YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

EFFECT OF GENDER EQUALITY ASPECTS IN
ORGANIZATIONAL CONTEXT ON PROFESSIONAL
COMMITMENT AND PROFESSIONAL DEVELOPMENT
IN ICT INDUSTRY

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EMBA - 58

EMBA 16th BATCH

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ACADEMIC YEAR (2017-2019)

Supervised By: **Submitted By:**

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A Thesis submitted to the Board of Examiners in partial fulfillment of the
requirements for the degree of Master of Business Administration (MBA)

Supervised By: **Submitted By:**

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ACCEPTANCE

This is to certify that the thesis entitled "Effect of Gender Equality Aspects in Organizational Context on Professional Commitment and Professional Development in ICT Industry" has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

(Chairman)

Dr. Tin Win

Rector

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(Examiner)

(Examiner)

DECEMBER, 2019

ABSTRACT

This paper intends to analyse the effect of gender equality aspects in organizational contest on professional commitment and professional development in ICT Industry. The main objectives of this study are: to analyze the organizational context influence to have the professional commitment and to investigate the effect of organization structure, process and professional commitment on the professional development. The 97 women who are selected from 5710 registered women ICT professionals working in ICT Industry in Yangon. According to the survey, it is found that the professional commitment of women ICT professionals are influencing by organizational context in terms of structure such as work life balance and recognition provided by their companies. It is found that flexible working hours is an important bridge between family and work role, and it could have helped them in balancing between their work and family. It is also found that the work life balance has been associated with high commitment on professional development. In terms of organizational process, most of the women ICT professionals will be committed to their professionalism when they perceived their organization have gender equity concerning compensation scheme and training and development opportunity. From analysis, it is found that professional commitment plays an important role in all measurements of professional development.

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CHAPTER 1
INTRODUCTION

Information and Communications Technology (ICT) is the Infrastructure and Components that empower modern computing technology. Although there is inclusive meaning of ICT, the term is commonly acknowledged to mean all gadgets, organizing segments, applications and frameworks that consolidated permit individuals and association (i.e., business, nonprofit agencies, governments and enterprises) to interact with the digital world. ICT is utilized for financial, cultural and relational exchanges and interactions. ICT has drastically changed how individuals work, impart, learn and live. Moreover, ICT continues to revolutionize all parts of the human experience as first computers and now AI robots do many of the tasks once handled by humans.

ICT is basically used synonymously with Information Technology (IT). Technology is playing an important role in the economy and people's daily lives. Demanding for skillful IT professionals are remain steady and essential. Although demanding of ICT professions are high, skills shortage, changing careers, need for new training curricula, creation and destruction of jobs, gender gap, international division of labor are happening in supply sides.

Every profession comes with own set of belief and morals that prevent the integrity and effectiveness of that specific sort of work. When a person enters a profession, it is by default an acceptance of the same. Professional commitment is putting the best foot forward at work and functioning with integrity. Organization Structure is a framework used to characterize a pecking order inside an association. It defines each job's function and where need to report to within the organization.

Career women who want to stay in the ICT industry and want to have professional development, based on the factors such as career interests and abilities, interpersonal aspects such as the absence of role models and mentors for women in the workplace, societal forces such as gender expectations and the unique occupational culture of IT and organizational context.

Myanmar is just a step behind India in ICT and, if recent growth trends continue, will mostly likely overtake Asia's IT powerhouse in the ICT Development Index next year, according to the United Nation International Telecommunication Union(ITU). However,

women in Myanmar have little participation in the ICT Industry, especially in pursuing a profession in it. To encourage the involvement of women in the Information Communication Technology sector is the main goal of Myanmar Government and Companies. Traditionally, communities are uncomfortable with women entering the Tech Industry due to demand more time and require women to work late. However, people's perception on this change and women are becoming used to work in the industry, previously dominated by male.

1.1 Rationale of the Study

Information and Communication Technology is a growing industry that is critical to the functioning of the organization and important to the global competitiveness of business and government. To stay competitive in this global marketplace, companies and organizations are expected to expand their use of technology, requiring more IT professional and increasing career opportunities in the ICT.

Despite the great opportunities that digital technologies can offer, not everyone gains equally. Digital technologies have enormous potential to serve as growth enablers for women as they bring new cultural, political and economic opportunities. However, the gender gap across the ICT ecosystem excluding the women ICT professionals from these. In the digital world, gender based inequality and physical inequalities are still being repeated.

Based on the large increase in need for skilled IT professionals, corporations and government shall not be able to afford to leave out women who will become the majority of the professional Myanmar workforce. Women have made gains in participation in other scientific and technical industry in other countries, but the numbers of women in the ICT industry continue to fall in Myanmar. A majority of experienced women in ICT leave their corporate IT jobs. When it comes to initial access, affordability of digital services and the use of ICT, women face higher barriers.

Lower levels of technical and digital literacy skills as well as lower confidence affect women' access to and use of ICT. The gender gap is prevalent across the whole ICT ecosystem. Women are underrepresented as ICT industry in startups, technology companies and ICT jobs in general. Men are 2.7 times more likely to work in the digital sector in the development context than women.

Successful women working in the ICT industry are still a rarity be it in Europe, Australia, USA or Africa. However, times are changing a bit slowly. There are plenty of strong women around the world who are following their dreams despite the challenges they encounter along the way. Women in Myanmar are staying strong in the industry even though having inequality pay, benefits, empowerment and lack of support from the organization and government.

Another motivation factor to make women in ICT have professional commitment is motivation from the organizational context. Organizational effectiveness requires professionals who processes best skills, knowledge and innovation approaches to the rapid changing technology and evolving trends in the global economy effectively. In this study focused on how decision making, work life balance, Recognition, compensation and Training and Development is effectively supports to women in the organization.

Professional commitment involves determination of personal career goals by an individual and working towards those goals with involvement. In this materialistic world, people are compelled to take up some other job rather than taking up their professional career goals due to fulfill family needs. Strong personal commitment in work and willingness to lifelong learning is the key factors to make women to continue in the ICT industry.

Continuous professional development is playing a major role for the people who are working in the ICT industry. Professional development is an investment by either yourself for your career profession and investment by organization for their profit. From the perspective of individuals, maintaining competence and accountability for their services are defining features of the very activities that make one professional (Sullivan, 1999). From organizational point of view however, though professional development is undoubtedly valued and know to benefit effectiveness, it is often not part of explicit employment contracts, not funded, nor contractually rewarded. In fact, many organizations expressly adopt a personal responsibility approach in their management of employee development.

1.2   Objectives of the Study

The main objectives of this study are

1. To analyze the organizational context influencing professional commitment

2. To investigate the effect of professional commitment on professional development

1.3 Scope and Method of the study

This study focuses only on females who are working in the ICT companies as professionals. According to Myanmar Computer Professionals Association, there are 5710 females registered as professionals in Yangon. In this study, the sample size is 97 females ICT professionals with Raosoft are randomly selected. The study is done by Descriptive and Analytical Research Methods and Linear Regression Model. In this study, primary data are collected from online questionnaires and printed questionnaire form to the female employees who are working in the ICT industry. The secondary data are collected from reference books, international research papers, journal articles and internet websites.

1.4 Organization of the Study

This paper is composed of five chapters. Chapter one describes the introduction of the paper, rationale, objectives, scope, method and limitation of the study. Chapter two consists of the theoretical background of the study. Chapter three presents gender equality aspects of organizational context impact to the professional women who is working in the ICT industry. Analysis on organizational context, professional commitment and professional development with gender equality aspects is in chapter five.

CHAPTER 2
THEORETICAL BACKGROUND

This chapter presents theoretical background pertaining to this study. It begins with the observation of professional development, followed by discussion of professional commitment on professional development. Discussion of organizational context affect how a woman in ICT experiences her working life and affect her professional commitment and conclude with empirical study and conceptual frameworks of the study.

ICT industry in Myanmar are composed of a limited number of large companies and of a majority of small companies with few employees. Even in the global large virtual companies are split into small and medium sized companies. Although large organizations have quite structured human resource structure and process, many small and medium companies are having unclear organizational context. However, all organizations have an organizational context that determines the relationships between the different activities and the members and subdivides and assigns roles, responsibilities, and authority to carry out different tasks.

2.1 Organizational Context From Gender Equity Aspects

Having a high influence on employees' motivation and performance, the organizational context has been defined as "a set of circumstances, or facts related to an event". The context referring to the characteristics of the organization and of the individual and the role inside of organization, or to any other environment factor. Organizational Context are the human resource management processes and arrangements structures used by and supported in the overall organization. Some examples of human resource structures existing in most organizations are feedback, reward and recognition, training and education systems, and information systems.

There is no universally agreed-upon set of components that comprise the context for female professional leadership behavior within an organizational setting. However, an examination of several relevant sources in the literature Lyman W. Porter, Grace B. McLaughlin (2006), Boal & Hooijberg, 2000; Hackman & Wageman, 2005; Mowday & Sutton (1993); Osborn et al (2002); Pawar & Eastman (1997); Shamir & Howell (1999); Tosi (1991) suggests a fair degree of consensus that the following components are

important and deserve study in their own right such as culture/climate, goals/purposes, people/composition, processes, state/condition, structure and time. In this study, focused on how organizational process and structure play an important role for female's professional commitment.

2.1.1 Structure from Gender Equity Aspects

Organizational structure is a method used in an organization to describe a hierarchy. It identifies each job, function and where to report to within the organization. This structure is developed to determine how an organization operates and helps an organization to achieve their objectives in order to enable future growth. Human resource management responsibilities can be broadly classified by individual, organizational, and professional career development.

Professional career development, entails matching individual employees with the most suitable jobs and career paths within the organization without having any bias regarding the gender. Organizational structures very widely from business to business, shaped by the type, size and governing philosophies of the organization.

The organizational structure also determines how information flows between levels with the company for instance, in a centralized structure, decision flow from the top down, while in a decentralized structure, decision making power is distributed among various levels of the organizations without having any gender bias. Having a suitable organizational structure in place allows companies to remain efficient and focused.

According to the organizational support theory is the notion that individuals and organizations are situated in a give and take relationship where both can exchange positive relationship. Supportive organizational structure, process and practices, for instance, are exchanged or reciprocated in kind by employees through their loyalty and dedication. Through their day to day experiences with the organization, individual employees' beliefs concerning the extent to which the organization values their contributions and cares about their well-being.

Based on the experience and treat of the organization, employees interpret favorable or unfavorable treatment as an indication that the organization favors or disfavors them and their contributions. Supportive organizational structure produce a felt obligation to care about the organization and reach the organization's objectives. At the same time, supportive

organization structure strengthens employees' belief that the organization genuinely recognizes, rewards and enhances their performance.

The notion that an organization can use its human resource management policies and procedures to create the conditions necessary for employee commitment is not new. However, instead of forcing employees to comply with organizational goals, restricting their discretion through narrowly defined jobs and extensive rules and procedures, an alternate approach would be to use the power of human resource management practices to facilitate voluntary employee involvement and identification with organizational goals.

With the focus on professional development, certain human resource management policies and practices seem particularly relevant. These include tangible support for employees' decision making, support for flexible time for individual development and support to recognize the employees' performance and their professional development goals.

2.1.2 Process from Gender Equity Aspects

Presence of gender in organizational life has received increased attention during these years. In many organizations the existing values, images and assumptions include gender bias which favor and prioritize men over women. Most of the research has proved that gender based on discrimination exist in the organizations process related to pay and training.

Organizational processes include such items as a mode of governance, types of technologies used by an organization, HRM policies, and the degree of standardization or perceived fairness of policies in organizations. Human Resource Management is very fast growing concept and has marvelous relevance to the Industry. Management of the people and practices and policies enable to carry organization successfully.

Human resource management is all about allowing employees to utilize their qualities in order to fulfil the contribution to the organization. All management practices and decisions are included in the human resources management process. Other process like Training and Development, Recruiting, Satisfying employee's needs and managing an approach to provide Compensation and Benefits of employees as money is the prime motivator in any job and therefore the importance of this process.

ICT professionals must possess the appropriate skills to adapt and respond to these ever changing internal and external forces in the ICT Industry. Therefore, professional development, in its broadest sense, facilitates the provision of competent, evidence based services. For these reasons, it is critical to have a proper standard practice of organizational process.

Organizational effectiveness requires ICT professional who possess appropriate skills, knowledge and adaptive intervention approaches in order to effectively deal with the changing and evolving Technology trends. Though, professionals and their employers may ultimately agree that professional development is a personal responsibility, the effects of organizational process and human resources management practices and how they are perceived on professional development are important.

2.2 Professional Commitment

Professionals have now become the cornerstone of nearly all kinds of organizations. While professional bodies try to establish professional authority by fostering professional engagement. Organizations have long strived to secure the organizational commitment of professionals. Indeed, it is commonly known that by switching between organizations, professionals appear to advance their professional visibility. Especially professional women are turned away from the ICT industry due to lack of women empowerment in ICT industry.

Professions are generally recognized as consisting of three essential characteristics: expert knowledge, self-regulation and a fiduciary responsibility to place patients ahead of self-interest. Professionalization is the process by which specific occupational groups develop and assume these characteristics. Information and communications technology ICT professionals conduct research, plan, design, write, and test, provide advice and improve information technology systems, hardware, software and related concepts for specific applications.

Every career comes with its own set of principles and ethics that uphold the particular type of work's dignity and effectiveness. When a person enters a profession, it is by default an acceptance of the same. Professional commitment is putting the best foot forward at work and functioning with integrity. Among various forms of attitudes, commitment has gained substantial interest among organizational behavior researchers. Its

significance stems form of belief that committed employees will demonstrate differential degree of organizational outcomes such as employee turnover, employee performance, and their intention to stay or leave an organization Meyer & Allen (1997).

Commitment has typically been defined by Meyer, Allen, & Smith (1993) as a one-dimensional term, according to the theory of commitment. Meyer and Allen (1991) Presented compelling evidence to suggest that commitment comprised of three distinct components-affective, normative and continuance. Affective commitment refers to an employee's emotional attachment to identification with and involvement in the organization or industry. Normative commitment reflects a feeling of obligation to continue employment in the industry. Continuance commitment develops as employees recognize that they have accumulated investments that would be lost if they were to leave the organization or as they recognize that the availability of comparable alternatives is limited.

According to Meyer, Allen, & Smith (1993), employees with a strong emotional commitment remain with the organization because they want to, those with a strong commitment to continuity remain because they need to and those with a strong normative commitment remain because they feel they should to do so. However, Finegan (2010) claim that with all three types of commitment, the employee is committed to the industry but for different reasons, and accordingly, each type of commitment produces different effects.

The researcher, Meyer and Allen (1991) examined that emotional commitment is related with more positive work states of mind and a more noteworthy probability of engaging in organizational citizenship. Studies, on the other hand, either found no relationship or negative relationship between continuing commitment and performance. Organization context has a direct bearing on the employees' intention to have commitment on being professional. Organization context is playing as the important role to prevent the professional employees especially women leaving from the ICT industry.

People who choose to stay because they simply feel loyal to the organization or industry. Even if they are not particularly happy with their jobs or if they feel like better opportunities might be waiting out there somewhere to be explored. Therefore, organization context of having a chance, compensation, investment for improvement, authority and are important to make women to stay in the industry.

2.3 Professional Development

Personal development is a lifelong process. It may be a way for individuals to survey their aptitudes and qualities, consider their aims in life and set objectives in order to realize and maximize their potential. There are numerous thoughts encompassing individual development, one of which is Abraham Maslow's process of self-actualization. Maslow believes that all individuals have an in-built need for personal development which takes place through a process called self-actualization. Maslow says that all people have to be see themselves as competent and autonomous, moreover that each person has boundless room for development.

There are several steps to take in managing the personal development. People can find themselves as easier to motivate to learn and improve when they have a purpose in doing so. People are putting a clear personal vision of where they want to be in a few months or years and how they want to develop to reach their purpose. There are two ways to improve for personal and professional improvement which are educational learning and personal development from the organization to reach where they want to.

Professional development is defined for the purpose of this study as higher-level positions in the organization after several years of work experience. In formal, professional development means getting formal education knowledge from a formal process such as a conference, seminar, or workshop. In practice, professional development for ICT professionals encompasses an extremely broad range of topics and formats. For example, professional development experiences come from the professional commitment of how organization support to invest or grant in the employee especially to the women.

Well-crafted and delivered continuing professional development is important and delivers benefits to the individual, their profession and the public. Providing specialized training to employees such as machine learning and block chain technology that can improve the knowledge and skillset to fit in the fast-growing economy. Continuous professional development ensures the capabilities to stay relevant and up to date in the changing trends and directions. Continuous professional development programs should foster the development of a learning culture which encourages continual growth of knowledge and professionals' ability to apply that knowledge. Women with professional commitment to contribute and to lead in the organization will move into new positions

where they can lead, manage, influence, coach and mentor others which is called professional development.

When it comes to the professional development, many organizations may be reluctant to invest in conferences and seminars to their employees. Being a profession, career development is important and need to involve both individual and organization support. From the organization point of view, professional development helps employees continue to not only be competent in their profession, but also excel in it. As self-career improvement, especially for women, lack of training and development as helping to prevent entry of women into the management ranks in the organizations and to keep women at the lower levels within management.

A career is the series and range of paid and unpaid activities that one undertakes throughout a lifetime. More commonly, career involves social tasks, recreation, education and employment. Professional development is the process of managing life, learning, and work over the lifespan Patton & McMahon (2001). Scholars such as Super (1957) and Schein (1971), expected that could be a life-long continuous involvement of work which can be separated into flawless stages of development, starting with initial ideas about working and ending with retirement.

Professional development helps employees stay interested and open to new possibilities, strategies, and knowledge and skill areas. Employees are able to get new ideas all the way from their experience and career development and pass them along to clients through enhanced services and increased performance. Opportunity to implement professional development within the organization, employees' morale will improve to raises the bar for performance and pushes the rest of the organization to constantly improve as well.

2.4 Empirical Studies

Organizational context, professional commitment and professional development was defined in previous sessions as an on-going personal commitment to remain current in one's technical field of expertise and to stretch and grow in one's professional role. From a legal and moral standpoint responsibility for professional development resides with individual professionals, even though the beneficiaries include persons and entities other than the professionals themselves according to the Umble (1996) research.

Researcher demonstrates that very often organizations simply expect that their professional staff will participate in development activities on their own time according to the Grzyb, S. W., Graham, S. W., & Donaldson (1998). However, an emerging observation in the literature is that, while individual commitment to professional development is important, the frequency and intensity of professional development may also reflect the extent to which employing organizations support and encourage these activities according to Ysaght (2001). Therefore, while professionals, employers may ultimately agree that development is a personal responsibility. Important questions regarding how the actions of employing organizations facilitate or frustrate on going learning processes remain unaddressed. For example, the effects of organizational support and human resources management practices, and how they are perceived, on professional development are unclear.

The purpose of the study of Wentiling & Thomas (2006) was to develop an in-depth understanding of professional development of women in executive level positions in information technology. Despite the increase of women in the IT workforce in the US, women hold only 10% of upper-level managerial jobs in the computer field. They stated that the IT industry is male dominated at the executive level position. In addition, it is affected by the shrinking number of women pursuing academic study in computer science and engineering, both at the undergraduate and advanced degree levels. Thus, they have attempted to understand the dynamics underlying women's professional development, and analyzed the sequences of events leading to the women's professional career choice, adjustment, and progress.

Wentiling & Thomas (2006) have found a number of factors affecting the professional development of women in their study, these are education and training, management and interpersonal skills, mentor, role models, and personal/family lives. Education and training was one of the most important factors to the professional progression of these women. Focusing on the professional advancement in the IT field, although there has been some improvement in women's representation in IT during the past years, women remain significantly underrepresented at management level in the ICT industry.

In search of the relationship between organizational context and professional commitment on professional development, this item point some studies about this relationship in different areas. Magnan (2010) provides that evidence of relationship

between organizational support and human resources management and professional commitment. Relationship between professional commitment and professional development. Results in that study demonstrate that the key role of Canadian Occupational Therapists played by individual professional commitment in the enactment of professional development in current organizational contexts.

In that study, employers benefit in a variety of ways from having commitment, knowledgeable, and competent occupational therapists in their employ. Nurturing professional commitment in combination with formal and informal support for professional development would be to the therapist's advantage. Study results show that perceived organizational support and development-oriented human resource management practices also have a role to play in promoting professional development, and that organizational supports have different effects based on the extent to which individuals are committed to their profession.

Figure 2.1 Basic Professional Development Process Model
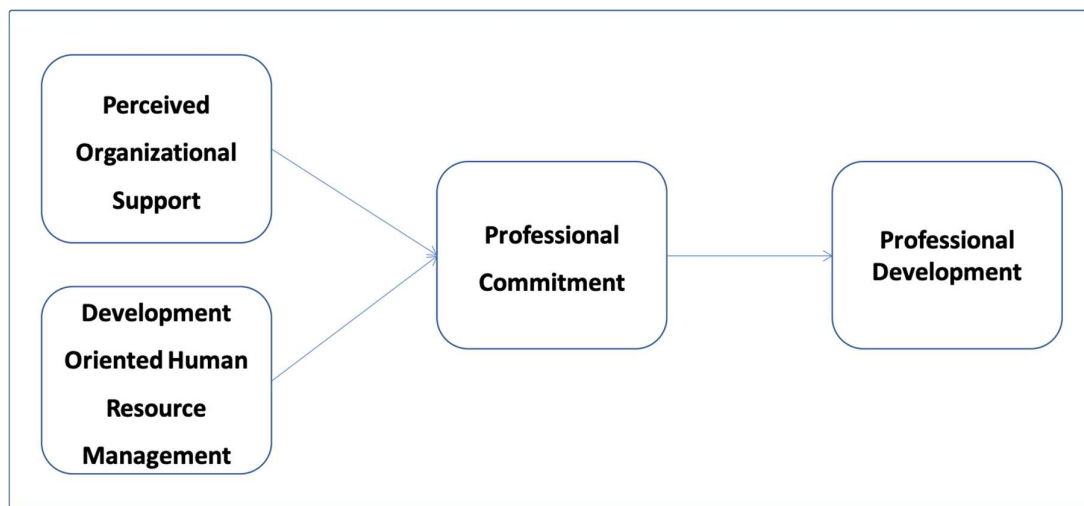
Source: Annette Marie Rivard Magnan (2010).

2.5 Conceptual Framework

The conceptual framework of this study, Figure (2.2) is adapted from Annette Marie Magnan (2010) who studied "The relation between Organizational Context, and Professional Commitment to the Professional Development on the Canadian Occupational Therapists". According to the research study, the author insights into how the level of

organizational support and management practices within the facility enhances or erodes professional commitment and actual development activities.

Figure 2.2 Conceptual Framework
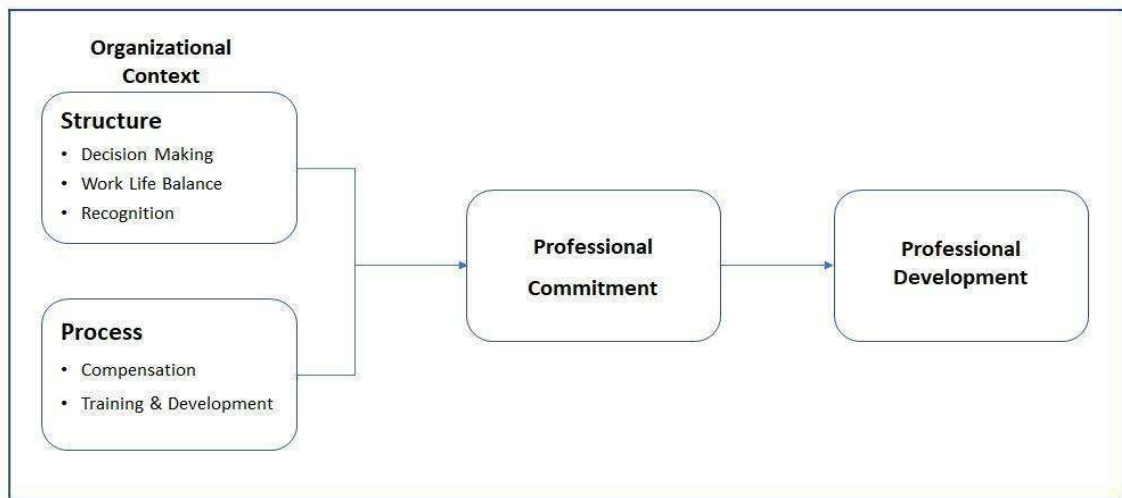
Source: Own Compilation (2019)

In this study, in terms of getting the required information, the study looking into at some of the more salient aspects of organizational context which are the organizational structure and process that might impact on female professional commitment and professional development.

Increased employee commitment represents an important objective for companies in order to maintain their business success. On the other way round, the organizational effort such as Decision Making, Work Life Balance, Recognition, Compensation and Training and Development are directed towards improving individual commitment.

Therefore, in the light of this research, the main purpose of this paper is to identify the prevalent organizational contextual factors with a significant influence on the Myanmar ICT female professional commitment and as a consequence, with a positive impact on professional development. To achieve this purpose, this study focuses only on the professional females who registered and not registered as a computer professional in MCPA. This study referring to the female ICT professional employee who is working on a different organization which have different organizational structure and process.

CHAPTER 3

GENDER EQUALITY ASPECTS IN ORGANIZATIONAL CONTEXT IN ICT INDUSTRY

This chapter explores three gender equality aspects of the role of women in the ICT industry in Myanmar. The first part explores the gender equity in decision making, work life balance is studied in the second part and the final part is all about recognition for women in the ICT industry. To explore the gender equality aspects in organizational context of ICT companies, the in depth personal interviews are conducted with ten women ICT professionals who have above five years' experience in ICT.

3.1 Role of Women in ICT Industry in Myanmar

Myanmar is experiencing a technological revolution at the same time as a structural political and economic transformation. As the country's transformation to a democratic, market-based economy has led to much optimism about the potential for information and communication technology (ICT) to optimize the positive impact of people-centric reforms in Myanmar. ICT is more intellectual than the physical strength, there are always good opportunities for women in the ICT industry. Also, recent transformation in education system, skill upgrade training and professional opportunities encourage more women to pursue degrees in computing and information system. Sixty percent of Myanmar Computer University's students are female.

According to World Bank report, Myanmar female participation rate in the workforce is still low compared to male participating. However, the female participation in the labor force rate is a bit higher than the global standard with the rather low and low-middle income rate. It is rather low rate of female profession who working in the ICT industry as only 5710 in Yangon compared to total women population.

Figure 2.3 Principle Activity, by age and gender

70%
60%
50%
40%
30%
20%
10%
0%

P e r c

15-20 20-25 25-30 30-35 35-40 40-45 45-50 50-55 55-60

■Working ■Study ■Unemployment ■Housework

Women's Age
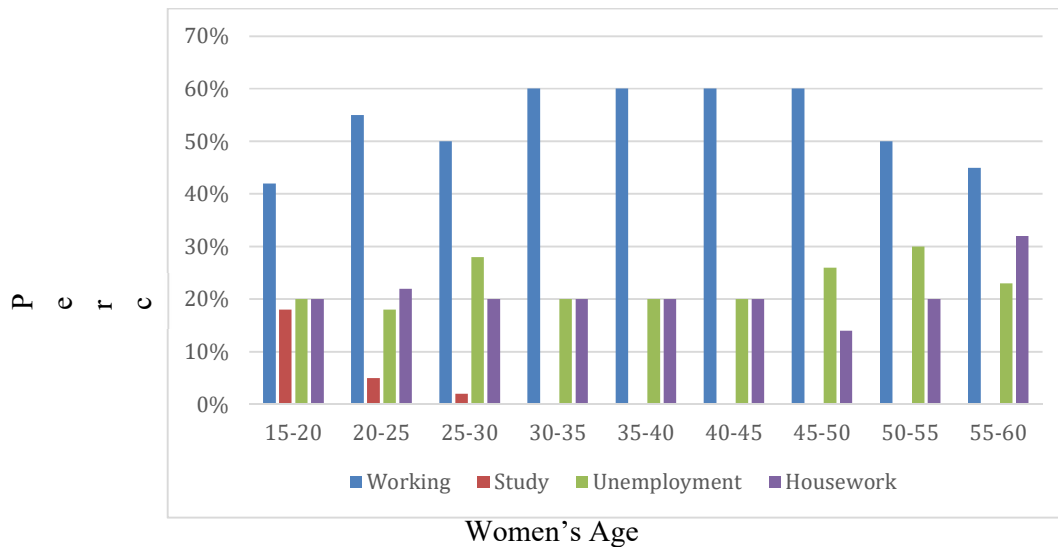
Source: World Bank Group (2009)

In Myanmar there is the gap between men and women working in the ICT sector. The founder of "Geek Girls", women in technology community in Myanmar, noted that 60% of the students at computer universities are female. However the amount of women who is attending computer universities are lagging behind men in employment in the ICT sector, including in start-ups.

There are many local and international women-centric community organizations promoting women toward professional careers in technology and address the challenges women face in the pursuit for tech professional career.

Despite the growing number of women in the ICT Industry in Myanmar, they are under-represented in senior management positions in Information Technology field. Specifically, the purpose of this study is to gain a better understanding of the factors that influence Myanmar women in their professional development to upper managerial levels within the IT field.

This research conducted within Myanmar ICT Industry and high technology products using company. In the ICT industry, there are two main characterize working sectors: speed and long hours working time. The long working hours and speedy changes in technology in this industry become the real factor of discrimination regarding to women. Those who are concerned by the longest working times are for men who are having without family. Pressure on time and pressure of the deadlines are particularly hard in the case of working in the ICT industry for women. Therefore, long periods of absence, for example maternity leave make difficult to return to work.

3.2 Organizational Context (Structure)

In this study, the in-depth personal interviews are conducted with ten women who are ICT professionals working at ICT companies. From these responses, the findings are extracted and presented qualitatively.

3.2.1 Chance for Women to Participate in Decision Making

Perceptions of women working in the ICT sector with high ranking positions were mixed amongst interviewees. Given traditional cultural norms in Myanmar, many indicated women and girls should not work and should stay at home to support families. According to them, they think that more female workers were excelling at programming and more female students were interested in ICT than male students at computer universities and workplace.

ICT industry is traditionally dominated by men until recent years. In local culture, men work to support family financially and women manage the family. Hence, decision in work environment is mostly controlled by men and women control decision for all family matters.

The ICT industry is highly sex segregated, whereas women are found in disproportionately high numbers in the lowest-paid and least-secure jobs, while they are underrepresented in all ICT decision-making structure, including public and private businesses, government and regulatory bodies. This is because ICT decision-making is regarded as a technical area and typically for men experts. In Myanmar, women outnumber men by more than 2 million, according to the 2014 census report. More and more women are taking career in highly skilled professional areas such as ICT, Health Care and Law Sectors.

In Myanmar culture, women are motivated to work hard for themselves, developing careers in their own rights as opposed to a solely focusing on supporting a family like some Asian countries. Women are now getting more opportunity to lead and make decisions in the workplace. Some challenges remain nevertheless for women managers for decision making and instructions accepted and supported by subordinates or peers.

According to ten women who working in ICT sector, to be part of the decision

making process in the organization make women have more confident for their commitment into professional development. However, discrimination against women and girls in education and the workplace is widespread still in Myanmar. According to the MCPA, the current rate of female employment in the ICT sector is low, as it is in many other countries.

3.2.2 Work Life Balance for Women

On average, Myanmar people work long weeks – averaging 48 hours of work per week in their main job. Even most of them are working more than one job according to the survey.

Figure 2.4 Average Hours Worked in the Week
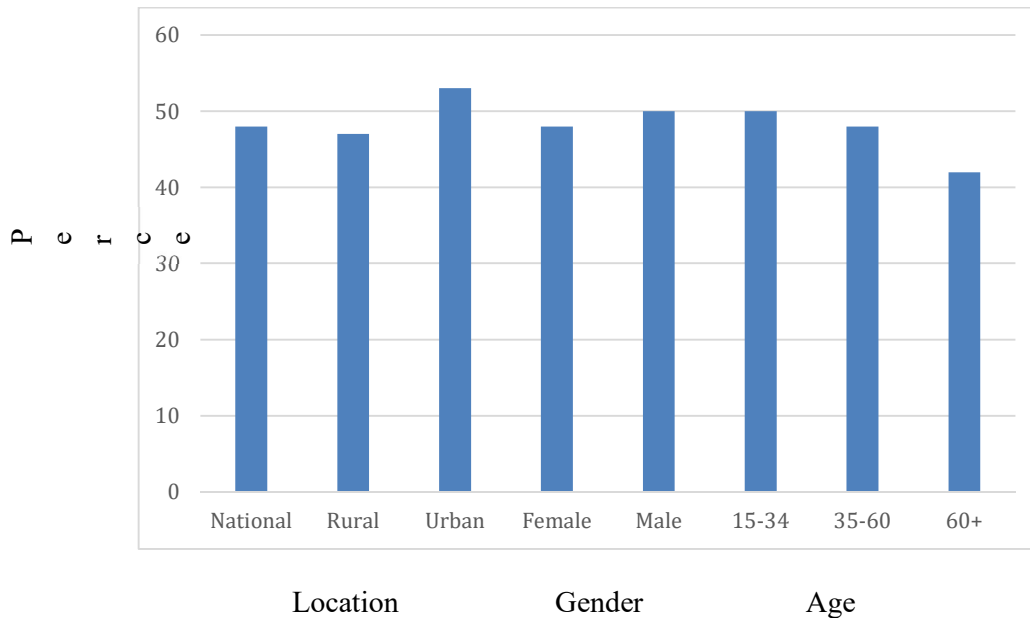
Source: MPLCS (2015)

Because of the complexity of the IT job, the transition between professional and private life is a very difficult aspect for both men and women in the IT field. The managing family responsibilities, work stress, job qualities, work schedule flexibility play a major role in the work-family conflict for women in IT.

Work life balance is always a hot topic in ICT industry. Typical ICT professional work more than eight hours a day. This is also the same case in Myanmar. Software developers, project managers, and IT service managers work long hours in an office

regardless of gender.

However, this is not a healthy situation for professional women with young children. Based on conversations with women professional, contacts and calls from employers and clients them outside of work has intruded on personal time spent with family and friends. This caused them to miss important life events. As per local culture, women ICT professionals in Myanmar have many competing responsibilities such as work, children, housework, spouse and elderly parent care. These have stress on individuals, families and communities.

When initial interviewed with ICT women were asked to list the biggest factors that can prevent work life balance, the leading answer was having bad management who demanding, overbearing and pointing out the small mistakes. Another important fact was constantly working beyond standard business working hours and inflexibility in scheduling.

The important things in our life is staying in moderation having balance on everyday life. Work life balance is the one creating a supportive and healthy working environment, enabling to have a good balance between work and personal responsibilities to all the employees without having gender bias. The advantage of having work life balance support by companies is to strengthen employees' loyalty to the companies and to increase productivity.

In January 2016, California and New York enacted pay equity laws and in August 2016, Massachusetts became the first state to legislate an outright ban on asking job candidates about the salary histories, a practice believed to perpetuate discrepancies in compensation. Meanwhile, after Netflix, Microsoft and other tech giants led the way in offering paid parental leave and more companies have followed suit, including soup maker Campbell. According to the 2016 employee benefits research report of the society for human resource management, more than half of employers now also offer reasonable working options such as telecommuting and flex time.

Local organizations are beginning to respond to the demand for good work life balance. Many companies like Telenor Myanmar now practice work life balance programs as improving organizational context such as longer maternity and paternity leave for their women professional. Introducing new HR policy as flexible working options include allowing women employees to work from home, adjust their working hours to meet personal commitments, use remote working, and job sharing.

Some organizations for instance Unilever Myanmar is also implementing wellness programs, offering stress reduction and time management workshops, while others are creating wellness centers on the work site, helping to connect employees with physicians, mental health counsellors or on site gyms. Offering women employees flexible working options helps design employee work pattern to fit their personal commitments, ultimately reducing conflict between work and families' responsibilities.

Based on the personal interview with women who work in the ICT industry with above five years' experience, most of the professional women in the ICT industry feels that the work-life balance is an obstacle that may have a negative impact on career development due to difficult balancing work and family responsibilities, having children and marriage difficulties. Therefore, the organization should create environments where women have the opportunity to develop different skills by training and education, advancement/promotion opportunities, mentors, supportive work-life balance policies.

However, according to them, women still feel like outsiders and have less self-confidence when organizational context and workplace culture is male dominated. And also, organizational context excluded women from the top-level position and not being supported or encouraged the women to make the important decision. Organization play a key role in the professional development of women in IT. Also, organization should initiatives to ease the work life balance by providing programs such as flexible work schedules, day-care centers, and family leave.

3.2.3 Recognition on Women Performance

The majority of the study indicated that the companies or organization should help to support women succeed in their careers by giving them challenging job opportunities, opportunities to develop different skills, advancement and promotional opportunities. Importantly, organizations should acknowledge and recognize the women's skills and talents who are working in ICT industry will provide women to stay in the industry and improve their professional development. Recognition may increase the self-confidence and provide women a greater visibility in and outside of the company.

Due to the current skill shortage in Myanmar that the IT industry is facing along with the diversification of IT occupations, there are excellent opportunities for women to enter the IT industry. However, if organizations want to attract and retain talented women into their IT workforce, they must understand the personal and work environment factors

that affect women's professional development in IT. The acceptance of women in IT as permanent and valuable additions to the executive ranks is a necessary first step to the unlocking of their full potential. The importance of investing in their growth will be self-evident when companies understand that women are in the workplace to remain. Training provide the benefit to the women and make them work more, provide and produce more in the work and also help in being more recognize and appreciate in the working environment.

Many technopreneur women in Myanmar has been recognized for their innovation and contribution to the society such as "Chatesat" freelance platform. Many clients recognized professional IT related work such as creative design, software development, and managing project done by men or women are indifferent. Women are just as good as men as far as skills are concerned. The new generation of women professional and leader in ICT are competence and participating in the development of ICT industry and country growth. However, those are still under represent few numbers of women in Myanmar ICT.

3.3 Organizational Context (Process)

From the responses of the in-depth personal interviews with ten professional women who are working at ICT, organizational support process and management practices within the organization enhances or erodes women professional commitment and their actual development activities.

3.3.1 Compensation Equality for Women

On Equal compensation for all employees regardless of gender is listed as one of the important practices organizations should follow based on the result of ten women who are working as an IT professional in Myanmar. Compensation includes not only wages, but also employer-sponsored health and retirement benefits and paid family and sick leave. The practice of proposing the health and retirement savings plans for employees and their family members are still less in Myanmar.

According to the response, women are slightly less likely than men to have access to health and retirement savings plans, paid leave and leave without pay. The gap in paid leave is particularly large among only in the workers without having a college education. Total complete compensation package gap is slightly less in the high profile job in big

organization for instance some Banks in Myanmar, Telecommunication Companies like Telenor Myanmar, Ooredoo Myanmar and FMCG chains like Unilever Myanmar.

Based on the response from the women who are working at ICT industry, the main compensation and benefits setting practice are that, all applicants are offered standardized for the particular role. The compensation and benefits, consists of the predetermined, fixed and provision based on individual's performance. However, interviews of this study indicate that eight out of ten women expressed that compensation and benefits are negotiable.

In general, Myanmar women are less likely to negotiate salaries and receiving promotions on their first job offer than men. Though women negotiate the salaries and promotions before the job offer, the compensation transparency is still lacking as some organizations do not allow their employees to discuss compensation with each other. According to the response, though the compensation was less compared to the male counterparts in the same position, five out of ten stated that they were happy with their pay and their job satisfaction was the most important consideration.

In some organizations, however, compensation package is not different between men and women employees, performance based benefits are different. Performance based salary can be based on individual, team and organization performance based on the HRM practices tend to follow industry specific traditions. Terms and conditions related to salary and rewards can be pre-determined and standardized however can also be individualized and decided on a case basic.

3.3.2 Professional Training and Career Development for Women

Employees with higher ICT knowledge and skills are important for Myanmar economy development. ICT can bridge the digital divide between countries and support the domestic economy. Myanmar will require qualified ICT professional to support the country's growth and its ability to leapfrog in development. An opinion survey of executives conducted in 2008 by the Asia Pacific Research and Training Network on Trade indicated that professional competency in selected ICT services was below average.

According to the report of Danish Trade Council for International Development and Cooperation Labour Market Profile 2016, the survey estimated that 15 percent of Myanmar's firms offer formal training for professional development. ICT industry is

competitive industry and organizations are looking for employees who are having professional skills and experiences. Therefore organizations are facing difficulty in hiring the professional skilled workers.

From the input of ten women who working in ICT Industry in Myanmar, the most challenges the women facing are getting the flexible times for necessary training as IT requires continual upgrading of skills, and flexible work schedules, since work requirements may interfere with family needs. Women have entered the labor market in increasing numbers during the last few years. The information and communication technology field is male dominated at the executive level position even though an increase in the number of women pursuing undergraduate degrees in computer related fields and attrition of women in advanced degree programs.

In addition to their college degrees, in terms of professional development, women still require to obtain additional professional training and development to further their knowledge improvement. For the additional knowledge included the leadership, business, technical skills, and interpersonal skills. The education and training mostly provided or sponsored by the organization through the educational institution, professional organizations, conferences and vendors.

In terms of financing, employers themselves would ideally pay for their short courses and conferences in Myanmar. Most of the organization are not follow the practice of having the improvement plan for their employees according to the response. However, some organizations for instance Unilever Myanmar have the professional improvement plan for their each and every employee without any gender bias. Human Resources have block employees timeline for one hour everyday for the training. They have a partnership with Udemy, Khan Academy and other third party online institute for their employees. However those kind of practice is still less in other organization as nine out of ten women response that their organizations do not have the plan.

CHAPTER 4

ANALYSIS ON ORGANIZATIONAL CONTEXT, PROFESSIONAL COMMITMENT AND PROFESSIONAL DEVELOPMENT WITH GENDER EQUALITY ASPECTS

In this study, the relationship of Structure and Process of Organizational Context with Professional Commitment and Professional Development of women who are working in the Myanmar ICT Industry. This chapter consists of the demographic profiles of target respondents, the mean values of Organizational Context, Professional Commitment and Professional Development. Based on the survey findings, summarized and evaluated relation of Organizational Context, Professional Commitment and Professional Development are presented in analytical sections.

4.1 Profile of Respondents

In this study, the sample size is 97 respondents from women who are working in the ICT Industry in Yangon. Profile of respondents includes demographic factors such as gender, age, marital status, education, job title, job type, work experience and monthly income. Each characteristic has been analyzed in terms of absolute value and percentage, and the summary of the demographic characteristics of respondents from women who are working in the ICT industry. Table (4.1) shows the results of the analysis on the respondents' demographic profile, as follows.

Table (4.1) Profile of Respondents

SR. No	Demographic Factors		No.of Respondents	Percent
	Total			
1	Gender	: Female	97	100
2	Age	: 18-25 years	7	7
		: 26-35 years	58	60
		: 36-45 years	30	31
		: 46-55 years	2	2
		: 56-65 years	0	
		: over 65 years	0	
3	Material Status	: Single	52	54
		: Married	45	46
4	Highest level of Education	: High School		
		: Diploma	1	1
		: Bachelor	51	53
		: Master	45	46
		: Doctorate		
5	Job Title	: Entry Level	6	6
		: Junior Management	17	18
		: Middle Management	57	59
		: Senior Management	7	7
		: Executive Management	10	10
6	Job Type	: Contract	3	3
		: Temporary	0	
		: Permanent	90	93
		: Project Base	4	4
7	Work Experience	: 1 to 3 years	12	12
		: 3 to 5 years	17	18
		: 5 to 8 years	23	24
		: 8 to 10 years	14	14
		: Above 10 years	31	32
8	Monthly income in Kyats	: 100000	0	
		: 200,000 – 300,000	8	8
		: 300,001 - 400,000	10	10
		: 400,001 - 500,000	7	7
		: 500,001 - 1,000,000	13	14
		: 1,000,000 Above	59	61

Source: Survey Data (2019)

The first analysis of the demographic characteristics of respondents is the gender

analysis. In this study, the gender of the respondents are the women who are working in the ICT Industry located in Yangon. Therefore, from the Table (4.1), shows the result of gender profile of respondents are all female who are representing of IT professional working at local and MNC Company in Yangon.

Another common demographic question Age is one of the important questions for this study. How old a person often determines her knowledge, decision making and experiences are the focus of this study. In this analysis of age of respondents, their age levels have been grouped into six: between 18-25, 26-35, 36-45, 46-55, 56-65 and over 65 years old. Result findings show that there are 7 respondents are from the age group of 18 to 25 years old, 58 respondents are from the age group of 26 to 35 years old, 30 respondents are from the age group of 36 to 45 years old, 2 respondents are from the age group of 46 to 55 years old respectively. In terms of percentage, the age group between 18 to 25 years share the largest score. From that analysis, survey could be said that between 18 to 25 years of ages of female professionals responded their feedbacks and views on the situational factors around of organizational context and their professional commitment and professional developments.

The marital status is also one of the demographic questions should be asked in this study. In this analysis of marital status of respondents that have been grouped into two as single and married. According to the survey results, single respondents are 52 respondents and married respondents are 45. In term of percentage in single respondents are 56 percent and the married respondents are 48 percent respectively.

Education question is one of the common demographic questions asking for analysis the respondents' skills for their professional development. In this study, there are five education levels as High School, Diploma, Bachelor, Master and Doctorate are asking. According to the survey, there are 1 responses for the Diploma, there are 51 responses from the Bachelor education level and there are 45 responses are from the Master education level.

Another question should be asked in the demographic question is the level of Job Title for understanding female ICT professionals are working in which level of job title in their organization. There are five groups of job title as Entry, Junior, Middle, Senior and Executive Management level. According to the survey results, there are 6 respondents are working at the Entry Level Management, there are 17 respondents are working at the Junior Level Management, there are 57 respondents are working at the Middle Level

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Management, there are 7 respondents are working at the Senior Level Management and there are 101 respondents are working at the Executive Level Management.

In order to understand the type of job, Job Type is one of the common demographic questions for this study. There are four types of job type in this survey as Contract, Temporary, Permanent and Project Based. According to the survey results, there are 3 respondents are working as the Contract type, there are 90 respondents are working as the Permanent type and there are 4 respondents are working as Project based type while in the organization. Based on the analysis, the majority of the female professionals are working as the permanent in the organization.

Respondents' working experiences especially in the ICT Industry is analyzed in the current position. In the study, respondents working experience is classified as five categories: working experiences between 1 to 3 years, 3 to 5 years, 5 to 8 years, 8 to 10 years and over 10 years of experience. Table (4.1) reports that respondents who have working experiences between 1 to 3 years are 12 respondents, between 3 to 5 years are 17 respondents, between 5 to 8 years are 23 respondents, between 8 to 10 years are 14 respondents and over 10 years are 31 respondents.

Monthly income is one of the demographic characteristics of respondents to understand how much they earn to live. In this analysis of monthly income of respondents that have been grouped into six groups as: 100000 Kyats, between 200,000 – 300,000 kyats, between 300,001 - 400,000 kyats, between 400,001 - 500,000 kyats, between 500,001 - 1,000,000 kyats and above 1,000,000 kyats. Results findings shows that the income between 200,000 – 300,000 kyats respondents include 8 respondents, between 300,001 - 400,000 kyats respondents include 10 respondents, between 400,001 - 500,000 kyats respondents include 7 respondents, between 500,001 - 1,000,000 kyats respondents include 13 respondents and above 1,000,000 kyat respondents include 59 respondents respectively.

4.2 Organizational Context of ICT Companies

In this study, the organizational context of ICT companies are evaluated by gathering the data from 97 women who are working as the ICT professionals in Yangon. Their perception on structure and process of ICT companies is analyzed from the aspect of gender equity. Results of descriptive analysis on perception on organizational structure shown in Table (4.2).

Table (4.2) Women ICT Professionals' Perception on Structure of ICT

Companies

Sr. No	Organizational Structure	Mean
1	Decision Making	3.19
2	Work Life Balance	3.21
3	Recognition	3.27
	Overall Mean	3.22

Source: Survey Data (2019)

As shown in Table (4.2), most of the women ICT professionals perceived that Recognition has the strongest the mean, indicates that there has some influence on the professional commitment. The highest mean score is found as Work Life Balance and Recognition. The lowest mean score is found as Decision Making. Those organizational structures are important in order to get the professional commitment and performance for women who are working as professionals in ICT Industry in Myanmar.

Nowadays, many ICT companies and organization are allowed women to involve in the Decision Making in their organization without having any gender bias. Most of the companies recognize the women professionals' performance and achievement. Even though Work Life Balance is having the second highest mean score, having flexible working hours and agile working style are becoming popular nowadays. Most of the local and MNC companies in the Industry are developing their organization structure to support to get the employees' commitment and to get their higher performance.

In order to analyze which organizational context factors have significant impact on professional commitment, a regression model is developed and estimated. In the model, how organizational context will impact to the professional commitment based on the variables such as organization structure and process.

Decision making factor is one of the most realistic practices used by the senior management from the organization especially on the Agile working style which mean most of the management support their peers to make decisions on their own and let them take the responsibility without having any gender bias. Most of the women working at the middle management level as professional will perceived that the more on their own for the important decision the more, they get confident in their professionalism.

The analysis is based on the factors: how organization allow women ICT

professionals to participate in the major decision, how women ICT professionals feel ignore their decision by their management because of their gender orientation, how management allow women ICT professionals lead to make a decision by their self on important situation, and whether management accept and support their peer women ICT professionals' personal goal setting. How organization accepts and allows women ICT professionals to have the personal professional goals factor is the highest mean score factor shown in Table (4.3).

Table (4.3) Women ICT Professionals' Perception on Decision Making

Sr. No	Decision Making	Mean
1	Allow to participate in the decision	3.57
2	Ignore the decision due to gender	3.48
3	Allow to make important decision	3.05
4	Accept and allow the personal professional goals	3.68
	Overall Mean	3.20

Source: Survey Data (2019)

Work Life Balance factor having the lowest mean score within the organization structure. The analysis study based on organization having policies for flexible working hours for both men and women employees, organization having favaboural leave policy, organization providing the workable working environment, organization providing the daycare center for their employees' kid and organization does not supporting for extreme long working hours.

According to the mean results, within those factors, organization having favaboural leave policy for instance maternity leave is having the highest mean score shown in Table (4.4). It means that women ICT professionals are choosing the organization which having the basic maternity leave without having any bias. Maternity leave are in reality is not only for women but also for men. However, some organizations are giving special leave or working from home policy when women feel uncomfortable during the pregnancy period. Women ICT professional are believing that perceived work life balance could help them in balancing between their work and family roles.

Table (4.4) Women ICT Professionals' Perception on Work Life Balance

Sr. No	Work Life Balance	Mean

1	Policies for flexible working hours		3.57
2	Favorably leave policy for women such as paid maternity leave		4.07
3	Workable working environment for all employees		3.86
4	Daycare center for their employees' kids if there is no one available at home.		1.58
5	Working extreme long hours or during the weekend		2.96
	Overall Mean		3.21

Recognize or acknowledge skills and talent are one of the important factors for women professionals who are working in the ICT industry. Most of the women ICT professionals are expecting support, respect and recognize from their first line subordinate makes them feel confident to stay in the industry. According to the Table (4.5), the analysis found that Recognition is the medium mean factor in the organization structure for the women ICT professional in Myanmar.

The analysis analyze based on below recognition factors such as organization taking pride on employee's accomplishments at work, management respecting and supporting employees' suggestion, organization providing a clear career path for all employees, organization opening more IT related job opportunities to all employees and organization having promotion program without bias gender. Senior management respecting and supporting employees' suggestion is the highest mean score factor according to the survey analysis.

Table (4.5) Women ICT Professionals' Perception on Recognition

Sr. No	Recognition	Mean
1	Takes pride to accomplishments at work	3.28
2	Respect and support the employees' suggestion	3.43
3	Organization provides a clear career path for all employees	3.20
4	Open more IT related job opportunities to all employees	3.08
5	Promotion program without bias on gender	3.36
	Overall Mean	3.27

Results from descriptive analysis on perception on process are shown in Table (4.6).

Table (4.6) Women ICT Professionals' Perception on Process of ICT Companies

Sr. No	Organizational Process	Mean
1	Compensation	3.27
2	Training and Development	2.98
	Overall Mean	3.13

Source: Survey Data (2019)

According to the result, most of the women ICT professionals perceived that Compensation has the strongest the mean, indicates that there has some influence on the professional commitment. The highest mean score is found as Compensation and Training and Development is the lowest. Those organizational processes are one of the most important in the organizational context in order to get the professional commitment and performance for women who are working as professionals in ICT Industry in Myanmar.

Compensation factor is one of the most important factors for the competitive industry for instance ICT Industry in Myanmar. Most of the women ICT professionals are considering how well the compensation package before they join their organization. The analysis determine the results based on: what is the company policies for the pay to all employees without having any gender bias within the same position, whether organization provide health insurance for their employees, whether organization following the government working hours policies, whether organization have special family leave to provide their employees for more family time beside public holidays and most importantly whether organization having the regular performance review and opportunities to all employees.

Among these influence of compensation, the highest mean are found as equal pay policy as mean score 3.60 and follow the 45 working hours a week as 3.90. It is said that equal pay policy to all employees within the same position is an important factor as well as following 45 working hours in determining the incentive compensation of women ICT professionals shown in Table (4.7). The factor indicate that equal pay policy and following 45 working hours are the main perception factors for women who work as ICT professionals.

Table (4.7) Women ICT Professionals' Perception on Compensation

Sr. No	Compensation	Mean
1	Equal pay policy for all employees without having gender bias	3.60
2	Organization funded for the health insurance	2.94
3	Follow the 45 working hours a week	3.90
4	Allow all employees to take special family leave	2.63
5	Regular performance review and reward system to all employees	3.34
	Overall Mean	3.28

Source: Survey Data (2019)

Training and development factor is one of the most factors towards professional commitment of women ICT professionals. Training programme for instance technology related training, leadership training and education training for example MBA course are popular and required training and development to invest to improve employee's skills and talents in Myanmar.

According to the analysis results, most of the women ICT professionals are having Bachelor degree and all of them are considered to pursue the advance improvement as continuous improvement is the important in the ICT industry. Women who aspire long term success to work as professional development in the IT field need to attain adequate technical skills and knowledge through education and learning. Getting approval from management to attend long term courses for example MBA for women are quite difficult as they need to balance between work life, student life and housewife life.

Among various influence factors, the analysis is based on how organization provide the time for professional development, what regular training and development program provided by the organization, what is the financial status for all employees, how personal time and self-learning hours during working hours provided by organization and how mentors and coaches monitoring for their improvement. Women ICT professionals who have a good mentor and having time for professional development are the highest mean score factors shown in Table (4.8).

Table (4.8) Women ICT Professionals' Perception on Training and Development

Sr. No	Training and Development	Mean
1	Release time for professional development activities to all employees	3.16
2	Regular training and development program for all employees	3.01

3	Financial assistance for professional development	3.01
4	Personal time for self-learning during working hours	2.70
5	Good mentor who coaching employees closely	4.01
	Overall Mean	3.01

Source: Survey Data (2019)

4.3 Analysis on Professional Commitment of Women ICT Professionals

In this study, the professional commitment are evaluated by 97 professional women who are working as a management position in the organization. Results of descriptive analysis on perception on professional commitment shown in Table (4.9).

Table (4.9) Women ICT Professionals' Perception on Professional Commitment

Sr. No	Professional Commitment	Mean
1	Being an ICT professional is important for self-image	4.06
2	Do NOT regret having entered into the ICT industry as professional	3.50
3	Proud to be working as a professional in the ICT industry	3.74
4	Enthusiasm to work overtime during the weekend	3.10
5	Satisfied to work in this organization as there is no gender bias	3.29
	Overall Mean	3.54

Source: Survey Data (2019)

According to the Table (4.9), most of the women ICT professionals are having perception of being them self to stay in the ICT industry with the highest mean score. And also women ICT professionals are having perception of important to being a professional in the ICT industry in Myanmar even though women percentage are less compared to the male percentage of who are working in the industry.

ICT industry in Myanmar are having the most high compensation and benefits package compared to other industry for example sales and marketing. Although the industry

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is having very competitive, employees are still sticking in the industry and being proud to work in the industry. And also employee having enthusiasm to work overtime during the weekend as ICT job is based on the personal responsibility to make work done.

4.4 Analysis on the Effect of Organizational Context on Professional Commitment

Multiple linear regression method is used to analyze the effect of Organizational Context (Structure and Process) on Professional Commitment. The results of analysis on the effect of structure on professional commitment are shown in Table (4.10).

Table (4.10) Effect of Structure on Professional Commitment

Variable	Unstandardized Coefficients		t-value	Sig.	VIF
	B	**Std Error**			
(Constant)	1.367	0.31	4.405	0.000	0.000
Decision Making	-0.061	0.129	-0.47	0.639	1.878
WorkLife Balance	0.401***	0.121	3.317	0.001	2.911
Recognition	0.331***	0.092	3.59	0.001	2.721
R	0.736				
R Square	0.542				
Adjusted R Square	0.528				
F Value	36.738***				

Source: Survey Data (2019)

Notes: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

According to the results from multiple linear regression analysis, it is found that the professional commitment of women ICT professionals are positively related to work life balance and recognition provided by their companies. Most of the women ICT professionals will be committed to their professionalism when they perceived that their organization have gender equity concerning work life balance and recognition.

As shown in Table (4.10), R square is 0.542. Thus, the linear regression model in this case can explain 54.2% about the relationship between independent variables (Decision Making, Compensation and Recognition) and dependent variable (professional commitment). According to significance values, it is found that there are positive relationship between work-life balance and recognition and professional commitment. However, there are negative relationship between decision making and professional commitment. All VIFs are less than 10 which means there are no problems of multicollinearity among independent variables.

According to the analysis, it is found that the flexible working hours have been associated with high professional commitment and job satisfaction for women ICT professionals. And also found that recognition have been highly associated with professional commitment to improve job satisfaction for women ICT professionals. The reasons of long working hours and large responsibilities, women ICT professionals are expecting to get the work life balance for instance, having flexible working hours and work from home are important to them to balance out between career life and house wife life.

The results of analysis on the effect of process on professional commitment are shown in Table (4.11).

Table (4.11) Effect of Process on Professional Commitment

Variable	Unstandardized Coefficients		t-value	Sig.	VIF
	B	Std Error			
(Constant)	1.631	0.167	9.787	0.000	0.000
Compensation	0.384***	0.092	4.191	0.000	3.542
Training and Development	0.218**	0.088	2.487	0.015	3.542
R	0.781				
R Square	0.609				
Adjusted R Square	0.601				
F Value	73.341***				

Source: Survey Data (2019)

Notes: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

According to the results from multiple linear regression analysis, it is found that the professional commitment of women ICT professionals are positively related to compensation and training and development provided by their companies. Most of the women ICT professionals will be committed to their professionalism when they perceived that their companies have gender equity concerning on compensation scheme and training and development opportunity.

As shown in Table (4.11), R square is 0.609. Thus, the linear regression model in this case can explain 60.9% about the relationship between independent variables (Compensation and Training and Development) and dependent variable (professional commitment). According to significance values, it is found that there are positive relationship between compensation and training and development and professional commitment. All VIFs are less than 10 which means there are no problems of multicollinearity among independent variables.

According to the analysis, it is found that compensation are strongly associated with three star significant level with professional commitment. It is said that compensation make women have individual and professional affective attachment and bind with their companies. The training and development have slightly less associated with two star significant level to their individual professional commitment and job satisfaction upon their companies.

In general, compensation and training and development are the important factor to make women have their own affective commitment to their position and companies. Compensation and training and development are equally important to ICT industry to catch up with the ever fast growing market. However, compensation is relating with the individual commitment on organization when compared to training and development. It is because of the money is the most important motivation factors and satisfy factors to the basic needs.

In order to know the employees' global beliefs on how organization values the employees' contributions and cares about the employees' wellbeing, linear regression model is used to get the results. Data are collected from the 97 women ICT professionals who work as the management level in different organization. The results of analysis on the effect of organizational context on professional commitment are shown in Table (4.12).

Table (4.12) Effect of Organizational Context on Professional Commitment

Variable	Unstandardized Coefficients		t-value	Sig.	VIF
	B	**Std Error**			
(Constant)	1.459	0.256	5.695	0.000	0.000
Structure Mean	0.156	0.149	1.047	0.298	4.285
Process Mean	0.505***	0.103	4.921	0.000	4.285
R	0.781				
R Square	0.61				
Adjusted R Square	0.602				
F Value	73.560***				

Source: Survey Data (2019)

Notes: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

According to the analysis, both organization structure and process are positively related to the professional commitment. However, process is having the higher mean score than structure which mean, the factors compensation and training and development are having significant relationships with professional commitment. The results are saying that compensation is important motivation factor to keep employees in the organization. Compensation includes basic salary, bonus incentive, allowance and so on are important survival need to keep employee dissatisfaction and poor performance.

The results are also showing that in order to attract and retain talented women ICT professionals in the workplace, organizations should understand what education and training factors that affect women's professional development in the ICT industry. Training and development are positively related to professional commitment with five percent significance level. Continuous learning is the most important factor in the IT industry.

Organization will be left behind if there are not improving the employees' skills with required training and development. According to the survey, there are two types of support for employees' require skill improvement are tangible such as providing financial support from organization and intangible support such as giving extend free time to learn.

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Getting the training and development opportunities without having any gender bias from organization is the most important factor for the women ICT professionals who want to stick with in the industry.

4.5 Analysis on the Effect of Professional Commitment on Professional Development

In this study, the relationship between professional commitments on professional development is analyzed by the use of linear regression model. The result of estimated regression model of the effect of professional commitment on professional development has shown in Table (4.13), as follows.

Table (4.13) Effect of Professional Commitment on Professional Development

Variable	Unstandardized coefficients		t-value	Sig.	VIF
	B	Std Error			
(Constant)	0.602	0.267	2.254	0.003	0.000
Professional Commitment	0.71***	0.074	9.613	0.000	1.00
R	0.702				
R Square	0.493				
Adjusted R Square	0.488				
F Value	92.4***				

Source: Survey Data, 2019

Notes: *** Significant at 1% Level, ** Significant at 5% Level, * Significant at 10% Level

As shown in Table (4.13), R square is 0.493. Thus, the linear regression model in this case can explain 49.3% about the relationship between independent variables (professional commitment) and dependent variable (professional development). According to significance values, it is found that there is a positive relationship between professional commitment and professional development and VIFs are less than 10.

According to the results from multiple linear regression analysis, it is found that the professional commitment of women ICT professionals are positively related to professional development. Most of the women ICT professionals will be committed to have professional

development for their professionalism when they perceived that their companies have gender equity concerning on organization structure and process on professional commitment to professional development.

CHAPTER 5
CONCLUSION

This chapter concludes the study based on finding of Chapter 4, factors affecting of organizational context and professional commitment towards professional development of women ICT professionals from Yangon, Myanmar. The suggestions, recommendations and need for further research are made based on analysis and findings from analysis and findings from current study.

5.1 Findings and Discussion

In this study, 97 women ICT professionals working as executive, senior and middle managers from various companies are surveyed to analyze the relationships among organization context, professional commitment and professional development. Overall, the findings in this study indicate that professional commitment plays an important role in all measurements of direct and indirect effect on professional development. In addition to explaining the professional commitment effects of perceived organizational tangible support (work life balance, compensation and training and development) and intangible support (decision making and recognition) on professional development of women ICT industry.

Women ICT professional must be able to adapt and respond to ever-changing internal and external forces. Professional development enables women ICT professional to keep pace with changes and continue to provide competent, evidence-based service within the organization. Professional development represents a self-directed, internally driven accountability to the standards and values of the profession, including responsibility for life-long learning. Commitment theory asserts that individuals develop different kinds of attachment to a variety of entities (decision making, work life balance, recognition, compensation and training and development) or courses of action such as staying with the organization or the profession.

Applying from well-researched theories, this study found that professional development behaviors would be positively associated with effective professional commitment, and that the latter would mediate the relationships between perceived organizational context (structure and process) support. In other words, perceived support

and human resource practices would act on professional development indirectly, through their interaction with professional commitment.

According to the survey, it is found that the professional commitment of women ICT professionals are relating to Work Life Balance, Compensation and Training and Development provided by their companies. According to the survey results, it is found that flexible working hours was perceived by women ICT professionals as the bridge between family and work role and it could have helped them in balancing between their work and family roles. It is also found that the work life balance have been associated with high affective commitment on professional and job satisfaction for women who want to have their professional development.

The results are also showing that in order to attract and retain talented women ICT professionals in the workplace, organizations should understand what education and training factors that affect women's professional development in the ICT industry. Training and development are positively related to professional commitment with five percent significance level. Continuous learning is the most important factor in the IT industry.

According to the survey, there are two types of support for employees' require skill improvement are tangible such as providing financial support from organization and intangible support such as giving extend free time to learn. Getting the training and development opportunities without having any gender bias from organization is the most important factor for the women ICT professionals who want to stick with in the industry.

Most of the women ICT professionals will be committed to their professionalism when they perceived that their organization have gender equity concerning compensation scheme, work life balance and training and development opportunity.

5.2 Suggestion and Recommendations

The study offers insights into how to improve women's professional development in the ICT Industry. The success of women who are working in the ICT industry are partly depends on organizational context and professional commitment. Regarding the analysis, organization should emphasis on the work life balance, compensation and training and development are the important of raising the professional commitment and impact on women ICT professionals' professional development in Myanmar. As the IT is a male-dominated field, organizational context plays an important role in women ICT

professionals by giving them the opportunities, training, mentoring and support for making work achievements and developments that facilitate their professional advancements.

Regarding the analysis, organization emphasize the importance of providing periodic training for women professionals in the ICT industry, in order to help them to be up-to-date with the technological changes related to their work, and to reduce the influence of the difficulty of coping with the rapid technological change. Organization should increase the importance of improving programmes, policies, process and structure to maintain a balanced gender ratio at all levels in the IT field.

According to the analysis, organization should provide career guidance, personal goal setting and advice for women ICT professionals for their future professional development. Organization should provide the women ICT professionals with the opportunities to communicate with successful women in the ICT industry, who can serve as role models or mentors. Women can learn from their experience and know how they have achieved high job positions, what issues they have faced and what their strategies to overcome these issues.

Most importantly, according to the analysis, organizations should emphasize the importance of updating knowledge and giving the necessary training for keeping up with the latest IT changes and trends related to their work. And also organization should provide the importance of facing any gender stereotyping that hinders their work, opportunities and career progression to higher levels in the IT field

5.3 Needs for Further Research

The results of this study suggest that further research must look beyond the structural characteristics of professions and of work settings in order to gain a more comprehensive understanding of the factors affecting professional development. Although there is the relationship between organizational context and professional commitment to professional development, there are still remain significant organizational context factors left to understand the professional development.

In order to do further examination, the very important factor is further examination of how professional commitment develops. For example, research into how employing organizations, academic programs, and professional bodies can support and enhance professional commitment. And also there are a variety of important organizational and

HRM factors need to understand how they affect the professional commitment and professional development. This study encourages further studies in examining the effect of the organizational culture and stereotypes on women ICT professionals in Myanmar, which contribute in changing the behavior of women and the view of people towards women in IT careers.

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APPENDIX

Appendix A: Questionnaires

Demographic

1. Gender	
Male	Female
☐	☐

2. Age Range					
18-25	26-35	36-45	46-55	56-65	Over 65
☐	☐	☐	☐	☐	☐

3. Marital Status	
Single	Married
☐	☐

4. Highest level of Education				
High School	Diploma	Bachelors	Masters	Doctorate
☐	☐	☐	☐	☐

5. Job Title				
Entry Level	Junior Management	Middle Management	Senior Management	Executive Management
☐	☐	☐	☐	☐

6. Job Type			
Contract	Temporary	Permanent	Project Based
☐	☐	☐	☐

7. Work Experience				
1-3 years	3-5 years	5-8 years	8-10 years	above 10 years
☐	☐	☐	☐	☐

8. Monthly income in Kyats						
100,000	200000 – 300000	300001 – 400000	400001 – 500000	500001 – 800000	00001 – 1000,000	Over 1,000,000
☐	☐	☐	☐	☐	☐	☐

Please indicate your level of agreement for the following research items based on the following scales.				
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

Decision Making					
1. My management allow me to participate in the major decision making process without considering the gender.	1	2	3	4	5
2. I feel like my management ignore my decision because of my gender.*	1	2	3	4	5
3. My management allow me to make a decision by myself on important situation.	1	2	3	4	5
4. I feel like my management accept and support my personal goal setting.	1	2	3	4	5
* Reverse Order Item					
Work Life Balance					
1. My Organization have policies for flexible working hours for both men and women employees.	1	2	3	4	5
2. My Organization have favaboural leave policy for women such as paid maternity leave.	1	2	3	4	5
3. My Organization provide the workable working environment for their employees who are either men or women.	1	2	3	4	5
4. My Organization provide the daycare center for their employees' kids if there is no one available at home.	1	2	3	4	5
5. My Organization does not encourage to work extreme long hours or during the weekend.	1	2	3	4	5
Recognition					

1. My Organization takes pride in my accomplishments at work.	1	2	3	4	5
2. My Management respect and support my suggestion.	1	2	3	4	5
3. I feel like my organization provides a clear career path for all employees.	1	2	3	4	5
4. I feel like my organization open more IT related job opportunities to all employees.	1	2	3	4	5
5. My Organization have promotion program without bias on gender.	1	2	3	4	5
Compensation					
1. My Organization have the equal pay policy for all employees without having gender bias.	1	2	3	4	5
2. My Organization funded for the health insurance.	1	2	3	4	5
3. My Organization does follow the 45 working hours a week.	1	2	3	4	5
4. My Organization allow all employees to take special family leave.	1	2	3	4	5
5. My Organization provide the regular performance review and reward system to all employees.	1	2	3	4	5
Training and Development					
1. My Organization provides release time for professional development activities to all employees.	1	2	3	4	5
2. My Organization provides regular training and development program for all employees.	1	2	3	4	5

	1	2	3	4	5
3. My Organization provides financial assistance for professional development.					
4. I have my personal time for self learning during working hours.					
5. I believe one of the positive things in my professional development is that I have a good mentor who coaching me closely.					
Professional Commitment					
1. Being an ICT professional is important to my self image.					
2. Do NOT regret having entered into the ICT industry as professional.					
3. I feel proud to be working as a professional in the ICT industry.					
4. I have enthusiasm to work overtime during the weekend.					
5. I feel satisfied to work in this organization as there is no gender bias.					
Professional Development					
1. I can achieve my professional development objectives because my organization provides financial support to it.					
2. Being an employee in ICT company support to my professional development goal.					
3. My organization have the regular performance review includes individual professional goal setting.					
4. I feel like to change my professional career as there is no					

professional development.					
5. I feel like i can reach the desired level if i am working in ICT industry as professional.					

Appendix B: SPSS Regression Calculation Results

Effect of Organizational Structure on Professional Commitment

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.736[a]	0.542	0.528	0.508	2.075

a.Predictors: (Constant), Decision Making Mean, Work Life Balance Mean, Recognition Mean

b. Dependent Variable: Professional Commitment Mean

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.47	3	9.49	36.738	.000b
	Residual	24.023	93	0.258		
	Total	52.493	96			

a. Dependent Variable: Professional Commitment Mean

b. Predictors: (Constant), Recognition Mean, Decision Making Mean, Work Life Balance Mean

Coefficients[a]

Model	Understandardized Coefficient		Standardized Coefficients	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	1.367	0.31		4.405	0.000		
Decision Making Mean	-0.061	0.129	-0.045	-0.47	0.639	0.533	1.878
Work Life Balance Mean	0.401	0.121	0.397	3.317	0.001	0.344	2.911
Recognition Mean	0.331	0.091	0.415	3.59	0.001	0.368	2.721

a. Dependent Variable: Professional Commitment

Effect of Organizational Process on Professional Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.796a	0.634	0.626	0.451	2.209

a. Predictors: (Constant), Compensation Mean and Training and Development Mean

b. Dependent Variable: Professional Commitment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.528	2	17.764	87.337	.000b
	Residual	20.543	101	0.203		
	Total	56.07	103			

a. Dependent Variable: Professional Commitment Mean

b. Predictors: (Constant), Compensation Mean and Training and Development Mean

Coefficients^a

Model	Understandardized Coefficient		Standardized Coefficents	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	1.622	0.15		10.8	0.000		
Compensation Mean	0.382	0.088	0.513	4.36	0	0.262	3.82
Work Life Balance Mean	0.222	0.084	0.31	2.637	0.01	0.262	3.82

a. Dependent Variable: Professional Commitment Mean

Effect of Organizational Structure and Process on Professional Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

| 1 | .781a | 0.610 | 0.602 | 0.467 | 2.202 |

a. Predictors: (Constant), Structure Mean, Process Mean

b. Dependent Variable: Professional Commitment Mean

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.029	2	16.014	73.560	.000b
	Residual	20.464	94	0.218		
	Total	52.493	96			

a. Dependent Variable: Professional Commitment Mean

b. Predictors: (Constant), Structure Mean, Process Mean

Coefficientsª

Model	Understandardized Coefficient		Standardized Coefficents	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	1.459	0.256		5.695	0.000		
Structure Mean	.156	0.149	.140	1.047	0.298	0.233	4.285
Process Mean	0.505	0.103	.656	4.921	0.000	0.233	4.285

a. Dependent Variable: Professional Commitment Mean

Effect of Professional Commitment on Professional Development

Model Summaryᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.702a	0.493	0.488	0.535	1.942

a. Predictors: (Constant), Professional Commitment Mean

b. Dependent Variable: Professional Development Mean

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.461	1	26.461	92.4	.000b
	Residual	27.206	95	0.286		
	Total	53.667	96			

a. Dependent Variable: Professional Development Mean

b. Predictors: (Constant), Professional Commitment Mean

Coefficientsª

Model	Understandardized Coefficient		Standardized Coefficents	t	Sig	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	0.602	0.267		2.254	0.027		
Professional Commitment Mean	0.71	0.074	0.702	9.613	0	1	1

a. Dependent Variable: Professional Development Mean