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 major challenges facing global organizations is the establishment of consistent standards for managerial performance and career advancement across diverse cultural and organizational environments. Understanding how demographic characteristics influence managerial competencies is essential for promoting equitable professional development and organizational effectiveness. This study examined the influence of selected demographic variables, particularly gender, educational attainment, and organizational characteristics, on managerial competencies and career advancement in the United Arab Emirates and Malaysia. Employing a descriptive-correlational survey design, the study involved 338 managers from organizations in both countries to investigate the relationships among demographic characteristics, managerial competencies, and career progression. Findings revealed that gender and the nature of the company did not significantly influence managerial competencies or career advancement, whereas educational attainment demonstrated a significant relationship with both variables. These findings highlight the importance of education in strengthening managerial competencies and supporting professional advancement across different organizational contexts. The study contributes to the understanding of competency-based human resource management and provides insights for organizations seeking to establish inclusive professional development practices. Furthermore, the findings have implications for advancing the United Nations Sustainable Development Goals, particularly SDG 4 (Quality Education), SDG 5 (Gender Equality), and SDG 8 (Decent Work and Economic Growth), by informing discussions on lifelong learning, equitable career opportunities, and workforce development. The study underscores the potential value of evidence-based managerial development strategies in fostering more inclusive and sustainable organizational practices.

Keywords: Business management, managerial competencies, career advancement, descriptive-correlational research, United Arab Emirates, Malaysia

SAMPLE ABSTRACT

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