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The Impact of Perceived Organizational Support on Women Career Development with Reference to Divisional Secretariats in Kandy District

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ABSTRACT

Generally working women face career development challenges and still women underrepresented in top level positions in organizational hierarchy. This study investigates the impact of Perceived Organizational Support on Women Career Development and its ability to identify organizational factors that contribute to career development by minimizing or overcoming challenges. The study was guided by four objectives.1) To identify the current level of organizational support, 2) To identify the relationship between Perceived Organizational Support and Women Career Development, 3) To investigate the impact of Perceived Organizational Support on Women Career Development and 4) To identify the most supportive factor for Women Career Development. Merely this was a survey conducted based on secondary level female employees in divisional secretariats in Kandy district and 331 taken as sample and used stratified random sampling method to select a representative sample and random number method for generating random sample. This study found that there is a significant positive correlation between Perceived Organizational Support and Women Career Development. In addition to that there is a significant impact of supervisor support, Organizational Rewards, Coworker support on Women Career Development and supervisor support is the most supportive factor for the Women Career Development in selected organizations. Following the results, the study concluded that Perceived Organizational Support has a significant impact on Women Career Development. However, programs should be built within the organizations that enhance the mutual quality relationship between the supervisor and secondary level female employees in divisional secretariats in Kandy district.

Keywords: Perceived Organizational Support (POS), Women Career Development (WCD), Supervisor Support, Organizational Reward, Organizational Justice, Coworker Support

1. INTRODUCTION

1.1. Background of the Study

Globally, female labor force participation has been one of the most remarkable economic developments of the last century. Although it has shown a declining trend in recent years in the 21st century, approximately 50% of women participate in the labor force. It was 47% in 2020 (Catalyst, 2020). A distinctive feature that can be seen today is the absence of considerable gender bias in terms of qualifications to perform the same job. In Sri Lankan context female

labor force participation was 32% in 2020 and the participation rate of females in the labor force is gradually increasing according to their level of education. 12% of male and 20% of female employment in the public sector evidenced that the majority of the public sector in Sri Lanka is made up of female employees (Labor force survey report, 2020). Census of public and semi government sector employment reports in 2016 evidenced that the majority of degree holders are female (male 11%, female 25%) and professionally qualified than male employees. However, if Women have the ability and desire to pursue a career and a higher position of their choice, they face different challenges from choosing a career to pursuing a career path. Especially in working life, Women face more challenges coming from internal sources such as individual factors as well as external sources such as organizational factors, cultural factors, and social factors. But there are factors that can contribute to career development by overcoming or minimizing the impact of those challenges.

1.2. Problem Statement

Working Women face many challenges in the world related to difficulties and shortcomings associated with their career development. Toughest challenges for working Women worldwide are work family balance, unequal pay, and lack of good paying jobs. (ILO-Gallup, 2017) Women may also be discriminated in Sri Lanka at the point of the job adverts that ask only for male candidates. Some companies still continue to look for only male applicants to fill certain vacancies, especially certain top level management positions (Daily Mirror, 2017). One of its consequences is that still low representation of women in top level position. Globally Women in senior management role were 29% (Catalyst, 2020). In Sri Lankan context female contribution as mangers, senior officials to the total employment were 27% (LFSR 2020) when consider divisional secretariats in Sri Lanka, the divisional secretary (SLAS grade 1 officer) holds the highest position in organizational hierarchy. Even though Female participation is higher than male in divisional secretariats, female officers holding the position of divisional secretary still lower compared with male officers.
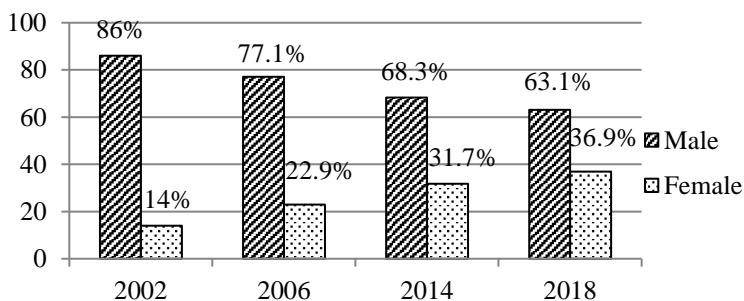
Figure 1.1: Divisional Secretaries by sex and year
Source: Department of census and statistics' website

According to a pilot survey 2021, criticism and threats from certain parties, Work life balance and securing jobs are challenges faced by majority of female employees in divisional secretariats in Kandy district. One of respondents said that it is very hard to deal people with different attitudes and most of the job

satisfaction is based on the attitudes of the chief. A significant number of respondents confirm that it is difficult to adapt quickly to technological changes in the workplace. They have also mentioned that the career development is a big challenge for them because of the challenges, issues faced by them. Providing evidence for its negative consequence, Table 1 shows the gender gap at the highest position in organizational hierarchy. That is female officers holding divisional secretary relatively very low compared with male officers from 1990 to date.

Table 10: Divisional secretaries by Gender

Divisional secretariat	Male	Female	Divisional Secretariat	Male	Female
Udapalatha Kandy four	8	1	Panwila	9	3
Gravets & Gangawatakorale	7	1	Doluwa	6	1
Thumpane	9	5	Ganga IhalaKorale	11	1
Harispattuwa	5	1	Madadumbara	8	0
Poojapitiya	1	6	Hatharaliyadda	7	0
Minipe	12	4	PasbageKorale	7	3
Akurana	7	2	Ududumbara	9	1
Pathadumbara	12	4	Pathadumbara	9	3

(Source: divisional secretariats websites)

Accordingly, Core research problem to be addressed in this study" is there a significant impact of POS on WCD.

1.3. Research Objectives

- To identify the current level of organizational support perceived by secondary level female employees

- To identify the relationship between POS and WCD

- To investigate the impact of POS on WCD

- To identify the most supportive factor for WCD

1.4. Significance of the Study

Number of researchers have studied the glass ceiling effect on WCD. Little amount of research has been studied on career boosting factors associated with WCD. Scarce literature exists about organizational factors that facilitate the WCD. This study identifies the impact of organizational supportive factors on women's career development so they able to climb the career ladder by overcoming or minimizing the negative impact of challenges. Hence this study will contribute to fill the knowledge gap in the area of career development for Women in Sri Lanka. This study will provide guidance on making adjustments in human resources practices to support female employees so they can achieve career success. From this study female employees will clearly identify supportive factors for their career development. Therefore, they can make future plans regarding career success with a clear idea about organizational

support. It will also inspire future researchers to carry out further research in the same or related field.

1.5. Scope of the Study

This study focused on Secondary level female employees considering challenges faced by them relating to their career development and selected POS Factors to investigate its impact on WCD with reference to the all-divisional secretariats in Kandy district.

2. LITERATURE REVIEW

2.2. Theoretical Framework

2.2.1. Career Development

Career development is the life long process of fostering and cultivating the shape of the individual's working life so as to make best use of inherent talent, skills, knowledge and interests for that person's and employer's benefit and also to match it as closely as possible to other aspects of the person's life (Uduwella, et al., 2019). career development is understood not only include the development of skills and increase knowledge in the work, but also to obtain the appropriate role of the interests and talents of employees and adjustments to the working group and its norms, as well as knowledge of the values of the organization (Rande, et al., 2015) Also it is An ongoing process by which individuals' progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes and tasks.(Greenhaus, et al., 2019, p.13) Accordingly career development can be defined as a continuous process of building one's capabilities that suit oneself as well as the organization by moving through different characterized stages so that can reap benefits not limited to him/her selves.

2.2.2. Overview of the Women Career Development

Women states in the labor market is significantly worse than men and women have less opportunities to be employed, start a business or move up the corporate ladder (Perera, et al.,2018) even if they are work as men, Women face numerous obstacles in their career development (Bombuwela, et al.,2013) Because of the barriers they face, women career advancement is more complicated than men (Broadbridge, et al., 2015). Women face career blockage at a much earlier stage than men and as Women move up the corporate ladder, they regularly experience the glass ceiling (Husna,2015**).** Glass ceiling" is a term that signifies a diversity of barriers that prevent qualified females from advancing higher in their organizations (Gunawardena, 2017**).** In Sri Lankan context economy has evolved, the glass ceiling effect still exists in many companies, preventing Women from progressing up the career ladder and preventing Women from advancing their career (Uduwella, et al., 2019**).** Even though the glass ceiling remains the barrier to WCD, some Women have succeeded in climbing the corporate ladder to the upper level (Jayathilaka, 2016**).**

2.2.2.1. Challenges/barriers Associated with Women Career Development

Table 2: Challenges Associated with WCD

Source	Category	Challenges /barriers
Alsharif, 2018	1. Cultural Factors	Gender-role stereotypes and attitudes, Traditionalism and tribalism, Gender segregation discrimination
	2. Family Factors	A lack of Cooperation, Dominance of male, Family – Work balance
	3. Individual Factors	Lack of ambition, Lack of power, Lack of confidence
	4. Organizational Factors	Unequal advancement opportunities, Gendered organization system, Lack of training and coaching
	5. Geographical Factors	Extra time, Long Distance, Career immobility
	6. Economic Factors	An inadequate income, Inappropriate reward and incentives, Inadequate working conditions
	7. legal and constitutional	Lack of Women protection law, Absence of comprehensive development plan
Uduwella et al., 2019	1. Family Factors	Child Care, Elder Care, Spouse Care, House Work
	2. organizational Factors	Management Policies and practices, Senior Management Beliefs, Organizational Structure
	3. Cultural Factors	Attitudes and behaviors, Male dominate culture
Bombuwela et al., 2013	1. Individual Factors	Lack of confidence, personal traits and inability to sell themselves
	2. Family Factors	Childcare, house work
	3. organizational Factors	Organizational policy, management style
	4. Cultural Factors	Beliefs and stereotype
Jayathilake, 2016	1. Situational Factors	Organizational working environment, negative perception and stereotypes, commitment to career constitute, lack of support by people, pay attention to say at meetings, coping with new technology and organizational encourage women for leadership positions
	2. Cultural Factors	Corporate culture
	3. Personal Factor	Barriers in organizational support, number of task and working load, nearest colleagues and friendship and lack of fellow manager's support.

The challenges faced by Women relating to their career development can be categorized in to major areas. Different researchers used different categories in their study and individual factors, organizational factors, family factors and cultural factors can be seen as common categories. Based on (Bombuwela, et al., 2013; Jayathilake, 2016; Uduwella, et al., 2019) can be identified as the main areas where barriers arise related to WCD in Sri Lanka. Therefore, Individual factors, Organizational factors, family factors and cultural factors

reflect the individual barriers coming from themselves, organization, family and culture respectively.

2.2.2.2. Career Boosting Factors Associated with Women Career Development

Career boosting factors mean factors that improve Women careers in some way. Positive factors have a supporting and/or advancing effect on WCD and these so-called career boosting factors (Muoniovaara, et al.,2015). Family-friendly policies, Time off work, Career development program, Training and challenging work as possible organizational practices that would be supportive of Women career advancement. That top-level Women have more likely or probability to gain career advancement when the organization policy and management styles are a support to them. Furthermore, highlighting Individuals' skills, tenure, hard work, reputation and performance, Mentorship and supportive work relationships, Supervisor and peer relationships, effective networking relationships have a positive effect on career advancement (Afande, 2015).

2.2.3. Perceived Organizational Support (POS)

POS is defined as a general belief in which employees feel that their organization values their contributions and cares about their well-being (Krishhan, et al., 2012). organizational support is employee's perception about how much their organization provides them support in difficult situations performing various Tasks (Khan, 2017). This is a perception or judgment of how much support an employee feels or thinks an organization provides to him or her (Beheshtifar M, et al., 2012). POS is also valued as assurance that aid will be available from the organization when it is needed to carry out one's job effectively and to deal with stressful situations. (Robert, et al., 1986).

2.2.4. Theory of Perceived Organizational Support

Organizational Support Theory 1986

The development, nature and outcomes of POS are considered in organizational support theory. It describes how POS produces positive outcomes for workers and organizations. According to the theory, employees perceive their organization to have a favorable or unfavorable attitude toward them, which is expressed in the treatment they receive. Employees develop POS to meet socio emotional needs and to determine the organization's tardiness to reward increased efforts made on its behalf. The basis of organizational support theory is the exchange relationship between employee and organization. POS evolves over time as a result of multiple exchanges between employees and their employer overtime and reflects the extent to which employees perceive their organization values their contribution, respect them and care about well-being.

2.2.5. Antecedents of perceived organizational support

Based on organizational support theory, there are favorable treatments that employees receive from the organization. Eisenberger, et al. (2002) suggest fair organizational procedures, supervisor support, and rewards and job conditions as antecedents of POS. In addition to that following table 3 shows the other factors of perceived organizational support.

Table 3: Factors of Perceived Organizational Support

Ahmed et al., 2012	Management support, supervisor support, coworker support
Thasika Y, 2020	Leader-Member exchange, Satisfaction with the pay system, Working conditions, supervisor support, organizational rewards, procedural justice, Career opportunities, fairness, organizational rewards and favorable job conditions.
	Participation in decision making, the fairness of rewards, and growth opportunities, Interactive justice, Appropriate HR practices, Tangible Rewards, Supervisor support

2.2.5.1. Supervisor Support

The supervisor support refers to the extent to which employees believe their supervisors value their contributions, offer assistance and care about wellbeing (Burns, 2016). There are many types of supervisor support. Supervisors give their emotional support in the form of sympathy, caring, comfort and encouragement. (Pohl, 2017). When employees perform their tasks, the supervisor gives their instrumental support by providing assistance through tangible aid or services (Samsudin, et al., 2019). And also, supervisors provide their support by providing timely information and feedback on employee performance (Kumar, et al., 2018).

2.2.5.2. Organizational Rewards

Organizational rewards are the financial and non-financial benefits and psychological benefits that organizations provide their employees in return for their contributions and efforts. (Victor J, et al., 2017). It is also defined as anything that an employee receives extrinsically or intrinsically as services they provide or as a result of the work they do for the organization (Francis, et al., 2020). As an example, Basic payments, job promotion, retirement benefits, medical allowances etc. are considered as extrinsic rewards and recognition, training and skill development, work freedom and independence etc can be taken as intrinsic rewards (Salah, et al., 2016).

2.2.5.3. Organizational Justice

Organizational Justice is defined as Employee perception of fair treatment by their organization (Arneguy, et al., 2018). There are mainly three types of justice called distributive justice, procedural justice and interactional justice. The fairness of decisions related to distribution of resources within an organization considered as distributive justice (Yean, et al., 2016). The procedural justice indicates fairness of decision-making procedures in organization (Yadev, et al., 2017) and Organizational interactional justice reflects the equality in supervisor subordinate relationship (Nidhi, 2016).

2.2.5.4. Coworker Support

The work-related assistance, encouragement and sustainment provided by colleagues in the workplace is referred as coworker support. The support from coworkers is received in a socio-emotional way such as providing care, empathy and love rather than providing information and assistance related to the task (Loi, et al, 2014).

2.3. Conceptualization of the Research s Model

Through an extensive literature review, the researcher identified several factors under the POS and the researcher was selected supervisor support, Coworkers support, organizational rewards and organizational justices as dimensions of perceived organizational support. Conceptual framework of the study describes and elaborated network of associations among the variables. Accordingly, researcher derived the conceptual framework as follows.
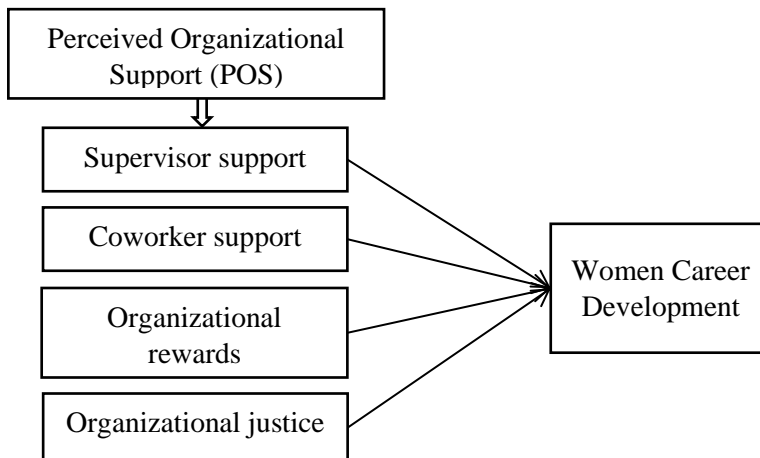
Figure 2: Conceptual model

Independent variable

In this study POS may impact as independent variables and under POS, factors such as supervisor support, organizational rewards, organizational justice and coworker support were considered by researcher POS to determine the impact of POS on WCD.

Dependent variable

According to present study WCD is considered as a dependent variable that depends upon the perceived organizational support. Researcher was used new dimensions for WCD namely present satisfaction, Career orientation, future Aspiration ((Verma, 2018)) for measure the WCD

2.4. Hypothesis

Hypotheses are derived to test the association between independent variables and dependent variable based on the conceptual framework. The developed hypotheses are as follows

1) H0: There is no significant impact of supervisor support on WCD
   H1: There is a significant impact of supervisor support on WCD

2) H0: There is no significant impact of organizational rewards on WCD
   H1: There is a significant impact of organizational rewards on WCD

3) H0: There is no significant impact of organizational justice on WCD
   H1: There is a significant impact of organizational justice on WCD

4) H0: There is no significant impact of coworkers' support on WCD
   H1: There is a significant impact of coworker support on WCD

3. METHODOLOGY

3.1. Research Design

A research design is a blueprint or plan for the collection, measurement and analysis of data, created to answer the research question. According with the basic components of a research design (Sekaran, 2003) purpose of this study was to identify the impact of POS on WCD in divisional secretariats in Kandy district. This research is being carried out in order to identify and describe the characteristics of the variables of interest in a particular situation. Therefore, this is a descriptive study. The type of investigation was correlational because there is a small disruption to the normal flow of work in the system as the researcher collect information by interviewing employees through questionnaires. According to the (Sekaran, 2003) The studies done in a non-contrived setting are called field study and studies conducted to establish cause and effect relationship in a natural environment relevant to the employees, consumers, managers etc. are called field experiments. Therefore, this is field study and also field experiments. In this study data was collected from secondary level female employees in divisional secretariats within a particular period of time. Hence this study is a cross sectional study. The data was gathered from each individual of female employees. Therefore, the unit of analysis in this study is individual.

3.2. Population, Sample, Sampling Technique and Sampling Frame

The target population of this study was 2321 of secondary level female employees in divisional secretariats in Kandy district. Based on Krejcie and Morgan table, 331 taken as sample and used stratified random sampling method to select a representative sample. Under that used random number method for generating random sample

3.3. Operationalization

Table 3: Operationalization

Concept	Variable	Indicators	Measure
Perceived organizational support	Supervisor support	• Emotional support • Instrumental support • Informational support • Appraisal support	5 point Likert Scale
	Organizational Rewards	• Compensation • Training & career development programs • Recognition • Autonomy	
	Organizational Justice	• Fair distribution of rewards • Fair decision-making procedure • Fair treatment of Senior officials	
	Coworker support	• Coworker emotional support	

WCD	Career orientation	• Coworker instrumental support
		• Self-direction
		• Organizational orientation
	Present Satisfaction	• Satisfaction with the chosen job
		• Satisfaction with the career achievement
		• Satisfaction with the support from organization
	Future aspiration	• Competencies based aspiration
		• Top position-based aspiration

3.4. Data Collection

3.4.1. Primary Data Collection

The survey questionnaire is the most common method for primary data collection. It is an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest (Sekaran U, 2003). Accordingly, a self-administered questionnaire method was used for the survey data collection.

3.4.2. Secondary Data Collection

Secondary data is the data that have been already collected through primary sources and readily available from other sources. In this study, secondary data was collected from online journals, E books, Annual performance reports, Statistical Reports, Newspaper articles and Websites

3.5. Data presentation and Analysis

The gathered data through questionnaires was used in this stage. The bar charts and table were basically used to present the data. The analysis was done by using statistical packages for the social science (SPSS) and Descriptive Analysis, Correlation Analysis and Regression Analysis were used as analytical techniques.

4. RESULTS

4.1. Response Rate

The response rate is the percentage of respondents who respond to the survey from the selected sample. Having a strong response rate is very important because it is a factor that determines the statistical power of the collected data and realism of the final conclusion accordingly. Generally, 310 out of 331 had responded to the questionnaire. Therefore, response rate identified as 94% (310/331*100) and it can be considered as an acceptable strong response rate.

4.2. Reliability Analysis

Testing of reliability is very important because it indicates how well the items which used to measure the variable are positively correlated to one another. With the purpose of testing the reliability of the questionnaire, pilot study was conducted among 33 female employees to cover the secondary level female

employees in 20 divisional secretariats in Kandy districts. Finally, it can be concluded from the reliability analysis of the pilot survey data that the questionnaire is at a sufficient level of reliability.

Table 4: Reliability analysis

Variable	Cronbach's Alpha	Decision Rule	Reliability
Supervisor Support	.871	.871> .7	Acceptable
Organizational Reward	.702	.702> .7	Acceptable
Organizational Justice	.795	.795 > .7	Acceptable
Co-worker Support	.953	.953> .7	Acceptable
POS	.899	.899> .7	Acceptable
WCD	.709	.709> .7	Acceptable

Source: Researcher constructed 2021

4.3. Descriptive analysis

4.3.1. Frequency Distribution of Demographic characteristics

Analysis of demographic profiles evidenced that the majority of respondents are in the age group of 36-45 years. It is 47.4%. 86.5% of respondents are married. 47.1% are degree holders and most of the respondents are development officers. It is 35.84%. 62.6% of respondents are working under divisional secretariats and 63.9% are working under the current position for more than 6 years.

4.3.2. Measures of Central Tendencies

Table 5: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Variance
SS	309	3	5	4.07	.500	.250
OR	309	2	5	3.68	.505	.255
OJ	309	3	5	3.97	.507	.257
CS	309	3	5	4.11	.557	.310
POS	309	3	5	3.96	.392	.153
WCD	308	3	5	4.03	.442	.195
Valid N (listwise)	308					

Source: Researcher constructed, 2021

Five (5) point Likert Scale ranging from Strongly Disagree (1) to Strongly Agree (5) was used as the response scale. According to the mean value as depicted in the Table 5, supervisor support (SS) received from organization higher than support through organizational reward (OR). Organizational justices (OJ) little bit higher than organizational rewards and mean value of coworker support (CS) reflects the way of highest support received from organization. Generally, mean value of POS was 3.96, which indicates that the current level of organizational support at a higher level.

4.4. Correlation analysis

With the aim of analyzing the nature, direction, and significance of the bivariate relationships of the variables, obtain Pearson correlation matrix. Table 6 shows that the Supervisor Support and Organizational Reward correlate with WCD and statistically significance at the 0.01 level with a Pearson correlation coefficient of 0.68 and 0.60 respectively. Those indicate a positive strong

relationship with WCD. Organizational Justice and Coworker support also significantly correlated to the WCD and the coefficient value of 0.40 and 0.42 indicate positive moderate relationship with WCD.

Table 6: Correlation analysis

		SS	OR	OJ	CS
WCD	Pearson Correlation	.683**	.606**	.405**	.421**
	Sig (2-tailed)	.000	.000	.000	.000

Source: Researcher constructed, 2021

4.5. Regression Analysis

The Multiple Regression analysis used to predict the value of dependent variable based on independent variables.

Table 7: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731a	.535	.528	.303

Source: Researcher constructed, 2021

Table 8: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	32.044	4	8.011	86.991	.000b
1	Residual	27.903	303	.092		
	Total	59.947	307			

Source: Researcher constructed, 2021

Table 9: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	.964	.179		5.395	.000
	SS	.393	.048	.445	8.237	.000
1	OR	.211	.047	.239	4.518	.000
	OJ	.059	.039	.067	1.495	.136
	CS	.112	.035	.141	3.219	.001

Source: Researcher constructed, 2021

As depicts in Table 4.4 and Table 4.5, R square statistics is 0.535 with a statistical significance of $p < 0.05$. This suggests that 53% of the variance in the WCD was predicted by selected POS factors. Selected factors of POS significantly predict the WCD as $F_{(4, 303)} = 86.991$, $P < 0.05$.

4.6. Hypotheses Testing

As per the test results depicted in Table 4.6, except hypothesis three (3), other proposed hypotheses were accepted as data did not support the null hypotheses.

H1: There is a significant impact of supervisor support on women's career development

Unstandardized Beta Coefficients value (0.393), $P < 0.05$, depicts that significant impact of Supervisor support on WCD.

H2: There is a significant impact of Organizational Reward on women's career development

Unstandardized Beta Coefficients value (0.211), P < 0.05, depicts that significant impact of Organizational reward on WCD.

H3: There is a significant impact of Organizational Justice on women's career development.

Unstandardized Beta Coefficients value (0.059), P > 0.05, depicts that non-significant impact of Organizational justice on WCD

H4: There is a significant impact of coworker support on women's career development

Unstandardized Beta Coefficients value (0.112), P <0.05, depicts that significant impact of coworker support on WCD

5. DISCUSSION AND CONCLUSION

5.1. Findings and Discussion

The first objective of this study was to identify the current level of organizational support. Based on results identified that current level of organizational support at a high level. Among, supervisor support and coworker support were found to be higher than organizational reward and justice. The second objective was to identify the relationship between POS and WCD. The findings of the study revealed that the Supervisor Support and Organizational Reward have a positive strong relationship and Organizational Justice and Coworker support have a positive moderate relationship with WCD. This has something similar with the previous research (Afande, 2015) which identified supervisor and peer relationship as a positive factor. Generally, there was a significant strong positive relationship between the POS and WCD after all the inter correlations are taken into account. The third objective was to investigate the impact of POS on WCD. Accordingly results of hypotheses testing reveled that supervisor support, organizational reward and coworker support have a significant positive impact on WCD and organizational justice has a non-significant positive impact on WCD. Final objective of the study was to investigate the most supportive factor for the WCD. Based on findings identified that supervisor support as the most supportive factors for the career development of secondary level female employees in divisional secretariats in Kandy district.

5.2. Conclusion

Working women face career development challenges and certain factors contribute to the WCD by overcoming or minimizing negative impact of those challenges. Hence the main objective of this study was to find out the impact of perceived organizational support on career development of secondary level female employees in divisional secretariats in Kandy district. Findings showed that Organizational support factors have more than 50% influences on WCD compared to other factors and the supervisor support, organizational reward and coworker support provide significant contribution for the women career

development. However, supervisor support is the most supportive factor for their career development. Accordingly, the supervisor support will help secondary level female employees in divisional secretariats in Kandy district to climb up their career ladder successfully.

5.3. Recommendations

This study found that Supervisor support is the most supportive factor for the career development of female employees. Hence organization should improve organizational support system to further enhance the mutual relationship between the supervisors and these employees. Programs should be implemented within an organization so that close supervision can be done and they can be better evaluated. Also, supervisors need to identify the career development challenges faced by them and assist them in the form of instrumental, emotional, informational and appraisal ways so that they can climb up the career ladder. According to the nature of the job of the majority of them, they have to perform their duties outside the organization. Therefore, supervisor need to consider the challenges they face in such a situation and should always be given the supervision as they need to perform their duties properly. And also, these employees should always work to maintain an effective relationship with the supervisor

5.4. Limitations

Although many factors of POS have been identified, only four variables have been considered in this study. So, it is very important to observe other factors also. Because of Covid 19 situation in the country, here had to collect data online through a Google form. There was a problem with the authenticity of the information provided. Because some respondents were afraid to respond to the questionnaire.

The study was based solely on secondary level female employees working in the divisional secretariats in one of the districts of Sri Lanka due to practical information retrieval issues. Therefore, the findings will be applicable only for selected employee categories in the selected area.

5.5. Suggestions for Future Research

The findings of the study showed that organizational justice does not have a significant impact on Women career development. Future researchers can focus on the career development of Women working in another organization or same institution in another area and study whether this variable has a significant impact on Women career development. It is better to conduct the same study in relation to other organizations as well. Although the effects of four variables are studied here, future researchers can also study the effects of other sub variables on WCD

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