

**THE FACTORS INFLUENCING THE SUCCESS
OF EXECUTIVES IN
LOCAL CHINESE-BASED COMPANIES**

by
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DEDICATION

To my wife, Poh Hoon

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TABLE OF CONTENTS

	Page
Title	i
Dedication	ii
Acknowledgement	iii
Table of Contents	iv
List of Tables	vi
Abstrak	vii
Abstract	viii
Chapter 1 : INTRODUCTION	1
1.1 Introduction to the Subject	1
1.2 Scope and Significance of the Study	3
1.3 Definition of Key terms	5
1.4 Design of Investigation	6
Chapter 2 : REVIEW OF THE LITERATURE	7
2.1 History of Research	7
2.2 Review of Key Studies	12
2.3 Evaluation of Key Studies	14
2.4 Conclusion	15

Chapter 3 : RESEARCH METHODS	16
3.1 Subjects Studied	16
3.2 Hypothesis and Variables	17
3.3 Questionnaire	18
3.4 Administration of Questionnaire	19
3.5 Statistical Analysis	20
Chapter 4 : RESULTS OF THE STUDY	22
4.1 Overview of Data Gathered	22
4.2 Data Presentation and Findings	22
4.3 Evaluation of the Findings	27
4.4 Conclusion	28
Chapter 5 : DISCUSSION	29
5.1 Recapitulation	29
5.2 Implications of Findings	32
5.3 Limitations and Suggestions	34
BIBLIOGRAPHY	36
APPENDIX I : Questionnaire	38
APPENDIX II : Reliability Test Results	43
APPENDIX III : Multiple Regression Results	46

LIST OF TABLES

	Page
Table 1 : Summary of key studies	12 -13
Table 2 : Summary of Questionnaires collected	20
Table 3a : Sample Profile on Age & Experience	22
Table 3b : Sample Profile (Others)	23
Table 4 : Data Gathered on Variables to be Measured	24
Table 5 : Results of Multiple Linear Regression	25
Table 6 : Correlation Matrix (H x P x F)	26

ABSTRAK

Terdapat beberapa faktor yang mempegaruhi kejayaan eksekutif pengurusan. Kajian ini menyiasat kesan faktor ketekunan, politik dan perhubungan keluarga terhadap kejayaan kerjaya para eksekutif di syarikat-syarikat Cina. Keunikan syarikat-syarikat ini adalah disebabkan perniagaan mereka yang berasaskan corak kekeluargaan. Liputan kajian ini dihadkan kepada eksekutif pengurusan syarikat-syarikat ini. Data dikutip dengan cara soal selidik melalui pertolongan orang-orang yang sentiasa berurusan dengan syarikat-syarikat ini. Sejumlah 110 responden telah diperolehi sebagai sampel daripada syarikat-syarikat di Pulau Pinang.

Keputusan kajian ini mencadangkan bahawa faktor ketekunan merupakan faktor yang menyumbang ke atas kejayaan kerja para eksekutif yang bertugas di syarikat-syarikat Cina. Faktor politik and perhubungan keluarga tidak memberi sumbangan yang jelas atas kejayaan kerjaya mereka.

ABSTRACT

There are many contributing factors to the career success of management executives. This study investigates the effects of hardwork, politics and family ties on career success of executives working in local Chinese-based companies. The uniqueness of these Chinese companies is their family-style business nature. The scope of the study is limited to the management executives of these companies. Data were collected by means of questionnaire survey, with the assistance of people who have frequent dealings with these companies. A total of 110 respondents were sampled from companies in Penang.

The result of the study suggests that hard work is the major significant contributing factor to career success of executives working in Chinese-based companies. Involvement in politics and family relationship do not contribute significantly to their career success.

Chapter 1

INTRODUCTION

1.1 Introduction to the Subject

As the Malaysian economy grows, there is a growing concern on how many and how fast managerial executives achieved career success in their organizations. The fast growing Malaysian economy not only has brought about enormous development and benefits to the Malaysians, but it has also resulted in significant changes in our way of life and way of conducting business in a more serious sense. The once family-style business conducted by the local Chinese entrepreneurs is no exception. The author believes that the economic and social changes has somehow affected the family-style business of the local Chinese businessmen. They have expanded, joint-ventured and modernized their business in one way or another in order to compete and stay profitable in their business.

So much attention was focused on the actual business, but not much has been studied on the welfare and career success of its business executives who form the backbone of the whole Chinese business structure in Malaysia.

The managerial concerns identified here can be summarized in two : what are the factors influencing the career success of the managerial executives in these local Chinese-based companies and what are the opportunities that can be derived after having analyzed and identified the significant factors ? There were numerous studies done on managerial career success in multinational and foreign companies. Among the studies done, Luthans et al. (1988) discovered that successful managers (those who climb the corporate ladder fast), are those who

do things differently from those of effective managers. It implied that mere hard work and dedication does not guarantee success. Managers who effectively utilized their time between hard work, socializing and politicking became more successful than those who did not pay much attention to these networking activities. Promotion decision was found to be the most political process in organizations (Madison et al., 1980). The above two findings suggest that one need to work smart and not just work hard in order to be at the top of the corporate ladder, although this may sound very contradictory to justice!

There are many factors contributing to career success. Research done on career reveals that not all factors are significant. As such, in order to be effective, and not just be efficient, it is very desirable that the study picks on the right and significant factors in order to yield the highest return on efforts. Having evaluated the background and the social values of the ethnic Chinese, hard work, family ties and politics were selected to be the focus of the study.

Hard work closely reflects the social values of the Chinese. The hard work approach normally focuses on material results. Whether hard work is effective in all situations or it is more effective in start-up company remains to be seen. Excessive politicking, especially in new start-up companies, may be destructive to the company's progress. As such, applying the right politics in the right situation may prove rewarding where as in many other situations, combination of the factors may be more fruitful.

The subjectivity of any promotion process, when all other things are equal, lies with the question of political factors. The boss will promote the one he feels more comfortable with and the one he feels can be his or her alliance. As such

socializing and rubbing shoulders with the bosses may bring about enormous competitive advantage, Pfeffer (1989) mentioned that politics are essential to the effective functioning of organizations. He also argued that political perspective allows more accurate description of how career success is determined.

Wayne (1995) argued that "Individual who become proficient at playing politics may realize greater job and career-related rewards". Yukl and Falbe (1990) suggested that effective use of political tactics enabled one to achieve better career related rewards such as promotions and pay increment. Tactical and strategic political planning has proven to be an effective approach to get to the top fast. So, one should apply the right mix of the contributory factors at the right time and situation in order to strike success.

Are these research findings applicable to the Chinese-based companies under study ? Some of them may and some of them may not due to the differences in Western cultures and the Malaysian cultures. The impact due to family ties closely relates to the nature of how business was conducted among the Chinese in the early days. Has this impact diminished due to changing environmental and social values ? I believe all the above questions are sufficient to warrant a study on hard work, politics and family ties to determine if they contribute significantly to career success of executives working in Chinese dominated companies in Malaysia.

1.2 Scope and Significance of the Study

The organization being studied covered major local Chinese-based companies. The individual being studied include various levels of management executives :

managers, directors, chief operating officers and so on.

Having discussed in length the importance of choosing the more important factors for the study, the following theoretical framework for career success was formulated :

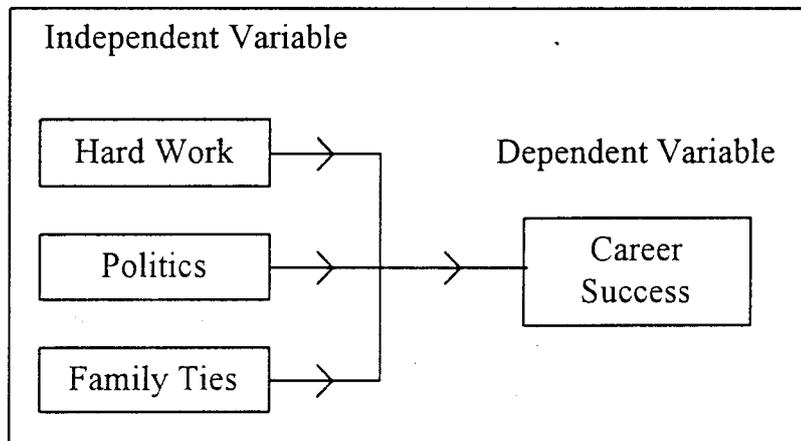


Figure 1 The Theoretical Model of Career Success

The objective of the study is to examine the effect of hard work, politics and family ties on career success. Success becomes the dependent variable whereas hard work, politics and family ties are the independent variables. The study is to testify whether each of the three factors contributes significantly to one's career success in Chinese-based company. The aspect and focus of the study can be summarized in the following linear regression expression :

$$S = f(H, P, F) \quad \text{where}$$

f = linear regression function

S = Career Success

H = Hard Work

P = Politics

F = Family ties

1.3 Definition of Key terms

'Executives' is defined as those who are decision makers at various business levels, inclusive of management supervisor, first line managers, directors, controllers and other ranks and files. 'Career Success' is defined explicitly as the rate of salary increase over the working life of the executives under study. Empirically, career success can be expressed as :

$$\text{Career Success} = (S_t - S_0) / (A_t - A_0) \quad \text{where...}$$

S_t is the current salary

S_0 is the salary when one started working

A_t is the current age

A_0 is the age when one started working

This is a measure of how fast one gets his or her salary increment and promotion. There are other implicit methods of measuring career success such as job satisfaction and quality of working life. However, for the purpose of this study, explicit measurement as mentioned above is chosen to provide quantitative measurement. Explicit measurement is also believed to be more in line with the culture and value system of the Chinese communities here. The Chinese generally places more emphasis on monetary rewards than qualitative benefits when they assess one's career success.

To measure hard work, consideration is given to the amount of time one spends in his or her work. As the standard working hours in this country averages around 40 hours per week, therefore, additional hours worked in excess

of the normal 40 working hours is taken as a measure of hard work. The more extra hours a person is willing to put in, the more hard working the person is.

Politics has been defined in many different ways by various researchers. For the purpose of this study, politics is defined as 'actions not officially sanctioned by an organization, taken to influence others in order to meet one's personal goals' (Mayes, 1977).

A person who is related to any of the member of the top management is defined as possessing family relationships with the company concerned. 'Local Chinese-based Companies' is defined as registered companies with majority shares owned by local Chinese, with a minimum paid-up capital of RM 5 million and having an employee workforce of no less than 50 employees.

1.4 Design of Investigation

The subjects studied are the executives of Chinese-based companies and how much the career success of these executives is affected by three factors, namely hardwork, politics and family relationship. For the purpose of this study, a theoretical framework based on a regression model was developed. The model has been outlined and discussed in section 1.2.

Questionnaire survey was used to obtain data from the target respondents and analysis was done using SPSS statistical package, Version 6.0 for Windows. Statistics used includes Scale Reliability Analysis for the verification of data reliability and correlation. Multiple linear Regression statistics & Correlation statistics were used to determine how significant is the effect of hard work, politics and family relationship on career success of the subjects studied.

Chapter 2

REVIEW OF THE LITERATURE

2.1 History of Research

There were a large number of studies done on factors contributing to career success. Most of these studies have placed great emphasis on the effect of personal capability and organizational environment on career success. Among the studies conducted are those involving factors such as duration of hours worked (Whitely, 1991), cognitive ability (Dreher & Bretz, 1991), career position (Whitely, 1991), socialization (Reichers, 1987), spousal and family demands (Cook, 1987), gender, marital status and socioeconomic status (Powell, 1988), education and experience (Mills, 1985) and mentoring. Nevertheless, there were also few studies done on political factors and effect of hard work on career success. The effect of family ties on career success has also been looked into on a few occasions.

Min Chen (1982) pointed out that Chinese family business is a product of its culture and traditions. The Chinese businessmen faced intense pressure to change, modernize and readjust their traditional distrust on professionals in order to expand the cohesiveness and effectiveness of their business. He mentioned that Sun Tzu has conceptualized the marketplace to that of a battle field. He argued that the Chinese treat business competition as life-or-death warfare. To compete, they should institutionalize their organizations and management style such that loyalty, diligence, sincerity and harmony can be fully displayed. In his study, he argued that family ties has some influence on career success of the

executives working in companies managed by overseas Chinese. Their skilled political bargaining ability has also enabled them to expand their business against unfavorable political environment. The question now is : Has the influence of family ties on career success remained unchanged or has the value changed because the Chinese bosses now realise the increasing needs to open up their network in order to tap the invaluable professional and skilled resources available in the outside market ?

Judge and Bretz (1994) conducted a study on hours worked per week and based on their survey on 873 past graduates, they found that hours worked per week was significantly and positively correlated to extrinsic career success, but not the intrinsic one. Their finding revealed that hours worked increases the chances of salary increase and promotion, but not job and life satisfaction. The average hours worked per week was found to be 49.6 hours.

Whitely et al. (1991) studied the relationship of career mentoring and socioeconomic origin to the managers' early career progress. He examined the promotions and compensation received by some 400 early career managers and the relationship with career mentoring. 'Average hours worked per week' was included as one of the motivational variables. Career success was measured based on the number of promotions received since graduation. The study showed 49.2 average hours worked weekly with 7.6 standard deviation. This is found to be significantly and positively correlated with the number of promotions.

Yukl and Falbe (1990) studied on the effect of political tactics. They derived the following political tactics : use of pressure, use of upward appeals, exchange of favors, form coalition, practise ingratiation, use rational

persuasion, inspirational appeals and consultation. They found that rational persuasion and consultation were the most practised, the combination of other six tactics amounted to politics. Fourteen successful individuals from different organizations were interviewed (Bryce, 1991). There was one common agreement uncovered : they needed to be political in order to advance in career and this needed to be realised early . Ignorance on politics will jeopardize and hold back one's career advancement.

Dubrin (1990) recommended ten office political tactics, some of which appeared unethical. Examples of these unethical tactics were divide and rule, embrace or demolish, manipulate classified information and wait for crisis (to become savior). However, he believed that planning increased the rate of success. This also led to his belief in political strategies in order to achieve set goals. He proposed a 12-step goal strategy to achieve maximum success in career advancement The 12-step strategy is as follow :

- a) Establish goals
- b) Evaluate cost effectiveness of campaign
- c) Gather information
- d) Identify true power
- e) Decide how to fit in the power team
- f) Conduct a analysis on power
- g) Size up bosses
- h) Comprehend top level politics
- i) Investigate extent of nepotism
- j) Analyze politics below you

- k) Checks symbols of informal status
- l) Be impervious to an expose.

In their study, Gandz and Murray (1980) surveyed about 430 North American graduates via mail questionnaire. They found that one needs to be political in order to get ahead in organizations. They established strong support for three of their statements, out of a total of ten surveyed. The three statements were : existence of workplace politics was common to most organization, successful executives have to be good politicians, the higher you go, the more political the climate becomes. They also uncovered that certain organizational process were more political in nature than others, such as promotions, transfers, and delegation of authority. Therefore, the organizational process that determine career success were perceived to be political in nature.

A survey on 264 employees in three different organizations was conducted by Ferris and Kacmar (1992). Among those surveyed were 81 nurses, 94 nursing services employees and 89 managers. Data collections was done through questionnaire. The objective of their study was to find out the relationship of six variables with organizational politics. The six variables were job satisfaction, job involvement, organizational influence, work environmental influence, promotion opportunity and personal influence. They found that job satisfaction, job autonomy and opportunity for promotion were related to perceived organizational politics. Opportunity for promotion was found to be strongly significant to organizational politics. Promotion, which was a measure of career success, was therefore strongly linked to politics. This supported the belief that in a highly competitive work environment where promotion opportunities

become everyone's target, even though limited, politics becomes more prevalent as a means to get to the top of the corporate ladder.

Luthans (1988) surveyed 450 managers and found that successful managers paid more attention to networking and communication, and less on traditional management and human resource management. ' This challenges the assumption that promotions are based on performance, vividly illustrating the importance that social and political skills pay in getting ahead in organizations ' (Robbins, 1993).

According to Thomsett (1994) , working hard is a straight forward tactic, whereas playing politics is tricky. Certain amount of skill is required and it involves some risk taking. Use of politics is not necessarily an offensive tactic, it can also be a defensive tactic to neutralize those who are using politics to discredit you, commonly known as back stabbing. It is a must to identify the politics in one's organization and their danger so that one can act within the structure that exists.

Relationship between upward influence tactics and assessments of promotability was examined by Thacker and Wayne (1995). The tactics studied were ingratiation, reasoning and assertiveness. Sample data was drawn from nonacademic employees of a university which included counselors, their supervisors, secretaries and librarians. A sample size was 157. The finding showed that ingratiation was significantly but negatively related to promotability. Previous study suggested that ingratiating influence styles had a positive effect on an individual's evaluations. The contradiction can possibly be explained as

follow : Ingratiation, often used to influence superior in order to obtain personal benefits, if overused or used ineffectively, can backfire !

2.2 Review of Key Studies

After having reviewed the various studies done by so many researchers, the following table summarises the key empirical studies that have a bearing on the subject to be studied . (the objective of this study is to investigate the effect of hard work, politics and family ties on career success of executives working in local Chinese daminated companies)

Table 1 : Summary of Key Studies

Researcher	Subject Studied	Findings / Research method
Judge & Bretz (1994)	Hours worked & Career success	Hours worked positively related to extrinsic career success . Correlation method based on 873 sample.
Whitely (1991)	Hours worked & career progress	Career success positively correlated to promotions. 400 managers interviewed. 49.2 average hours worked per week.
Min Chen (1982)	Family ties & Chinese business	Family ties has some influence on Chinese business due to lack of trust on others .
Yukl & Falbe (1990)	Political tactics	Six main factors amounting to politics : Use of pressure, use of upward appeals, exchange of favor, form coalition, ingra- tiation, inspirational appeals.
Luthans (1988)	Managerial success & politics	Successful managers spent more time on networking activities.
Madison (1980)	Promotion & Politics	Promotion process is very political in nature.

Table 1, continued

Researcher	Subjects studied	Findings / Research Methods
Pfeffer (1981)	Job performance and career advancement	Job performance alone is not sufficient. Social contacts are necessary to guarantee career advancement.
McCormack (1984)	Climbing corporate ladder	Must know how to play the right game at the right time in order to climb up fast.
Wayne (1995)	Politics and rewards	Proficiency in playing the right politics leads to great career-related rewards.
Ferris & Kacmar (1992)	Relations of six variables versus org. politics.	Questionnaire survey on 264 employees from 3 organizations. Promotion & politicals were strongly related.
DuBrin (1990)	Political Strategy to achieve goals.	Recommended 10 office tactics . Example: Embrace and demolish, divide & rule , Manipulate information, wait for crisis .
Bryce (1991)	Politics & career	Ignorance of politics jeopardize one's career
Gandz & Murray (1980)	Political behaviour versus promotion	Mailed questionnaire to survey 10 statements on office politics. 3 received strong support : Politics is common , good politician leads to success , the higher one go, the more the political climate.

2.3 Evaluation of Key Studies

The summary of past studies reveals that the majority of the research studies were done in the West and their findings were largely based on the influence of the western cultures, values and behaviours. Nevertheless the findings of these studies provide good clues and guidelines to future study of the same subjects on different populations. It will be interesting to test if any replicate study based on Malaysian system will yield similar results.

The findings of past studies showed that it is no easy task to find a single formula for career success. There is good evidence that playing politics the right way will help one in his or her career advancement. The studies also showed that various political behaviours and tactics have been effectively used to achieve career success. Hard work, which is generally perceived as the essence to career success, was found insufficient to guarantee good career advancement. It has been strongly argued and proven empirically that paying more attention on political activities such as networking, socializing and effective communications will enable one to achieve greater promotion success. The effect of family ties to career success has not been evidently established. This will be an area for further exploration and research, especially on Chinese dominated companies where family value is a strong trait of their cultures.

The past studies have also testified the extrinsic measurement of career success by using the rate of promotion or pay increment. Questionnaire survey has been widely used to collect required data, though interview technique was also applied. The research done mainly target at managerial levels, though some academic and administrative staff were also involved.

2.4 Conclusion

In summary, the findings and experience of the past researchers have provided a good background for this research. The objective of this research is to investigate whether career success of executives working in Chinese dominated companies is related to hard work, politics and family ties. The use of 'hours worked per week' as a measurement for hard work had been frequently applied in the past research. Therefore similar application of this term for this study will definitely increase the acceptance level of the study. The questionnaire used to measure politics can be formulated based on various political behaviours and tactics researched earlier, and this will reduce the risk of data reliability and data validity. The rate of promotion or pay increment can be used for the extrinsic measurement of career success. Based on the above review of literature on factors related to career success, the following hypotheses were formulated :

H1 : Hard work significantly increases career success

H2 : Actively involved in company politics increases chances of career success

H3 : Family ties leads to higher chances of career success.

H4 : There is no relationship between hard work, politics and family ties.

Chapter 3

RESEARCH METHODS

3.1 Subjects studied

The subjects studied were managerial and business executives working in Chinese based companies. The definition of executive has been defined in section 1.3. The respondents from whom the samples were drawn included management supervisors, managers, business executives, directors and above. This target group generally possessed decision making authority and their job nature covered areas in supervisory, managing, organizing, planning and control. The sample is drawn from the Chinese based companies located in Penang. The executives under survey comprised people from various business sectors and professions which include contractors, food chain industry, consultants, forwarders, importers, stock securities, information system executives and suppliers. They were in the age group of between mid twenties and mid forties. The strong point of the sample was that the data were drawn from a good mix of executive personnels from various business sectors. This is to ensure that the findings derived is more generalizable to the overall Chinese business communities. The limitation included the possible remunerations gap in term of pay and other incentives that might exist between the different sectors. An example of this is the pay difference between the construction sectors and food chain sectors. With the booming business in building construction, executives working in construction sectors command higher market value and their skill is highly in demand as compared to the executives working in the service industry .

Therefore, special attention was taken to investigate any abnormality of the survey data on pay increment. A few abnormally odd data on pay increment were eliminated as a result of this limitation.

3.2 Hypotheses and Variables

The hypotheses formulated for this study has been outlined in section 2.4. In order to test these four hypotheses, the variables explored in this study includes the following : Dependent variable is career success, independent variables are hard work, politics and family ties.

Career success was measured based on the rate of salary growth over the entire career of the candidate under survey. This is the explicit measurement for career success. For the purpose of this study, the above quantifiable measure was used and the reasons have been widely discussed in section 1.1 . The respondents were asked to fill in the questionnaire the amount of pay increment since they started working and total numbers of years they have worked. Based on these two raw data , success was computed by taking the ratio of the former to the latter. The higher the value of the ratio , the higher was the career success of the person. This is an important data, as the values would represent the career success of the candidate and it would be used to analyse the relationship with the other independent variables .

Hard work was measured by the total number of additional hours worked in excess of the normal 40 hours worked per week. The longer a person worked in addition to the normal 40 hours, the more hard working the person was.

Political score was measured by measuring the political behaviour using a 20-question, 6-point Likert scale, as developed by DuBrin (1990). Each respondent was asked to circle one number between 1 to 6. The numeric value 1 signified strongly disagree and numeric value 6 signified strongly agree. The minimum score for the 20-questions was 20 (least political) and 120 (most political). Five of the 20 questions were negatively worded to improve reliability. The score for each of these five negatively worded questions were reversed prior to computing the overall score.

Family ties was measured based on how close the respondent was with the management of the company he or she worked with. A scale of 1 to 5 was used to signify the degree of the relationship, from low family ties to high family ties .

3.3 The Questionnaire

The questionnaire consisted of 3 sections. Section A contained 20 questions measuring the types of political behaviour engaged. Participants were to respond to 20 questions and rate them on a 6-points scale of disagree/agree intervals. Section B consisted of 7 questions related to the respondents' biodata as well as their family relationships with the company they worked with. Section C contained measures of success and hard work. The 20 questions on political behaviours were taken from existing questionnaires used in one of the study done previously. A copy of the sample questionnaire was presented in Appendix 1.

3.4 Administration of Questionnaire

The help of ten selected personnel was solicited. The personnel were selected based on their frequent contacts and dealings with the Chinese based companies. Questionnaire was distributed to the subjects through these ten strategic selected representatives. The initial response was not encouraging. To improve on the response rate, close follow up on the representatives was carried out. The representatives were also requested to follow up with the respondents and collect back the completed questionnaire personally, if required. A total of 235 questionnaires were distributed to the selected representatives, out of which 145 completed questionnaires were returned. This would equate to 61.7 % response rate. Out of the 145 completed questionnaires, 110 were usable. Among the reasons for the exclusion of the unusable questionnaires were incomplete answers, blank answers, unacceptable answers to career success measurement and hard work. One typical example of the unacceptable answers was the extremely low hours worked per week as given to question in section C (such as 15 worked hours per week). As the identity of the respondents was untraceable, the question of verifying this did not arise. As such, discarding these doubtful questionnaires would be the best solution to ensure data validity and reliability. Nevertheless, the overall response was more than satisfactory.

The respondents were clearly notified that no identification of individual or organization was required to ensure anonymity and confidentiality. This is to ensure that the responses were given as frank and as honest as possible. The respondents were advised to place their completed questionnaires in the envelope attached, seal it before returning it. The following table illustrates the summary of

the questionnaires collected :

Table 2 : Summary of Questionnaires Collected

Selected Contacts or Representative	Targeted Subjects / Respondents	Number of Qs distributed	Number of Q(s) Returned	%
A	SMEs / consultants	20	13	65
B	Contractors	30	13	43
C	Food Chain	20	17	85
D	Stock Security	5	2	40
E	Import/Export	15	11	73
F	Info Tech	40	29	73
G	Construction	30	16	53
H	Construction	20	20	100
I	Stock Security	5	3	60
J	Suppliers	5	3	60
Total :		235	145	61.7

3.5 Statistical Methods

The data were analysed using SPSS statistical package version 6.0. To test the reliability of the data collected on political behaviour (20-question, Likert scale), the Scale Reliability Analysis was run on the SPSS software. The Alpha value obtained would be the reliability coefficient . The value obtained was

Alpha = 0.9042 which showed that the data used to measure political behaviour was reliable. The same Scale Reliability Analysis run on SPSS also provided a correlation matrix for the 20 variables used. The data showed good correlations between the data. The SPSS output on the above statistical analysis is attached (Appendix 2).

To test the hypotheses, the Linear Regression Statistical model was run on the SPSS. Career success was made the dependent variable. The independent variables for the regression run were hardwork, politics & family ties. The output of the Linear Regression run provided values that would confirm the significance of each of the independent variables on career success. The T values and its corresponding significance level would indicate if the variable is significant on career success. If $p \leq 0.5$, then the t value is significant. Hence the corresponding independent variable is significant to career success. The B value from the regression output indicated the coefficients of the independent variables in the regression formula. The Beta value indicated the relative weightage of each factor on career success (example, if Beta for hard work and politics were 0.8 and 0.4 respectively, this means that hard work is 2 times more important than politics on career success). The significant level of interactions between the 3 independent variables were also able to be verified based on the regression analysis performed. A further correlation statistical run was also performed to further examine if there was any significant correlations between the variables. The actual results would be discussed in the next Chapter.

Chapter 4

RESULTS OF THE STUDY

4.1 Overview of the Data Gathered

A total of eleven types of data were gathered. The sample size of the survey done was 110. The data were presented in 2 categories, the first category represented the sample profile or biodata of the respondents which covered the following : age, highest education level, job type, marital status, gender, area of specialization, & experience. The second category of the data gathered has four elements. These elements or variables measured the values of the 4 key variables under study, that is the carrer success, hard work, political behaviour scores and family ties.

4.2 Data Presentation and Findings

Table 3a and 3b represent the sample profile.

Table 3a : Sample Profile on Age & Experience

	N	Mean	SD	Max	Min
Age (years)	110	32.8	6.7	49	22
Experience(years)	110	9.1	5.9	26	1

Table 3b : Sample Profile (Others)

Data	Category	Percentage
Education Level	College/University	72.7 %
	Secondary/Primary	27.3 %
Job Type	Director	6.4 %
	Manager	22.7 %
	Professional	44.5 %
	Supervisor	10.0 %
	Others	16.4 %
Marital Status	Single	35.5 %
	Married	64.5 %
Gender	Female	37.3 %
	Male	62.7 %
Area of Specialization	Production	28.2 %
	Finance / IT	27.3 %
	HR / Training	3.6%
	Marketing / Sales	30.0 %
	Others	10.9 %
Family Ties ?	Yes	24.5 %
	No	75.5 %

The sample profile as summarised in Table 3a & 3b suggests that about 72.7% of the executives surveyed have college or University education. Most of them are married (64.5%), are male (62.7%) and are not related to their management (75.5%). The average age of the executives surveyed is 32.8 years with an average working experience of 9.1 years. Their professions are well-spread across the job types specified, but about half of them come from the professional group (44.5%). About 85% of them work in either production, finance, information technology or marketing.

Table 4 shows the data gathered on career success , hard work and score for political behaviour questionnaires. The values of career success were obtained by dividing the value of total salary increment (since started working) by the number of years of full time working experience. Politics score was the total score of the 20 questions answered. Hard work is the number of hours worked per week in excess of the normal 40 hours.

Table 4 : Data Gathered on Variables to be measured

	Mean	Max	Min
Hard work	12.7 hours	35	0
Politics	64.6 points	98	46
Career Success	\$ 262 / year	667	28