

## The Impact of Demographic Variables on Managerial Competencies and Career Advancement: Cases from the United Emirates and Malaysia



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One of the greatest challenges facing global organizations is the need for organizational standards for performance and career advancement that transcend cultural and national identities. Thus, this research paper examines the use of managerial competencies and their role in the career advancement of 338 managers in two different countries: The United Arab Emirates and Malaysia. Specifically, the research focuses on the impact of selected demographics (gender, education, and organizational culture) on the use of managerial competencies and career advancement. The descriptive-correlational survey method was used. Research findings show that both gender and the nature of the company do not significantly impact managerial competencies or career advancement; whereas, education has a significant impact on managerial competencies and career advancement. Given the limited research on the role of demographics on competencies and career advancement in non-western countries, this research study provides significant insights on the use of competencies as universal standards for performance and career advancement.

Keywords: Education, demographics, gender, organizational culture, career advancement, managerial competencies, United Arab Emirates, Malaysia