

Instilling the Influences of HRM Practices and Proactive Personality on the Career Advancement of Working Women

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The career advancement of women has been a point of contentious consideration for decades. Despite the industrial policies, regulations, local government initiatives, and laws on gender discrimination, women still face challenges and issues particularly when considering their employment, education, career advancement, and the holding of public offices. Similarly, in terms of pay scale, women are offered less compared to their males in the same position. The current study examines the influences of HRM practices (recruitment and selection, training and development, compensation, performance appraisal, and succession planning) and proactive personality on the career advancement of working women. The current study considers a sample of 327 working women in supervisory, managerial, and director level position in manufacturing firms, and a total of 395 questionnaires were distributed. The findings showed that HRM practices (recruitment and selection, training and development, compensation, performance appraisal, and succession planning) positively and significantly influence the career advancement of working women. Furthermore, a proactive personality also influences a woman's career advancement positively and significantly; however, proactive personality as a moderating factor has a significantly negative effect. The findings of the current study were consistent with the literature; however, the current study introduced HRM practices and proactive personality into social cognitive career theory. The findings of the current study opens up new paradigms for future researchers to assess the factors that influence the career advancement of working women.

Key words: *Women career advancement, Proactive personality, recruitment and selection, training and development, compensation, performance appraisal, succession planning.*

Introduction

The career advancement of women has been a point of contentious consideration for decades. As women have continued to increase their participation in the workforce, organizations and departments have started implementing strategies, policies, and programs to ensure and support gender equality. This is in addition to the efforts of local regulatory bodies and authorities to enact laws, regulations, policies, and guidelines that facilitate and encourage the equal participation of women at the organization level, that quash unfair practices (e.g. gender-based discrimination), and that promote the benefits of women participation in the workforce. To date, studies into the career advancement of working women have considered the effects of work environment, behavioural effects of co-workers, individual characteristics, the role of leaders/managers, interplay between gender role, social factors, and power structures.

Unless both males and females are considered to be pillars of society that equally and significantly contribute in all spheres of life, it is not possible to make significant societal progress (Sadaquat & Sheikh, 2011). The literature reveals that a number of barriers and challenges are faced by males and females alike who wish to advance their career; however, the literature also affirms that women face more challenges or obstacles than men (Armstrong & Rounds, 2010). Furthermore, the literature also asserts that females have capabilities and skills that are equal to that of males. Females have always equally participated in the social-economic development of society, and yet it has been observed that females contribute minimally in operational-, managerial-, and strategic-level positions because organizational policies and procedures are not supportive of females.

However, global paradigm shifts have been observed during the 21st century, and societies have in turn observed that a limited number of women are equipped with the required level of skills and competencies to perform jobs in a competitive environment (Bamiatzi, Jones, Mitchelmore, & Nikolopoulos, 2015; Judge & Zapata, 2015). Despite this paradigm shift, only 12% of seats at a board level are held by women. Furthermore, the literature suggests that women boast similar career achievements to their male counterparts; however, their career path is still differs from that of males in terms of pay, promotions, advancement, and opportunities (Burke, Koyuncu, & Wolpin, 2012). Across all counties, women are still underrepresented despite the availability of strategic-level options, Pakistan is no exception. Furthermore, reduced schedules and part-time work are considered feminine because women in industrial societies still adhere to traditional gender roles.

Despite the industrial policies, regulations, local government, and laws on gender discrimination, women are still facing challenges and issues particularly when considering their employment, education, career advancement, and the holding of public offices, etc.



Similarly, in terms of pay scale, women are offered less compared to males for the same position (Blau & Kahn, 2017; OECD, 2017; BBC, 2018). Moreover, women are hindered by a serious wage discrepancy, earning just 77% of their male counterparts. As of 2015, the average annual earnings of women accounted for \$11,000, which is far below \$21,000 average of men (Catalyst, 2017). Furthermore, the rate of participation of women in the working force at an international level reduced to 49% in 2015 from 52.4% in 1995 (Catalyst, 2017). Females were given access to limited positions at operational and managerial levels so their contribution to social-economic development remains invisible. During all phases of social-economic development, women have fared worse than men (Egbuta, 2018).

During the last three decades, several studies have documented the career advances of skilled female professionals and managers across various sectors. This indicates that there is a gradual reconfiguration of top management positions away from males and towards females (Ismail & Ibrahim, 2008). These studies highlight the significance of HRM best practices on gender diversity and inclusiveness within the work environment. Gender issues have been documented as critical factors in the domain of organizational performance, as well as in career advancement (Ejumudo, 2013).

Literature Review

Women Career Advancement Current Status

The literature on the career advancement of working women reveals that the participation of professional women has increased at different rates over time. Statistics from S&P 500 companies in the USA reveal that women participate in 45 percent of the total workforce. However, 36.8% are in operations, 25.1% are in managerial positions, only 19.2% percent hold board seats, and just 4.6% are able to reach CEO positions (Catalyst, 2019). Although the percentages differ slightly, similar statistical patterns have been reported in countries throughout the world. In the field of law, women account for 47.2% of students, 45.4% of associates, but only 19.2% of partners. In the case of healthcare, woman make 78.4% of the labour and social care, 14.6% of senior positions, and just 12.4% of women hold board of directors positions. A similar pattern has been reported in education sectors across the world: women hold 43.4% all tenure track positions, 23.6% of faculty member positions, and just 19% of professorships. Furthermore, the National Research Council (NRC) of the United States reports a significant decline in women faculty members' in research-intensive institutions across the lecturer, assistant, associate, and professor ranks (Catalyst, 2019; NIST, 2019).

Define Correct HRM Practices Concept

HRM practices involve the process of attracting, selecting, motivating, and retaining human capital to ensure a higher level of sustainable performance (Schuler and Jackson, 1987). Human resource management practices are a set of practices and policies that can be implemented and followed in order to facilitate human capital playing a significant role in the achievement of organizational objectives (Delery and Doty, 1996). An appropriate set of human resource management practices can positively and significantly influence employees' commitment to their employer (Purcell, 2003). A key set of HRM practices are recruitment and selection, training and development, compensation, performance appraisal, and succession planning (Snell and Dean, 1992; Pfeffer, 1998).

HRM Practices and Women Career Advancement

The practices of HRM help to increase the capabilities and skills of employees and enhance their career in the modern world (Way, 2002; Vlachos, 2008; Subramanian, Miquel Verd, Vero, & Zimmermann, 2013). Kehoe and Wright, (2013) described the HRM as an abstraction of the efficiency of improvement of women's career in terms of applying different practices that are based on the designing of the proper system (Agarwala, 2003; Kehoe & Wright, 2013).

In the recent time period, most researchers are interested in studying the domain of career advancement with the help of HRM practices and investigating the effect of HRM practices on organizational performance. HRM practices play a significant role in the corporate sector while in SMEs, their role is not quite so pronounced because of their limited size and resources (Klaas, McClendon, & Gainey, 2000). However, the role of HRM practices in the SME sector is informal and not intelligible (De Kok & Uhlaner, 2001).

The literature affirms that there is a lack of fair HRM practices, particularly in developing countries, that attract, select, post, and develop career opportunities for women because the relevant HRM policies are not being properly followed (Idris, 2014; Marchington, 2015). Instead, there are only invisible guidelines that are based on religion, gender, state of origin, ethnicity, and other factors (Bhopal, 2019).

Training and Development in the Career Advancement of Working Women

Training is a systematic initiative that facilitates employees in the attainment of the skills and knowledge that are necessary to complete their job tasks. The timely attainment of these skills ultimately translates into organizational improvement (Armstrong, 2006; Tyagi, Cai, Yang, & Chambers, 2015). There is a wealth of literature that suggests that training and

development can positively and significantly contribute to organizational growth. Training refers to the method or approach being used by the organization to equip and develop the skills of their employees (Dessler, 2008). Organizations in developed and developing countries use extensive training programs to improve their employees' performance and achieve a competitive advantage (Brown & Heywood, 2005). A number of training and development programs were designed to achieve the required level of change in employees' performance and their career.

H1: Training and development positively and significantly influences the career advancement of working women.

Recruitment and Selection in the Career Advancement of Working Women

Recruitment and selection are some of the key functions of human resource management practices in any organization (Collings, Wood, & Szamosi, 2018). The term recruitment and selection refers to the process of attracting and selecting the appropriate candidate to perform the required set of duties. The performance of an organization depends on the human capital it acquires (Gamage, 2014). Organizations spend a significant amount of time on the recruitment and selection process. This is to minimize the chance of selecting an incompetent candidate, whose presence would increase organizational costs and affect the organization's performance (Gilani & Jamshed, 2016). The underpinning objective of the recruitment and selection process is to attract and select an appropriate candidate who can achieve the strategic objectives of an organization at minimal cost (Ofori & Aryeetey, 2011).

H2: Recruitment and selection positively and significantly influence the career advancement of working women.

Compensation in the Career Advancement of Working Women.

Compensation is a process that defines and governs provision of monetary benefits to employees in exchange for the services they offer. Compensation is another function of effective human resource management practices (Guest, 2017). Competitive benefits attract appropriate candidates who can achieve the strategic objectives of an organization. Compensation is also a competitive tool that ensures loyalty and reduces organizational costs by reducing employee turnover (Kumar & Pansari, 2016). Compensation includes basic pay, bonuses, overtime, accommodation, traveling, stock options, medical, commissions, profit sharing, and other benefits. Recent literature has reported that approximately 20 percent of employees switch their current jobs within five years due to non-competitive compensation (Tanwar & Prasad, 2016). The literature also affirms that effective and competitive

compensation policies positively and significantly influence organizational performance through career advancement (Dajani, 2015).

H3: Compensation positively and significantly influence the career advancement of working women.

Performance Appraisal in the Career Advancement of Working Women.

A process of evaluation measures employee performance against an assigned set of tasks over a certain period of time (Kanfer, Frese, & Johnson, 2017). The underpinning objective of performance appraisal is to increase the self-esteem and motivation of employees. Performance evaluation increases productivity, which can translate into organizational performance and the career advancement of working women (Hassan, 2016). Transparency of performance and appraisal boosts employee motivation, which ensures sustainable organizational growth and steady career advancement (Singh, 2004).

H4: Performance Appraisal positively and significantly influences the career advancement of working women.

Succession Planning in the Career Advancement of Working Women

Succession planning is a function of human resource management that ensures that a vacant position is filled by an appropriate candidate (Mwangi, 2019). Effective human resource management practices ensure that candidates with appropriate skills and capabilities are positioned to perform their assigned tasks, which translates into overall organizational performance (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). Effective human resource management practices motivate employees toward career advancement and organizational loyalty (Stewart & Brown, 2019).

H5: Succession Planning positively and significantly influences the career advancement of working women.

Moderating Role of Proactive Personality

An individual's proactive personality is based on their different tendencies, for instance, their creativity and innovation, initiative, dynamism, and tenacity (Donate, Peña, & Sanchez de Pablo, 2016). According to recent studies, an individual's proactive personality can contribute to their career advancement "because they utilize both contest-mobility and sponsored-mobility pathways to career advancement" (Fuller Jr & Marler, 2009). The proactive personality of the individual is based on future-oriented and self-initiated interest to

self-improvement (Parker, Bindl, & Strauss, 2010). From this study, we assumed that those with proactive personalities are more likely to pursue and be accepted for mentorship (Liang & Gong, 2013).

H6: Proactive personality moderates the relationship between Training and Development and the career advancement of working women.

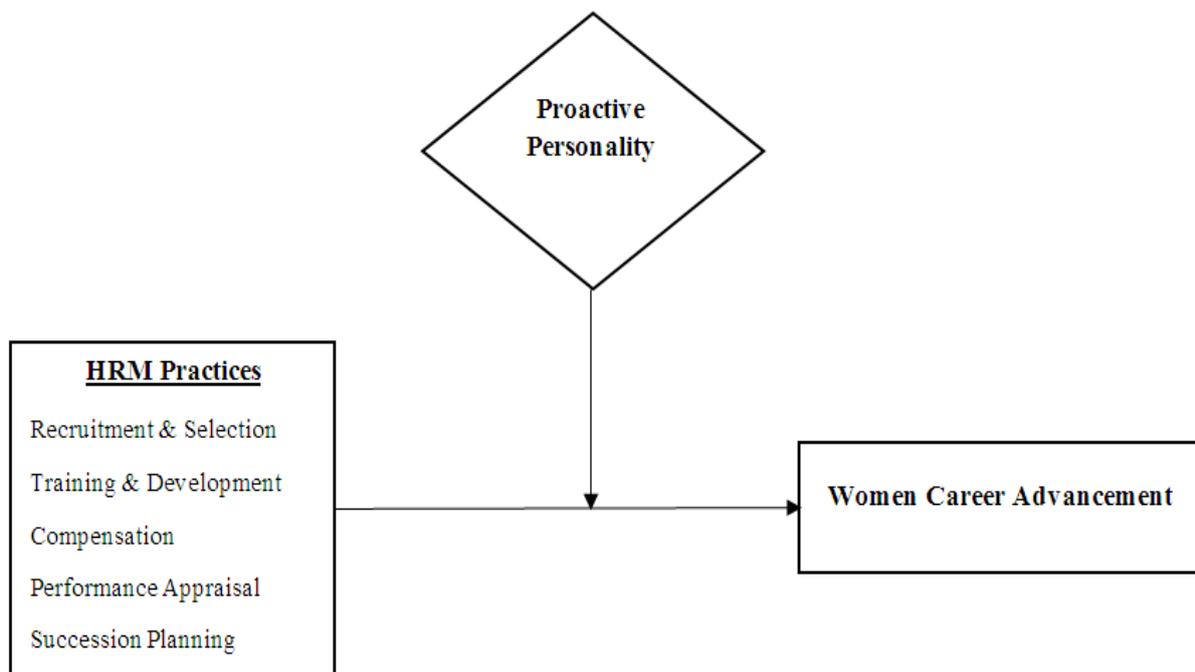
H7: Proactive personality moderates the relationship between recruitment and selection and the career advancement of working women.

H8: Proactive personality moderates the relationship between compensation and women's career advancement of working women.

H9: Proactive personality moderates the relationship between performance appraisal and the career advancement of working women.

H10: Proactive personality moderates the relationship between succession planning and the career advancement of working women.

Figure 1. Theoretical Framework



Method

Population and Sampling Technique

Population

The population of the current study is working managerial women based on the dataset that has been published by the economy survey of Pakistan (PBS, 2019). According to the Pakistan Bureau of Statistics, working women currently participating in the workforce are considered to be the population of the current study. To calculate the minimum sample size, a G*Power 3.1.9.2 tool was employed using a linear multiple regression based on an effect size $f^2 = 0.15$, a power of 0.99 (1- β err prob) and α err prob of 0.05 (Cohen, 1988). Based on the calculation of G*Power, a minimum sample size of 107 was required to validate the findings of the current study. Furthermore, based on the criteria given by Krejcie, and Morgan, (1970) a sample size of 351 was required based from the given population, a total of 395 questionnaires were distributed. After a strong follow-up, a total of 345 questionnaires were returned, of which, 327 questionnaires were used for analysis and 18 questionnaire were excluded due to missing values (Mellahi & Harris, 2016).

Data Collection Procedure

The survey-based technique was considered more appropriate to the achievement of research objectives in the current study (Short, Lee-Mortimer, Luttrupp, & Johansson, 2012). The questionnaires were distributed personally and self-administrated to ensure a higher response rate. A brief description of the questionnaire was given before the questionnaire was filled out, and respondents were assured that all responses and information would be kept confidential. The data collection procedure was systematic and was completed based on the calculated sample size. This study used a questionnaire as a tool for collecting data. Furthermore, the final version of the questionnaire comprised 42 items that measured the required constructs, and this also included demographic questions.

The current study adapted 27 items using a multidimensional scale to measure the role of HRM practices in the career advancement working women (Demo, 2012). A Cronbach value of 0.905 was acquired from our sample. In accordance with most previous literature, employee performance was used as a measure for HRM practices and its influence on firm performance. (Grobelna, Sidorkiewicz, & Tokarz-Kocik, 2016; Mayes, Finney, Johnson, Shen, & Yi, 2017). The current study adapted a scale for proactive personality based on 10 items suggested by previous literature (Seibert, Crant, & Kraimer, 1999; Liang & Gong, 2013). The value of Cronbach alpha in our sample was 0.808. Previous studies have used the same scale for the measurement of proactive personality (Bateman & Crant, 1993; Fuller Jr & Marler, 2009). The scale of career advancement was adapted from (Nabi, 2001), and the

value of Cronbach alpha in the case of our sample is 0.779. The adapted scale consists of 5 items.

Results

The respondents of the current study comprised women working in managerial positions (above supervisor level) in the manufacturing sector in Pakistan. The sample includes a diverse variety of respondents from the pre-degree to the master's degree level and above, and from ages 21 to 61 and above. A large proportion of the respondents were from supervisory and managerial positions. The self-administration survey-based method was adopted to achieve a higher response rate, and a total of 345 questionnaires were received, of which 327 were used for analysis.

Table 1 shows the demographics of respondents based on their position, age, and education. Respondents included: 155 from supervisory positions, 101 from managerial positions, and 71 from directorial positions. The age of the 82 respondents varied from 21 to 30 years old; 55 respondents were 31-40 years old, 102 respondents were 41-50 years old, and 88 respondents were 51-60 years or above. In terms of education, there were 48 pre-degree respondents, 69 respondents who had qualified for a degree, 105 respondents who had qualified for a master's degree, 10 respondents who had PhDs, and 95 whose level of education was listed as "other".

Table 1: Demographics of respondents

		Frequency	Percent	Cumulative Percent
Position	Supervisors	155	47.40	47.40
	Managerial	101	30.88	78.28
	Directors	71	21.72	100
Age	21-30	82	25.06	25.06
	31-40	55	16.79	41.86
	41-50	102	31.26	73.12
	51-60 Above	88	26.87	100
Education	Pre-Degree	48	14.67	14.70
	Degree	69	21.10	35.80
	Master	105	32.11	67.90
	PhD	10	3.05	70.90
	Other	95	29.05	100

Mean and Correlation

The values of correlation, mean, and standard deviations are reported in Table 2 for all measured constructs. The values of the coefficient of correlation can be positive or negative based on the strength and magnitude of the relationship among the measured constructs. The results indicate a positive and significant relationship among the measured constructs. For instance, there appears to be a positive and significant relationship between women's career advancement and all other constructs, namely proactive personality and HRM practices. The initial results of the correlation matrix establish the presence and significance of the relationships between the measured constructs.

The mean and standard deviation values are: for training and development, 3.5 (0.61); for recruitment and selection, 2.9 (0.2); for compensation, 3.1 (1.1); for performance appraisal, 3.2 (1.2); for succession planning, 3.6 (0.9); for HRM practices, 2.9 (1.32); for proactive personality, 2.5 (1.17); and for women career advancement, 3.5 (0.81). The value of the correlation between proactive personality and HRM practices is 0.41. Women's career advancement has a correlation value of 0.32 with HRM practices and 0.33 with proactive personality. The value of correlation between all the measured constructs indicates a positive relationship between recruitment and selection and succession planning, compensation and succession planning, performance appraisal and succession planning, and compensation and proactive personality.

Table 2: Correlation efficient, Mean, and Standard deviation

Constructs	Mean	SD	1	2	3	4	5	6	7	8
Training and Development	3.5	0.61	1							
Recruitment and Selection	2.9	0.2	0.66	1						
Compensation	3.1	1.1	0.55	0.66	1					
Performance Appraisal	3.2	1.2	0.50	0.61	0.71	1				
Succession Planning	3.6	0.9	0.03	-0.01	-0.20	-0.0	1			
Proactive Personality	2.5	1.17	0.36	0.02	-0.40	0.00	0.36	0.03	1	
Women Career Advancement	3.5	0.81	0.44	0.20	0.08	0.14	0.44	0.17	0.51	1

The results of factor analysis have been reported in Table 3. The factors analysis has been performed to test the validity of items being adapted and measure the constructs being used in the current study. The results of the factor analysis show that every construct item is

appropriate for the measurement of relevant constructs. The current study considers the threshold value of item loading to be 0.50 (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017).

Table 3: Factor Loadings

Constructs	Items	Loading	Cronbach	rhoA	CR	AVE
HRM Practices			0.90	0.94	0.92	0.658
	HRMR1	0.71				
	HRMR2	0.86				
	HRMR3	0.80				
	HRMR4	0.53				
	HRMR5	0.76				
	HRMR6	0.89				
	HRMT1	0.59				
	HRMT2	0.81				
	HRMT3	0.83				
	HRMT4	0.86				
	HRMT5	0.93				
	HRMT6	0.52				
	HRMC1	0.91				
	HRMC2	0.72				
	HRMC3	0.71				
	HRMC4	0.91				
	HRMC5	0.76				
	HRMP1	0.73				
	HRMP2	0.86				
	HRMP3	0.90				
	HRMP4	0.88				
HRMP5	0.89					
HRMS1	0.85					
HRMS2	0.79					
HRMS3	0.76					
HRMS4	0.67					
HRMS5	0.68					
			0.808	0.822	0.849	0.736
Proactive Personality						

	Pro1	0.72				
	Pro2	0.63				
	Pro3	0.60				
	Pro4	0.64				
	Pro5	0.56				
	Pro6	0.69				
	Pro7	0.53				
	Pro8	0.60				
	Pro9	0.61				
	Pro10	0.68				
Women Career Advancement			0.779	0.795	0.847	0.525
	WC1	0.65				
	WC2	0.70				
	WC3	0.79				
	WC4	0.74				
	WC5	0.71				

The measurement model is assessed based on the following statistical tools: (i) reliability, (ii) convergent validity, and (iii) discriminant validity.

Discriminant Validity

There are various methods suggested by relevant literature to assess discriminant validity; however, the heterotrait-monotrait (HTMT) ratio is considered the most appropriate tool to assess the discriminant validity, based on the statistically proven criticism of Fornell-Larcker and other techniques (Henseler, Ringle, & Sarstedt, 2015). Moreover, there are two schools of thought: one claims that the upper threshold value of HTMT is 0.85, while another claims that the upper threshold limit of HTMT is 0.90 (Gold, Malhotra, & Segars, 2001; Kline, 2011). The results of HTMT for the current study fit within the required limit. The findings of the HTMT ratio for the current study are reported in Table 4.

Table 4: Discriminant Validity (HTMT Ratio)

	TD	RS	Com	PA	SP	PP	WCA
Training and Development							
Recruitment and Selection	0.77						
Compensation	0.58	0.71					
Performance Appraisal	0.60	0.71	0.70				
Succession Planning	0.21	0.25	0.30	0.43			
Proactive Personality	0.24	0.17	0.23	0.332	0.80		
Women Career Advancement	0.22	0.26	0.24	0.33	0.65	0.590	

Structural Model Assessment

The assessment of the structural model is based on a resampling of 5000 using bootstrapping and consideration of the values of t-statistics, beta, and R-Square (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). The value of p-statistics indicates the presence or absence of effect from one construct to another; however, to test the size of this effect, the value of q-square and f-square need to be considered (Sánchez-Mendiola, Kieffer-Escobar, Marín-Beltrán, Downing, & Schwartz, 2012). To ensure the assessment of structural models, studies need to report both statistical significances along with the size of their effect (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). As per this suggestion, the findings of statistical significance and effect size are reported in Table 5.

The results indicate that training and development positively and significantly influence women career advancement ($\beta = 0.32$, $t=2.93$, $p<0.01$), recruitment and selection have a positive and significant relationship with women career advancement ($\beta = 0.40$, $t=3.09$, $p<0.01$), effective compensation practices positively and significantly influence women career advancement ($\beta = 0.41$, $t=2.44$, $p<0.01$), performance appraisal has a positive and significant association with women career advancement ($\beta = 0.31$, $t=2.38$, $p<0.01$), and effective practices of succession planning positively and significantly influence women career advancement ($\beta = 0.28$, $t=2.49$, $p<0.01$).

Proactive personality also indicates a positive and significant relationship with women career advancement ($\beta = 0.528$, $t=8.28$, $p<0.01$). Moreover, the results indicate that proactive personality positively and significantly moderates the relationship between training and development and women career advancement ($\beta = 0.31$, $t=2.19$, $p<0.01$), proactive personality indicates a native but significant relationship between recruitment and selection and women career advancement ($\beta = -0.43$, $t=-3.57$, $p<0.01$), proactive personality moderates a negative and insignificant relationship between compensation ($\beta = -0.03$, $t=-0.23$, $p>0.01$) and performance appraisal ($\beta = -0.06$, $t=-0.66$, $p>0.01$) and women career advancement. Moreover, proactive personality positively and significantly moderates the relationship between succession planning and women career advancement ($\beta = 0.22$, $t=7.98$, $p<0.01$).

Table 5: Testing of Hypothesis

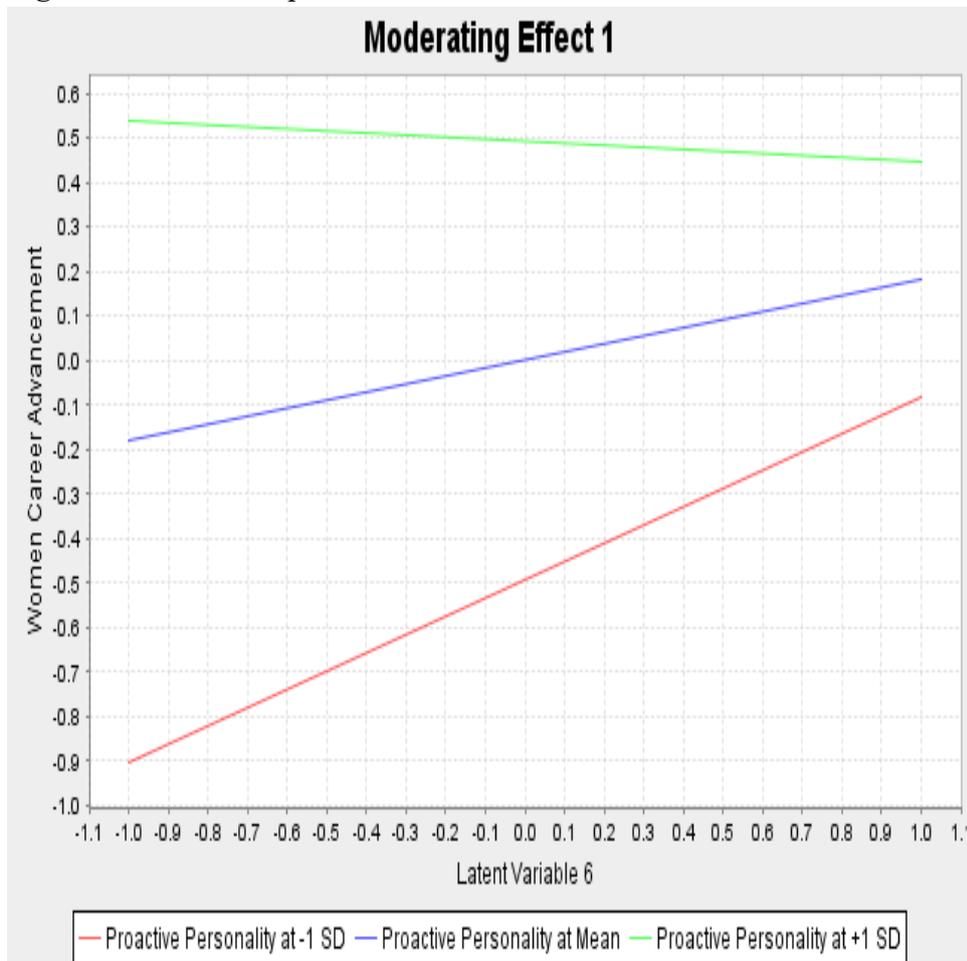
Relationship	Std. Beta	Std. Err	t-value	Decision	VIF	R-Square
Hypothesis 1	0.32	0.11	2.93	Supported	1.40	
Hypothesis 2	0.40	0.13	3.09	Supported	1.20	
Hypothesis 3	0.41	0.17	2.44	Supported	1.37	
Hypothesis 4	0.31	0.13	2.38	Supported	1.04	
Hypothesis 5	0.28	0.11	2.49	Supported	1.46	0.317
Hypothesis 6	0.31	0.14	2.19	Supported	2.24	

Hypothesis 7	-0.43	0.12	-3.57	Supported	2.84	
Hypothesis 8	-0.03	0.14	-0.23	Supported	2.04	
Hypothesis 9	-0.06	0.09	-0.66	Supported	1.518	
Hypothesis 10	0.22	0.03	7.98	Supported	1.957	0.372

The interact plot in Figure 2 presents the moderating relationship between proactive personality and women career advancement. The results shown in Figure 2 indicate that proactive personality negatively moderates the relationship between HRM practices and women's career advancement.

Interaction Plots

Figure 2: Interaction plot



Discussion and Conclusions

The results of the current study affirm that effective implementation of HRM practices positively and significantly influences women's career advancement. The proactive personality of women also positively and significantly influences women's career advancement. Furthermore, the results show that proactive personality negatively but significantly moderates the relationship between HRM practices and women's career advancement. However, previous studies that document the impact of HRM practices and proactive personality on women's career advancement are limited. This paper discusses the role of HRM practice in women's career advancement while considering the social cognitive career theory as an underpinning theory. The findings of the current study indicate that these two constructs are more relevant to women's career advancement, and women in the labour market need to consider these constructs while planning their career.

Managerial Implications

The findings of the current study indicate the effectiveness of HRM practices on women's career advancement, particularly cases where women are working at an operational, managerial, or strategic level. The proactive personality of women supports women's career advancement in their relevant position. One of the possible reasons for negative effects could be the lack of education, because in this study's sample, most of the respondents were from mid-level to graduation-level education backgrounds. Another reason may be the age factor, because a large proportion of the sample were aged 41-65, which represents approximately 70 percent of the sample size. The findings of the current study align well with previous literature, except for the findings that suggested a negative and significant relationship with proactive personality as a moderator.

Theoretical Implications

The social cognitive career theory explains the interrelated aspects of career advancement. This paper discusses the role of HRM practice in women's career advancement while considering the social cognitive career theory as an underpinning theory. Furthermore, the role of a proactive personality is considered a moderating factor. The theoretical model of the current study is reflective of the underpinning theory. This study theoretical contributes by introducing the role of HRM practices as an exogenous construct and the impact of proactive personality as a moderating factor. The findings of the current study reveal that effective implementation of HRM practices significantly and positively influences women's career advancement, and moreover, proactive personality positively and significantly influences women's career advancement.



Suggestion for Future Research

Future research studies need to consider these constructs to validate the findings of the current study. The findings of the current study are based on a sample from Pakistan, but this framework can be tested in other countries of similar size and economic nature economy in the region. The sample of the current study is quite diverse, and one might come up with different findings to the current study. The results of the study might differ if all the respondents are educated or skilled, and they may also vary based on the nature of the subject industry or sector.

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