = .470$, $p < .000$). This means that as respondents' objective career rewards increased, their person-organisation fit also increased.

	Variable	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1	Gender	.58	.497	-													
2	Age	2.27	1.439	-.043	-												
3	Black	.48	.504	.169	-.231	-											
4	Male Dominated Jobs	.63	.487	-.111	.077	.142	-										
5	Job Level	3.18	1.235	-.277*	.074	-.167	.002	-									
6	Years in Role	1.31	1.236	-.081	.570**	-.163	.219	-.025	-								
7	Women in Male Dominated Jobs	.34	.477	.608**	-.018	.194	.550**	-.215	.099	-							
8	Women in Female Dominated Jobs	.24	.432	.480**	-.029	-.019	-.736**	-.082	-.203	-.404**	-						
9	Men in Male Dominated Jobs	.29	.458	-.753**	.101	-.050	.491**	.226	.130	-.458**	-.361**	-					
10	Men in Female Dominated Jobs	.13	.338	-.453**	-.074	-.180	-.501**	.101	-.057	-.275*	-.217	-.246	-				
11	Objective Career Success	2.95	.813	-.331**	.016	-.226	-.093	.413**	-.162	-.222	-.136	.133	.308*	-			
12	Subjective Career Success	4.11	.508	-.084	-.124	.197	-.256*	.042	-.245	-.264*	.195	.003	.119	.142	-		
13	Person Organisation Fit	3.28	.769	-.360**	.014	-.256*	-.010	.177	.069	-.248	-.141	.247	.195	.470**	.227	-	
14	Job Satisfaction	3.49	.640	-.182	-.016	-.044	.095	.264*	-.108	.009	-.220	.092	.144	.531**	.130	.460**	-

Table 4.1 Means, Standard Deviations and Correlations

4.3   ANALYSIS STRATEGY

Data analysis was conducted in two steps. Firstly, in order to test the first four hypotheses, t-tests were conducted to compare the difference in means between various groups as presented in the hypotheses.

Secondly, regression analysis was conducted using the four-step mediation analysis process indicated by Baron and Kenny (1986). A four-step mediation analysis process requires that in order for mediation to exist, there should be a significant relationship between the independent variable and the dependent variable. This process is referred to as step 1 or path c in the mediation analysis process. In step 2 or path a, a significant relationship between the independent variable and the suspected mediator variable should be established. In step 3 or path b, a significant relationship between the suspected mediator variable and the dependent variable with the independent variable controlled should be established. Finally, if the regression analysis in step 3 or path c reveals that the relationship between the

independent variable and the dependent variable changes, then mediation is confirmed. This last analysis is referred to as step 4 or path c-.

Below is a depiction of the mediation analysis process:

Figure 4.1 Mediation Analysis Process

4.4   RESULTS

Hypothesis 1 proposed that male-dominated jobs offer greater objective career rewards than female-dominated jobs. A t-test analysis was conducted to compare the perceived level of objective career rewards received by respondents occupying male-dominated jobs and those occupying female-dominated jobs. Results indicate that the mean scores for male-dominated jobs (M = 2.90, SD .826) are not significantly higher than those for female-dominated jobs (M = 3.05, .800) as far as objective career rewards are concerned, t (60) = .721, p =.474. These results indicate that, as far as this study is concerned, there is no significant difference between male-dominated jobs and female-dominated jobs in terms of the objective career rewards that they offer. Based on these findings, we accept the null

hypothesis and reject the alternative hypothesis that male-dominated jobs offer higher objective career rewards than female-dominated jobs.

Hypothesis 2 proposed that women, more so than men, prefer subjective career rewards. A t-test was conducted to compare the difference between men and women in terms of their preference for subjective career rewards. The results indicate that the mean scores for women (M = 4.08, SD = .473) are not significantly higher than those for men (M = 4.16, SD = .559) as far as their preference for subjective career rewards are concerned, t (60) = .653, p = .516. From these findings, we accept the null hypothesis and reject the alternative hypothesis that women, more so than men, prefer subjective career rewards.

Hypothesis 3 proposed that women in male-dominated jobs will report lower person-organisation fit compared to women in female-dominated jobs. A t-test was conducted to compare the level of person-organisation fit between women in male-dominated jobs and women in female-dominated jobs. The results of this study indicate that there is no a significant difference in the mean scores between women in male-dominated jobs (M = 3.02, SD = .846) and women in female-dominated jobs (M = 3.09, SD = .750) as far as their person-organisation fit is concerned t (34) = .267, p = .791. We, therefore, reject the alternative hypothesis that women in male-dominated jobs will report lower person-organisation fit compared to women in female-dominated jobs.

Hypothesis 4 posited that women in male-dominated jobs will report lower job satisfaction compared to men in male-dominated jobs. A t-test was conducted to compare the level of job satisfaction between women in male-dominated jobs and men in male-dominated jobs. The results indicate that the mean scores of women in male-dominated jobs (M = 3.50, SD = .643) are not significantly different from that of men in male-dominated jobs (M = 3.58, SD = .386) as far as their level of job satisfaction is concerned t (36) = -.454, p = .653. These results indicate that there is no difference between women in male-dominated jobs and men in male-dominated jobs with regards to their levels of job satisfaction. We, therefore, reject the

alternative hypothesis that women in male-dominated jobs will report lower job satisfaction compared to men in male-dominated jobs.

Hypothesis 5 posited that for women in male-dominated jobs, subjective career success will mediate the relationship between person-organisation fit and job satisfaction. A regression analysis was used to test, whether subjective career success will mediate the relationship between person-organisation fit and job satisfaction for women in male-dominated jobs. To satisfy step 1 of this process, a regression analysis was conducted to test the effect of person organisation fit on job satisfaction. The results of this analysis indicated that the correlation coefficient for this relationship was not statistically significant (b = .270, p>.05). These results do not satisfy the mediation requirement of step 1 of a significant relationship between the independent and dependent variables. Therefore, because the first step of mediation was not satisfied, we could not proceed further with the mediation analysis (MacKinnon, Fairchild, & Fritz, 2007; Baron & Kenny 1986). Hypothesis 5 was not supported.

4.5 SUMMARY

This chapter discussed the results of the study based on the hypotheses that were formulated and tested.

- Hypothesis 1 proposed that male-dominated jobs offer greater objective career rewards than female-dominated jobs.
- Hypothesis 2 proposed that women, more so than men, prefer subjective career rewards.
- Hypothesis 3 proposed that women in male-dominated jobs will report lower person-organisation fit, will report lower person-organisation fit and lower person-organisation fit compared to women in female-dominated jobs.
- Hypothesis 4 posited that women in male-dominated jobs will report lower job satisfaction will report lower job satisfaction compared to men in male-dominated jobs.

- Hypothesis 5 posited that for women in male-dominated jobs, subjective career success will mediate the relationship between person-organisation fit and job satisfaction.

The results indicate that the hypotheses posited in this study were not supported. The next chapter will discuss and provide an interpretation of the results in more detail.

CHAPTER 5: DISCUSSION OF THE RESULTS

5.1 INTRODUCTION

The purpose of this study is to explain the relationship between person-organisation fit and person-job fit and job satisfaction of women in male-dominated jobs as a result of subjective career success in the financial services industry. Based on the hypotheses that were tested in this study, the results indicate that there is no gender difference in reward preferences, level of job satisfaction and person-organisation fit of employees in male and female-dominated jobs. Furthermore, the results indicate that there is no difference in the rewards that are offered in male and female-dominated jobs. Due the person-job fit scale's lack of internal consistency, person-job fit was not included in the discussion of this study. The results of this study were not supportive of all the 5 hypotheses posited in the study.

5.2 MALE-DOMINATED JOBS OFFER GREATER OBJECTIVE CAREER REWARDS THAN FEMALE-DOMINATED JOBS

I suggest that this hypothesis was not supported in this study due to possible social desirability bias on the part of respondents who occupy female-dominated jobs. Social desirability response bias occurs in situations where people tend to portray themselves in a more positive manner based on societal ideals and standards (Zerbe & Paulhus, 1987).

When responding to a research questionnaire, individuals will tend to respond positively to situations they believe are desirable, and respond negatively to the ones they believe are not desirable (Bernardi & Guptill, 2008). Rewards such as pay and promotions are sensitive issues in those workplaces where there are discrepancies in rewards for different ethnic and gender groups (Booysen & Nkomo, 2010; Bhorat & Goga, 2013). The agreeable responses for this particular scale may, therefore, have been a result of men and women in female-dominated jobs not wanting to tell

the truth about how they are not receiving as many objective career rewards as they would like.

Respondents in female-dominated jobs may have avoided indicating the truth about their preferences if they were wary of being identified and labelled as negative employees. The business unit in this study is traditionally a male-dominated workplace, with white males occupying senior and executive positions. Although transformation is part of the business unit strategy, it is moving at a slow pace. Furthermore, employees feel that concerns that are raised in the business unit's employee attitudinal surveys and other engagement platforms are never resolved. This has made the employees reluctant to participate in additional surveys that do not yield positive results. As a result of the slow transformation of the business unit, there is lack of trust placed in senior management.

Although anonymity and confidentiality was assured through the consent form that respondents signed prior to completing the survey, it could be that the respondents were still not satisfied that the researcher would honour this anonymity. Respondents may have believed that their identity would be revealed. For example, they may have felt that it would be possible for their managers to identify them when reviewing the results of this study by examining the biographical information such as age, gender, job level, and the number of years in their current position. Therefore, not wanting to come across as negative employees, respondents in female-dominated jobs may have been overly uncontroversial and agreeable in their responses. Such uncontroversial and agreeable responses may then explain why employees in female-dominated jobs scored high in the objective rewards they receive, in a similar manner that employees in male-dominated jobs would score. This could be the reason why there is no difference in the indication of objective career rewards received between male-dominated jobs and female-dominated jobs.

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5.3 WOMEN, MORE SO THAN MEN, PREFER SUBJECTIVE CAREER REWARDS

Hypothesis 2 posited that women, more so than men, prefer subjective career rewards. This means that there is no difference between men and women as far as their preference levels for subjective career rewards are concerned. Paddey and Rousseau (2011) confirm this view that there is no difference between men and women when it comes to their preference for subjective career rewards. In their study, Chow and Ngo (2011) actually find that there is no difference between males and females in their preference for both objective and subjective career rewards.

Another view different from the one proposed by this study is that of Pregnolato (2010) who mentions that in her study, females showed the lowest preference for work-life balance, compared to other objective reward types. Pregnolato further explained that the reason why women in her study may not have preferred work-life balance as much, was because, as they strive to achieve career advancement that equals that of men, they may find that their attempts at balancing their work and personal life becomes a deterring factor. For these women, balancing their work and personal life may, in fact, mean spending less time at work than their male counterparts. Therefore, they would rather simply focus on work and objective career rewards alone.

Although this hypothesis was not supported in the present study, there is literature indicating that women, more so than men, do prefer jobs that provide them with subjective career rewards such as favourable work conditions and work-life balance (Sturges, 1996; Snelgar, Renard & Venter, 2013; Nienaber, Bussin & Henn, 2011; Martin & Barnard, 2013). Tolbert and Moen (1998) also confirm this view when they indicate that women prefer jobs that provide them with intrinsic career rewards such as meaningful work whereas men prefer jobs that offer them extrinsic career rewards.

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In this study, it could be that the subjective career rewards scale used by Dunnette, Campbell, and Hakel (1967) did not have subjective career rewards items that women would prefer more than men as a result of their dual roles. The scale may have consisted of items that would be preferred in a job by both men and women. A sample of the items in this scale includes "a job that provides me with a feeling of worthwhile accomplishment," "a job that provides me with a great deal of responsibility," and "a job where the duties are challenging." This could be the reason why male and female respondents scored similar to each other in this scale. If the scale could have also consisted of items that asked respondents to rate the importance of career rewards that offered a balance between work and family activities, in order that a job may make it possible for someone to perform other life roles, I suggest that the results could have been different.

5.4 WOMEN IN MALE-DOMINATED JOBS WILL REPORT LOWER PERSON-ORGANISATION FIT COMPARED TO WOMEN IN FEMALE-DOMINATED JOBS

Hypothesis 3 posited that women in male-dominated jobs will report lower person-organisation fit compared to women in female-dominated jobs. This hypothesis was not supported; meaning that in the present study there was no difference between women in male-dominated jobs and women in female-dominated jobs in terms of their level of person-organisation fit. I suggest that the job levels of female respondents in male-dominated jobs could have had an impact on this study. 61% of female respondents in this study are in male-dominated jobs and of this category of women, only 5% of them are at senior management and executive levels. The other 95% of female respondents in male-dominated jobs are at middle management to lower levels of the business unit.

I suggest that women in male-dominated jobs may experience low person-organisation fit more when they are in senior to executive levels because of the high pressure demands at senior levels. The lower person-organisation fit for women at senior levels may be due to their preference for flexibility and other subjective career

rewards at that level compared to when they work at lower levels of the organisation. At senior or executive level, objective career rewards such as getting a higher salary and getting promotions are already satisfied; therefore the next level of satisfaction is then to receive more subjective rewards.

The view above is confirmed by Snelgar, Renard and Venter (2013) as they indicate that in their study, junior level employees preferred to receive objective career rewards, for example, basic pay and employer benefits such as medical aid, rather than other subjective reward types. Nienaber, Bussin and Henn (2011) also share this view as they indicate that as people move up the organisational levels, they become more attracted to subjective career rewards such as having a favourable working environment and balancing work and other life activities.

Furthermore, I suggest that another factor that could have influenced the results is the age of women who responded to the survey. Of the female respondents in this study, 61% of them are in the male-dominated jobs. Of the 61% of women in male-dominated jobs, 41% of them are below the age of 30, 27% of female respondents are between the ages of 31 and 35 and 32% of female respondents are between the ages of 36 and 60. Overall, 68% of women in this study are 35 years old and below.

I suggest that for women who are younger, subjective career rewards are not as important as they are for older women. Because of longer work experience, older employees may already be at a level where they receive higher extrinsic rewards such as salary, promotions and benefits than younger employees (Cennamo & Gardner, 2008). Therefore, because younger employees may have not yet received extrinsic rewards at perceived satisfactory levels, the need for extrinsic rewards is greater than for intrinsic rewards whereas for older employees, subjective and intrinsic rewards are more valuable (Cennamo & Gardner, 2008; Tolbert & Moen, 1998; Sturges, 1996). This view is linked to the previous view of job level, as in most cases, employees at higher levels are usually also older (Nienaber, Bussin & Henn, 2011).

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Existing literature provides evidence for a variety of different opinions on the relationship between age and career reward preferences. The study by Wallace (2006) portrays a different view, which is that intrinsic rewards, such as good relationships with colleagues, are more important for younger employees than for older employees. Older employees generally prefer extrinsic rewards such as relatively high levels of base pay and benefits. A different view indicated by Bussin and Moore (2012) is that there is no difference in reward preferences between the different age groups. The view held by Nienaber, Bussin and Henn (2011) is that both intrinsic and extrinsic rewards are attractive to younger employees between the ages of 18 and 38, while for older employees both reward categories had a lower level of appeal.

I suggest that women in male-dominated jobs in this study may perceive themselves to enjoy a certain level of person-organisation fit because they feel that they are working in an organisation that shares their values and personalities. These women may feel that it is an organisation where their needs for objective career rewards will be met. I suggest that women in male-dominated jobs in this study are younger and at lower levels of the organisation than the men. They may have scored higher than predicted for the person-organisation fit scale thanks to their aspirations for greater objective career rewards associated with male-dominated jobs (Chovwen, 2003).

5.5 WOMEN IN MALE-DOMINATED JOBS WILL REPORT LOWER JOB SATISFACTION COMPARED TO MEN IN MALE-DOMINATED JOBS

Hypothesis 4 posited that women in male-dominated jobs will report lower job satisfaction than men in male-dominated jobs. This hypothesis was also not supported. The results from the present study does not indicate that there is any difference in the level of job satisfaction experienced by women compared to men in male-dominated jobs. I suggest that women in male-dominated jobs may, in fact,

have been influenced by social desirability response bias when entering their responses on the job satisfaction scale.

Women in male-dominated jobs are a minority in this business unit, and it may be that they want to be perceived as satisfied with their jobs so that they are not discriminated against or overlooked when it comes to promotions and other career advancement opportunities. As already indicated, the level of trust placed in management appears to be an important consideration in this business unit. In order to avoid the perceived negative consequences associated with being a negative or problem employee, women in male-dominated jobs in this study may have scored higher than predicted in this area, therefore impacting on the overall results. This could then also be the reason why the results indicate that there is in fact no difference between women and men in male-dominated jobs when it comes to the level of job satisfaction that they experience.

5.6 FOR WOMEN IN MALE-DOMINATED JOBS, SUBJECTIVE CAREER SUCCESS WILL MEDIATE THE RELATIONSHIP BETWEEN PERSON-ORGANISATION FIT AND JOB SATISFACTION

Hypothesis 5 posited that for women in male-dominated jobs, subjective career success will mediate the relationship between person-organisation fit and job satisfaction. The results did not support such a mediated relationship. Interestingly, although the descriptive statistics showed some correlation between person-organisation fit and job satisfaction, the results from the regression analysis did not indicate any significant relationship between person-organisation fit and job satisfaction. These results differ from that found in other literature indicating a positive relationship between person-organisation fit and job satisfaction (Chen, Sparrow & Cooper, 2016; Ng & Sarris, 2009; Wheeler, Gallager & Brouer, 2007). The results of this study are however in line with other literature indicating that person-organisation fit does not, in fact, influence job satisfaction (Issah, 2013; Lauver & Kristof-Brown, 2001).

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I would suggest that the sample of women in male-dominated jobs that was intended to represent all job levels of the organisation as well as all ages was not large and representative enough to indicate a statistically significant relationship between person-organisation fit and job satisfaction.

5.7 SUMMARY

It seems that because of the lack of trust placed in management within the business unit of the organisation in this study, there is some social desirability response bias on the part of women and employees in female-dominated jobs. Firstly, to test hypothesis 1 which posited that male-dominated jobs offer more objective career rewards than female-dominated jobs, the hypotheses was not supported due to what seems like social desirability response bias on the part of women and men in female-dominated jobs. Secondly, hypothesis 4 stated that women in male-dominated jobs would report lower levels of job satisfaction than men in male-dominated jobs. This hypothesis was not supported, also due to what seems like a social desirability response bias on the part of women in male-dominated jobs. A factor consistent in the results of hypothesis 1 and 4 is the women in this study's social desirability bias. It seems that women within the relevant business unit of the organisation in this study do not feel comfortable telling the truth about their situations and therefore tend to provide answers that are as innocuous as possible in order to appease those in power at their organisation.

Hypothesis 2 posited that women, more so than men, prefer subjective career rewards. This hypothesis was not supported, possibly as a result of the subjective career rewards scale used. The scale used for subjective career success may not have included items that men would prefer to a lesser extent than women would. The items in the scale were, therefore, attractive to both men as well as women. Hypothesis 3 posited that women in male-dominated jobs would, in fact, report a lower level of person-organisation fit compared to women in female-dominated jobs.

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This may have been as a result of the age and job level of the women in male-dominated jobs. These women scored higher than what was predicted, meaning they perceive themselves to fit well in male-dominated jobs. Lastly, Hypothesis 5 stated that for women in male-dominated jobs, subjective career success will mediate the relationship between person-organisation fit and job satisfaction. The female participants in male-dominated jobs were weakly represented in all job levels and ages in the organisation. This could have influenced the results to show a statistically insignificant relationship between person-organisation fit and job satisfaction.

CHAPTER 6: CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

This chapter concludes the study, discusses the main findings based on the research questions of the study, discusses the limitations of the study, and provides recommendations for organisations and future research.

6.1 CONCLUSION

The aim of this study is to explain the relationship between person-organisation fit and person-job fit and job satisfaction for women in male-dominated jobs based on subjective career success in the financial services industry. The study was inspired by previous literature indicating challenges faced by women in male-dominated jobs. Evidence from literature shows that women in male-dominated jobs do not progress in their careers at the same rate as their male counterparts (Chovwen, 2003). Further research indicates that women prefer subjective career rewards more than objective career rewards (Nienaber, Bussin & Henn, 2011; Martin & Barnard, 2013). Literature furthermore indicates that women in male-dominated jobs experience low job satisfaction (Enache et al. 2011).

A lot of previous research investigated the various challenges that women face in the workplace when they are employed in male-dominated jobs. This present study aims to contribute to the body of knowledge by providing a better understanding of whether or not the low job satisfaction of women in male-dominated jobs is in fact due to weak person-organisation fit and person-job fit in male-dominated jobs. This study furthermore aims to provide an understanding of whether or not the low level of job satisfaction experienced by women in male-dominated jobs is in fact due to them not receiving highly preferable subjective career rewards.

6.2   RESEARCH OBJECTIVES AND KEY FINDINGS

Research Objective 1: To determine whether male-dominated jobs offered more objective career rewards than female-dominated jobs. The results of this study revealed that there is no difference in the level of objective career rewards offered by male-dominated and female-dominated jobs.

Research Objective 2: To determine whether women preferred subjective career rewards more than men do. The results of this study indicated that there is no difference between males and females when it comes to their preferences for subjective career rewards.

Research Objective 3: To determine whether women in male-dominated jobs will report low person-organisation fit and person-job fit as compared to women in female-dominated jobs. The results of this study indicated that there is no difference between women in male-dominated jobs and women in female-dominated jobs when it comes to the level of person-organisation fit. The difference in the level of person-job fit experienced by women in male-dominated jobs compared to women in female-dominated jobs could not be confirmed due to the lack of internal consistency in the scale used to measure person-job fit.

Research Objective 4: To determine whether women in male-dominated jobs will report low job satisfaction as compared to males in male-dominated jobs. The results of this study indicated no difference in job satisfaction between females and males in male-dominated jobs.

Research Objective 5: To determine the relationship between person-organisation fit and job satisfaction where subjective career rewards is a mediator for women in male-dominated jobs. The results of this study revealed that there is no significant

relationship between person-organisation fit and job satisfaction. Therefore the mediated relationship could not be established.

In summary, this study indicates that there is no gender difference between employees in male and female-dominated jobs in the relevant business unit when it comes to reward preferences, the level of job satisfaction, or the level of person-organisation fit. This study furthermore indicates that there is no difference between male-dominated and female-dominated jobs when it comes to rewards offered.

6.3   LIMITATIONS OF THE STUDY

The aim of this study is to explain the relationship between person-organisation fit, person-job fit and job satisfaction, and the mediating role of subjective career rewards for women in male-dominated jobs.

A key limitation of this study was the possible social desirability bias on the part of female respondents. It seemed clear that female respondents in particular in male-dominated jobs as well as female-dominated jobs in this study did not want to tell the truth when responding to questions that they perceived as sensitive in terms of rewards, remuneration and job satisfaction. Therefore, the true views of these women may not have been sufficiently represented in the results because they simply did not want to reveal much regarding objective career rewards and job satisfaction that may jeopardize their positions.

Another limitation had to do with the nature of the sample of women in male-dominated jobs. Although the sample size of 62 respondents in a population of 750 is reasonable, the sample of women in male-dominated jobs was not representative of all ages of women in male-dominated jobs. From the respondents of women in male-dominated jobs, 41% are below the age of 30, 27% are between the ages of 31 and 35 and 32% are between the ages of 36 and 60. Overall, 68% of the women in

male-dominated jobs in this study are 35 years old and younger. The job level of women in male-dominated jobs was another limitation of this study. Only 5% of the women in male-dominated jobs were in senior and executive management levels. Age and job level factors may, therefore, have caused the results not to provide a true reflection of how women in male-dominated jobs feel across all job levels and ages within the relevant business unit.

Another limitation had to do with the scale used to assess the difference in preference levels for subjective career rewards as indicated by men and women. As indicated in the discussion, it may be that the scale put forward by Dunnette, Campbell, and Hakel (1967) did not include subjective career rewards items that women would have indicated a higher preference for compared to men, due to their dual family-work roles or that men would have indicated a much lower preference than women. In future, a scale that is more reflective of items that distinguish between male and female preferences should be used. One such scale may be the Work Engagement Profile (WEP) used by Jacobs, Renard and Snelgar (2014). The WEP scale includes items that reflect work flexibility as a subjective career reward, which is one of the career rewards that have been proven to be more highly preferred among women than among men. A scale such as this would more clearly indicate the differences between male and female preferences for subjective career rewards.

6.4 RECOMMENDATIONS

6.4.1 RECOMMENDATIONS FOR FUTURE RESEARCH

One of the main limitations of this study was the potential social desirability bias on the part of respondents. Although respondents' anonymity was ensured by means of the consent form they signed, it seems that a higher level of control for social desirability bias would have been beneficial. Respondents did not seem to be comfortable stating their true level of job satisfaction and career rewards they receive

from the organisation because they simply did not trust their management enough. Zerbe and Paulhus (1987) indicate that in order to ensure that social desirability bias does not affect the results of a study, social desirability responding should be highly controlled. Zerbe and Paulhus further indicate that controlling social desirability responding as a method on its own is not sufficient. A researcher should also ensure that self-deception and impression management are appropriately managed, so as to not further create misleading results. For example, a high level of control for social desirability bias could have provided a better understanding of the actual career rewards received in male-dominated and female-dominated jobs. A high level of control for social desirability bias could also have provided an understanding of the level of job satisfaction experienced by men and women in male-dominated jobs.

Another recommendation is that a researcher should obtain a sample which is representative of the demographics that are pertinent to the study. For example, in the present study, the sample of women in male-dominated jobs could have been representative of all age groups and job levels of the organisation. This may have offered a clearer explanation of the difference in person-organisation fit between women in male-dominated jobs and women in female-dominated jobs.

6.4.2   RECOMMENDATIONS FOR ORGANISATIONS IN THE FINANCIAL SERVICES INDUSTRY

This study indicated that there may have been some level of social desirability bias on the part of respondents. I suggest this may have been the result of a lack of trust in management due to the slow pace of transformation when it comes to gender, race, and reward discrepancy issues in the relevant business unit. Booysen and Nkomo (2010) show that rewards and remuneration discrepancies remain for different ethnical groups and genders in the workplace. Therefore, organisations should make sure that they speed up their equity transformation policies in order to ensure that their transformation policies reflect fair and transparent processes.

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The present study also did not provide any evidence for differences between men and women in their preferences towards subjective career rewards. This could mean that reward preferences between men and women are evolving and that the difference in rewards preferences is no longer determined by gender but rather individual tastes. One possible recommendation for organisations is that instead of using only one factor to design their reward policies, they design reward policies using a combination of factors including gender, age, marital status and job level. This approach will allow organisations to customise reward policies to different groups of individuals who have similar demographics, instead of relying on a one-size-fits-all policy that may benefit some more than others.

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ADDENDUM A: PARTICIPANTS CONSENT FORM

Faculty of Economic and
Management Sciences

Informed consent for participation in an academic research study

Dept. of Human Resource Management

INDICATORS OF CAREER SUCCESS FOR WOMEN IN MALE-DOMINATED JOBS

Research conducted by:

Mrs. M.M.P Ledwaba (96186811)

Cell: 082 689 1843

Dear Sir/ Madam,

You are being invited to participate in a research study entitled Indicators of Career Success, conducted as part of my Master's degree in Industrial/Organisational Psychology at the University of Pretoria. The results of the study will contribute to new knowledge about workers' preferences and perceptions in the workplace. The study will be conducted in the form of a survey, which will take you approximately 10 minutes to complete.

Your anonymity and identity will be protected. Personal and identifying information will be excluded from the results and won't be shared with anyone except the relevant university staff for research purposes. The completed questionnaires will be kept in a locked cupboard for the duration of the study and data collected from the questionnaire will be transferred to a password protected laptop.

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Your participation in this study is completely voluntary and you may withdraw from the study at any time. If you require more information regarding this study, please feel free to contact me at Mahlaku.ledwaba@gmail.com or my study supervisor, Prof Jenny Hoobler at jenny.hoobler@up.ac.za.

Please complete this questionnaire by 11 May 2016.

Mahlaku Ledwaba

Leader: Transform Delivery Change Management

COO - Group Finance

I have read the above information regarding this research study and consent to participate in the study.

Signature --------------------------------------   Date   ---

ADDENDUM B: DATA COLLECTION INSTRUMENT

Table B.1: Survey

	Please indicate with a cross (X) the degree to which you disagree and/or agree with the following statements.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	The level of progress towards my promotion is satisfactory.					
2	I receive many opportunities for career advancement in my job.					
3	The amount of pay I receive is satisfactory.					
4	My job provides me with better pay than other people in similar jobs in other companies.					
5	I receive a good salary.					
	Please indicate with a cross (X) the degree of importance of the following statements to you.	Not Important	Slightly Important	Moderately Important	Moderately Important	Very Important
6	A job that provides me with a feeling of worthwhile accomplishment.					
7	A job that provides me with high satisfaction after I have done well.					
8	A job that provides me with a sense of achievement.					
9	A job that provides me with a great deal of responsibility.					
10	A job which gives me considerable decision making power.					
11	A job where I am responsible for my own efforts.					
12	A job in which I enjoy the work I do.					

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		Not at all	Very Little	Neutral	To a Great Extent	Completely
13	A job where the actual duties are challenging.					
14	A job that provides me with plenty of recognition for my work.					
15	A job which I am told that I have done a good job.					
16	A job which I receive praise for the work I do.					
17	A job where I receive a great deal of cooperation from the people I work with.					
18	A job where I like the people with whom I work with.					
	Please indicate with a cross (X) the degree to which you agree/ or not agree with the following statements.	**Not at all**	**Very Little**	**Neutral**	**To a Great Extent**	**Completely**
19	To what degree do you feel your values match or fit this organisation?					
20	To what degree do you feel your values match those of current employees in the organisation?					
21	Do you think the values and personality of this organisation reflect your own values and personality?					
22	To what degree do you believe your skills and abilities match those required by the job?					
23	To what degree is your job performance hurt by your lack of expertise on the job?					
24	To what degree do you think you possess the skills and abilities to perform this job?					

	Please indicate with a cross (X) the degree to which you disagree and/or agree with the following statements.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
25	My job allows me to use my skills fully.					
26	My job is challenging.					
27	My job has high variety of work and is interesting.					
28	My job offers me a great deal of personal growth and development.					
29	The quality of my work is very high.					
30	My job allows me a high level of independence.					
31	I have enough time to get through my work.					
32	I receive a high level of support from my supervisor.					
33	I am fairly paid for what I contribute to the organisation.					
34	There is high level of security for me in the future of this organisation.					
35	I receive adequate training for what I do.					

Biographical Information

Please indicate your answer with a tick in the appropriate box

Gender	Male	Female

Age	20 - 25	26 - 30	31 - 35	36 - 40	41 - 45	46 - 50	51 - 55	Over 55

Ethnic Group	Black	White	Coloured	Indian	Other

Business Area	BP&A	BPC	COO	FC	GCF	PCG	ROA	TAG	TAX

Job Level	Managing Principal	Principal	Vice President	Assistant Vice President	BA2	BA3	BA4

Years in Role	0 – 1	2 - 3	4 - 6	7 - 10	11 - 15	16 - 20	21+

Thank you for taking time to participate in the survey.

Regards,

Mahlaku Ledwaba

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