

Engendering

The Public Service

Sharifah Zarah Ahmad



Ministry of Women,
Family and Community Development
MALAYSIA



About the Book-Readers Views

'This book should inspire planners and policy makers to find more creative solutions to enhancing women's participation and representation in decision making',

Dato' Ismail Adam,
*Director General
of Public Service Malaysia,*

'This book brings out the complex and multifaceted character of gender issues in the public service which have contributed to the lower representation of women at management level. Its uniqueness includes the author's ability to relate and critically analyse its findings with the theoretical framework used in this study. A well researched work and should be an excellent reference for managers, policy makers, planners, academicians and those interested in gender studies in general, and gender in management in particular'.

Dato' Dr. Wan Abdul Aziz Wan Abdullah,
*Deputy Director General
Economic Planning Unit
Prime Minister's Department
Malaysia.*

'A study that breaks new ground in the area of women in management in Malaysia. It provides much more specific and detailed data and analysis than hitherto been available concerning the position of women and men at each stage of their career development, and the different obstacles women face as compared with men in climbing up their career ladder. It is hoped that its findings will encourage the formulation of additional measures and strategies to enhance women's career advancement'.

Dr. Mohd. Nasir bin Mohd. Ashraf,
*Secretary General
Ministry of Health
Malaysia.*

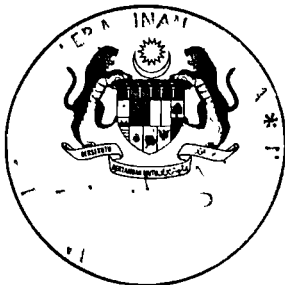
'This is a path breaking study of the recruitment and promotion of women in the Malaysian public service. The author's assiduous use of cohort analysis and documentary evidence allows us to move beyond anecdotes and opinions about 'glass ceilings', offering empirically-grounded insights into the important questions she surveys. This is essential reading for anyone interested in the inner workings of a Southeast Asian bureaucracy, and for anyone concerned with the inescapable salience of gender in large organisations.'

Duncan McCargo,
*Professor of Southeast Asian Politics
University of Leeds
United Kingdom.*



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**Ministry of Women,
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Development**

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1007048



*Ministry of Women,
Family and Community Development*



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LEADERSHIP
FOUNDATION
YAYASAN
KEPIMPINAN
PERDANA

Published by:

Ministry of Women, Family and Community Development,
Level 1-5, Block E,
Bukit Perdana Government Office Complex,
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First Print: September 2005

Book Cover – Illustration

The beauty of the Songket, which originates merely from a piece of white cloth, is the creation of the artist. It illustrates that gender norms, which is socially constructed, can be changed by engendering the social relations

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**The Right Honourable Dato' Seri Abdullah
Haji Ahmad Badawi
Prime Minister of Malaysia**

“In today’s world, any nation that hopes to realise its full potential, needs to harness all of its human resources. Women already play an important role in the employment market, and in decision-making processes, in both the public and private sectors. The vision and leadership of women, their knowledge and skills, their energy and drive, can and have benefited entire communities. However, to fully achieve the potential, we need to create more sensitive public and private sectors, where men and women can participate and contribute equally in the development of the country... with greater commitment shown by the government and other stakeholders, we are confident that the 30 per cent target for women’s participation at the decision-making level, as set by the government, will be achieved”

**Women Summit, 2003 and
NAM Ministerial Meeting, 2004**

