

Factors Affecting Career Success of Managers in Muslim Business Organization

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Abstract: This paper presents the phenomenological study for examining the factors affecting career success of managers in Muslim organizations. As the career success for Muslim managers are perceived differently compared to traditional concept of career success, a qualitative study was conducted to identify the factors affecting the Muslim managers' career success. Total 13 respondents, 10 males and 3 females, were interviewed. This study found that the primary factors influencing the career success of managers in Muslim business organization include goal and dedication, compensation package. Support from family, work-life balance, and spirituality. Regarding spirituality, Muslim manager voiced several issues such as faith in Allah, trust in rizki, sharing knowledge and helping others, belief in akhira, etc.

Keywords: Career success, Islamic spirituality, Muslim manager, Muslim business organization, Work-life balance

1. Introduction

Traditionally "career success" was defined as the "positive psychological and work-related outcomes accumulated as a result of one's work experiences" (Seibert and Kraimer, 2001). There are two different parts of career success such as objective and subjective career success which are considered to be interactive. Objective career success refers to the objectively observable outcomes, such as status, promotions and salary (Seibert and Kraimer, 2001). The objective measure of career success is found to be predominant in the body of career success research. Hall and Chandler (2005) argued that the focus of the objective career success was found to be consistent due to the hierarchical organisations where employees' career success was largely defined by promotion, rank, salary and retention (Barnett and Bradley, 2007).

Whereas, according to Heslin (2005), subjective career success is defined by an individual's reactions to his or her unfolding career experiences. Recognition of the importance of subjective success is deep rooted and dates back at least to Thorndike's (1934). Subjective career success is most commonly operationalized through either job satisfaction or career satisfaction. Judge, T. A., Higgins, C. A., Thoresen, C. J., & Barrick, M. R. (1999) argued that as individuals who are dissatisfied with many aspects of their jobs are unlikely to consider their careers to be successful where job satisfaction becomes the most relevant aspect of subjective career success. Other studies (e.g., Boudreau, Boswell, & Judge,

2001; Judge et al., 1995) have also identified job satisfaction as a representation for subjective career success where the criterion for success is internal rather than external. Both of these dimensions of career success are traditionally achieved through self-confidence, personal impact, outstanding performance, communication skills, and interpersonal competence. However, this approach cannot bring ultimate success in human life. The true success is sought by people from every corner of the world regardless of gender, race and religion. Spirituality is thought to be one of the holistic ways to achieve ultimate success. As a result, the present state of research in the field of spirituality is in many ways reminiscent. Researchers are still trying to define basic terms, determine standards for measurement and interpretation, and explore the interrelationships between various variables and the impact on organizational behaviour, leadership and performance. However, some researches are available in the field of workplace spirituality. Izak (2012) argued that according to Krishnakumar and Neck (2002) "the experience of spirit at work is linked with increased creativity, honesty, trust, and commitment in the workplace, along with an enhanced sense of personal fulfillment of employees". Spiritual individuals are more intelligent, wiser (Heaton, D. P., Schmidt-Wilk, J. and Travis, F. 2004), more empathic, less anxious (Harung, H. S., Heaton, D. P., Graff, W. W. and Alexander, C. N. 1996) and happier (Heaton et al., 2004) than their non-spiritual colleagues. More philosophical explanation can be seen from Dalai Lama (2005, p 220) as "[...] spirituality is a human journey into our internal resources, with the aim of understanding who we are in the deepest sense [...] and of discovering how to live according to the highest possible ideal".

According to Rego, A., Cunha, M. P. and Souto, S. (2007) the workplace spirituality, the union of wisdom and compassion, has been widely taken by several authors as a desirable means to deal with the modern organizational life, to improve worker well-being, and to promote organizational performance (Giacalone & Jurkiewicz, 2003; Gull & Doh, 2004; Jurkiewicz & Giacalone, 2004). Dhiman and Marques (2011) stated that despite the wide interest and optimism in workplace spirituality over the past two decades, "the field is full of obscurity and imprecision for the researcher, the practitioner, the organizational analyst and whoever attempts

to systematically approach this relatively new inquiry field” (Gotsis and Kortezi, 2008). Although there is no consensus over the definition of spirituality yet exists, a review of most frequently cited definitions of workplace spirituality reveals the following key components: meaning and purpose in life, sense of interconnectedness and belongingness, and personal joy and fulfilment (deKlerk, 2005; Fry, 2003; Adams and Csiernik, 2002; Giacalone and Jurkiewicz, 2003; Sheep, 2006). Similarly, Strack (2001) considers two dimensions of spirituality. The first dimension is called definitive dimension of spirituality which is composed of faith, prayer, and or mediation involving the transcendent. The second dimension is of correlated dimension of spirituality which is composed of honesty, humility and service to others. However, the common ground among the different definitions of spirituality is the personal relations and experience with supreme power (Tischler, Biberman, & Mckeage, 2002).

According to Islam, the complete way of life, human being consists of two parts namely the body (the physical dimension) and the spirit. Al-Gazzali (2004) indicated that human beings have four distinguished classes of characteristics; animal characteristics, evil characteristics, wild characteristics and spiritual characteristics. Spirituality is rooted into faith demonstrated by the five pillars of Islam namely *tawhid*, prayer, fasting, pilgrimage to Mecca, and charity. These pillars are the means by which Muslims are connected to their lord Allah. It is worth to mention that spirituality does not depend on facial looks or wealth, personal backgrounds or race, but depends on the practice of five pillars of Islam. Hawa (2004) hypothesized that spirituality could not be maintained unless Muslims are connected to his lord Allah with these five main activities. Finally, comparing views of spirituality and Islamic spirituality, a common ground was observed which is the realization of the existence of supreme power and the importance of the relationship with him. As such the objective of this qualitative study is to find out the factors those contribute to the career success of Muslim managers and finally to contribute to the body of knowledge specifically on Islamic spirituality and career success.

2. Literature Review

As stated by Zbilgin, M. F., and Pines, A. M. (2007) that career success is ‘the positive psychological or work-related outcomes or achievements one accumulates as a result of work experiences’. A career can also be defined as “...the sequence of individually perceived work-related experiences and attitudes that occur over the span of a person’s work life”. Arthur, M. B., Khapova, S. N. & Celeste P. M. (2005) stated that the career is “the evolving sequence of a person’s work experiences over time”. A third idea which is called ‘careers in the head’ as an internal perspective which recognizes beliefs and values, expectations and aspirations, as important as sequences of positions held. Finally, career success comprised both objective success such as pay or hierarchical position and it also comprises the beholder’s subjective success, which is an individual’s evaluation of his/her career (Arnold & Cohen, 2008). Hence, success in

career was a matter of perception held in one’s mind which is further elaborated as objective career success. Objective career success may be defined as an external perspective that delineates more or less tangible indicators of an individual’s career situation. These may involve type of occupation, family standard, task attributes, income level, and job status (temporary or permanent) These indicators are publicly accessible, and concerned with social and official position. More importantly, it also reflects shared social understanding rather than distinctive individual understanding. Hassan (2009) also argued that extrinsic or objective factors of career success such as salary, promotion and status are observable outcomes. These outcomes of career success do not include less visible indicators such as job or career satisfaction, perceptions of career accomplishments, career commitment and career mentoring. Belinda (2007) stated similar opinion that objective career success refers to the work experience outcomes, such as status, promotions and salary, which are objectively observable (Seibert and Kraimer, 2001). However, traditional career success focused predominantly on objective measures of career success. This focus was consistent with the predominance of hierarchical organisations where employees’ career success was largely defined by promotion, rank and retention (Hall and Chandler, 2005).

Abele and Spurk (2009a) concluded that the objective success influences subjective success relationship is weaker than might be expected. In addition, the subjective success influences objective success relationship is stronger than might be expected. Objective success influenced both the initial level and the growth of other-referent subjective success, but it had no influence on job satisfaction or career success.

Subjective career success may be defined as the individual’s internal apprehension and evaluation of his or her career, across any dimensions that are important to that individual. (Arthur et al., 2005). Subjective career success takes an individualistic approach; which refers to individuals’ evaluation of their career progress, activities and expected outcomes, relative to their own goals and objectives (Seibert and Kraimer, 2001). The change in focus to subjective career success, where the principle for success is internal rather than external, is also reliable with the change in the career context. Here people are expected to self-manage their own careers rather than rely on organisational direction (Hall and Chandler, 2005). Subjective career success is often defined by psychological success which comes from the employee’s feeling of pride and personal achievement of various goals in life such as success, internal peace, family happiness which are judged by the self rather than the organisation. Self-referent subjective career success is usually measured as career satisfaction or job satisfaction (Boudreau, Boswell, & Judge, 2001; Sulaiman, M., Ishak, I. C. and Shamuganathan, K. (2012).

Not all people are born as movers and shakers to motivate and inspire by their own instinct. But everyone can be empowered to tap into their natural leadership abilities to succeed in business and in life. However, every individual

will have a unique style and roadmap to success. Personality traits are distinguishing qualities or characteristics that are the embodiment of an individual. The building block of successful career development is comprised of four components: skills, values, interests and personality traits. Skill is the learned capacity or competences through training and experience to carry out specific tasks. These proficiencies include critical thinking, negotiation, presentation, or technological skills.

Personality is the relatively stable set of psychological attributes that distinguish one person from another. It is defined as 'how people affect others and how they understand and view themselves'. Carver and Scheier (2000) describe personality as a dynamic organisation of psychophysical systems that create the person's characteristic patterns of behaviour, thoughts and feelings. There are several theoretical perspectives on personality traits in psychology, which involve different ideas about the relationship between personality and other psychological constructs. Most of these theories are namely trait theory, psychoanalytic theory, behaviourist theory, and humanistic theory.

Abele and Spurk (2009) stated that "self-efficacy is defined as individuals' beliefs about their capability to perform some behaviour or to meet a standard". Individuals with high self-efficacy set higher goals, put more effort, and persevere longer on a difficult task (Bandura, 1997). Personal goals are assumed to influence outcomes by directing attention, mobilizing effort, and structuring behaviour for long-term orientation and regulation of one's attitudes and actions. According to Brown, et al. (2005) in socio-cognitive domain both self-efficacy and goals are determinants of career success. As stated by Hassan (2009), scholars have documented the shift of career success from the traditional career success (vertical success and employment stability) into the transactional career success (horizontal, mobile, and short-term. In this concept a new employment contract is proposed where individuals are ultimately responsible for pursuing and managing their self-interested careers (Maguire, 2002).

It was reported that there are positive correlations between career self-efficacy, current salary, and subjective career success (Day and Allen, 2004; Kim et al., 2008). Two longitudinal studies reveal an influence of self-efficacy on job satisfaction or perceived career success (Higgins et al., 2008). Another study suggests that there is no influence of self-efficacy on salary. However, none of these studies looked at both self-efficacy and career goals together.

Building on Day and Allen (2004) work, Hassan (2009) has extended the scope of self-efficacy application in career research and examines its indirect effects on career outcomes. Hassan (2009) argued that the effects of self-efficacy on career success need not to be direct but could boost the impact of other determinants of career success by way of moderation. As such, he has investigated how self-efficacy predicts career success indirectly through moderation and showed the moderating effects of self-

efficacy on the relationship between career commitment and career success.

Nasr (1987) states that spirituality in Islam is the realization of *tawhid*, (the oneness of God, the super power). Spirituality is strongly related to Islam because all Muslim have to deal with it with the ultimate goal of worshipping Allah (Rulindo, Hidayat & Mardhatillah 2011). The fundamental deal of Islamic spirituality with the common measurement of human's superficial aspects of Islam as ways to achieve spiritual life (Nasr, 1987). The fundamental aspects of Islamic spirituality and view of career success comprised mainly Tawhid, Taqwa, Ibadah, and Ukhuwwah. The term "*tawhid*" is defined as unity or oneness of God, a concept of monotheism in Islam. The adjective "*tawhidic*" means the nature of oneness of Allah. It is the central theme of Islam which enables men to understand everything that exists in the universe and promote spiritual and moral enhancement as well as material success. After *tawhid*, the basic of spiritual aspect is to fear Allah (*Taqwa* i.e., piety) and to follow His command. It leads to ibada and sincere practice in workplace with dedication and ukuwwah for the success in life and in the hereafter.

It was argued that the career success literature has underestimated the importance of cultural issues in describing and explaining career phenomena (Chudzikowski et al., 2009). As a result, the application of Western projection of career success becomes problematic in the other parts of the world (Kats et al., 2010). It can be inferred from Hofstede's (2001) work on cultural differences that people from different cultures and countries define and evaluate career success in different and unique way. It was also clearly stated that specific career aspects in the western developed countries (USA, UK, ...) should not be generalized to other countries without critical reflection and justification (Stead, 2004).

Kats (2010) argued that how culture influence career success via human resource practices. Based on Hofstede's cultural dimensions, five propositions were developed regarding the impact of culture on human resource practices that eventually influence career success of the employee. According to Gong et al. (2009) human resource management practices reflect cultural dimensions and facilitate the creation of specific career success. Human resource practices such as employment security, reduction of status distinctions, selective hiring, training and development, performance appraisal; and career planning and advancement are likely to be sensitive to cultural influences. Culture has a diverging effect on values, which may be translated into different human resource practices.

With the effect of globalization and competitive job market, recently it is increasingly difficult and become costly to attract and retain employees with the necessary skills. Organizations need to convince employees that organization provides more opportunities, challenges and rewards than their competitors. Therefore, organizations are seeking creative ways to address such attraction, motivation and retention challenge (Heslin, 2005). Organizations may meet this challenge by supporting employees to develop their own

careers and increase their career satisfaction. It was argued that organizations should adopt strategies to enhance employees' career satisfaction and so potentially increase the organizations' ability to attract and retain employees. Baruch (2006) argued that organisational career management is a risk management process and therefore, the relative contribution from organization that makes employee career satisfaction can assist achieving desired outcomes (Lent and Brown, 2006). Finally, it was proposed that organisations may potentially attract, motivate and retain employees by supporting career development. These initiatives promote the benefits associated with career management behaviours and encourage employees to participate in these behaviours which finally facilitating employee career satisfaction. Simo et al. (2010) argued that organizational commitment is the key in talent retention, as well as in obtaining higher level of performance and desirable behaviour in an organization. Organizations should provide efforts on increasing employees' satisfaction in their professional career, concentrating on the factors that determine this satisfaction such as progress, pay, improvement in professional skills and competence.

Organizational researchers have struggled to develop comprehensive models of career success using demographic, human capital, work-family, motivational, organizational, and industry variables (Arthur et al., 2005). These models provided considerable evidence regarding the determinants of career outcomes, the roles of informal interpersonal behaviours, etc. Some of the models such as social capital theory, social exchange theory, boundaryless career theory are commonly used.

The main aspect of social capital is to value social networks. For example, as university education (human capital) can increase productivity both individually and collectively, so do social contacts can affect the productivity of individuals and groups. Social capital theory is concerned with the nature, structure, and resources embedded in a person's network of relationships (Seibert et al, 2001). Social exchange theory proposes that social behaviour is the result of an exchange process. The purpose of this exchange is to maximize benefits and minimize costs. The general meaning of "boundaryless careers" is the opposite of "organizational careers" where the career moves across the boundaries of separate employers by drawing validation and marketability from outside the present employer. It usually happens when traditional organizational career boundaries, especially with hierarchical reporting and advancement principles, are broken. As such, Arthur and Rousseau (1996) argued that boundaryless career is one of independence from traditional organizational career arrangements.

Consequently, spirituality is to be achieved by leading a life abides by the holy Qur'an as revealed by Allah and its injunctions. Similarly, the role of spiritual factors in shaping human behaviour is well recognized in Islam. Hawa (2004) explained that Islamic spirituality will bring a Muslim to a status where he will worship Allah and also be a valuable member in society through hard work, justice, kindness, etc. (Adamu et al., 2011). However, for career success, people

usually follow Western approach and the history of following Western approach is also deep rooted. For the Muslim community it will be much more appreciable if they can follow Islamic approach for their career success. This Islamic principle must be based on the teaching of *Quran* and *Hadith*, i.e. Islamic spirituality which is more holistic than Western and or secular principle of spirituality and career success. Muslims want to be successful not only in their career but also in their family and social life and ultimately in the hereafter. Islamic spirituality can only guard for such holistic nature of success.

Moreover, Muslim always wants to keep an Islamic perspective on things. More important than the successes and failures we encounter in life is the way in which Muslim react to them. They should be thankful to Allah and humble in their achievements, and we should be thankful and patient in their defeats. Every challenge and task is to be performed to the best of their abilities, and at the same time pray for Allah's help, guidance and forgiveness. Indeed, the amount of accumulated *taqwa* in hearts is a more trustworthy measure of our success in life. After qualifying in one's career, trade etc. one should; firstly be dedicated to utilizing one's expertise in the service of Islam. One can easily apply one's knowledge attained in one's field of expertise to serve; empower and advise fellow Muslims and Islam in general. This will turn one's career as a service to the *ummah* at large and a service to Islam.

3. Methodology

The research was a qualitative study as the researchers wanted to share the experience and opinions of respondents on the issue under the study. The researchers identified Managers in Muslim business organization to provide data for this study. Face-to-face interview were conducted between the researchers and the respondents to obtain in-depth data of what they view about the career success as a Muslim manager. The data was provided by the respondents freely but they also had an option to leave the interview whenever they wished. A set of questions was prepared as a guide but all respondents were free to express their views without any interruption. The main research questions in this qualitative study are:

- 1) What is meant by career success for managers in Muslim business organization?
- 2) What factors contribute to the career success of managers in Muslim business organization?

The objective was to identify the views of Muslim managers how do they correlate the worldly success and the success in the here after. In addition, it is also to identify factors that affect Muslim managers in business organization. The selection criteria for the selection of respondents are as follows: first they must be men and women who are currently working or have worked as manger in Muslim business organization. Secondly, each respondent was expected to have some knowledge of how he/she succeeded on managerial assignments in their Muslim business

organizations. The names and addresses of the respondents were obtained through the snowballing technique. Personal contacts were made to them at later stage. The number of respondent was not determined until the study reached its saturation point. The profile of the respondents (gender, age, position, and number of year of experience is as in Table 1.

Table 1. Profile of the respondent

No.	Gender	Age	Position	Experience (year)
1	Male	53	Head (Operation Manager)	20
2	Male	36	General Manager	10
3	Male	38	CEO	12
4	Female	50	Design Manager (Architecture)	--
5	Female	38	Director	9
6	Male	37	Manager (Production and Technology)	12
7	Male	30	Associate Director	4
8	Male	41	Country Manager	18
9	Female	48	General Manager (UMW Gas)	23
10	Male	50	Senior Service Manager	25
11	Male	42	Vice Chairman	13
12	Male	38	Managing Director	12
13	Male	36	Maintenance Manager	11

4. Data Collection and Analysis

The collection of data involved 13 face-to-face in-depth interviews with the respondents in which appointments were set before the meeting by email or telephone communication. The interview used a structured set of questions as a guide but not strict or limited to that. Each of the interviews was recorded using a recorder, transcribed, and later coded in a set of themes. Interpretations related to managers' career success in Muslim business organization were made based on the emerged themes.

5. Findings and Discussions

This section presents the views of career success for Muslim managers and factors that influence Managers' career success in their Muslim business organization. From the interviews the following themes were obtained and they are presented with quotations from the respondents.

5.1 Muslim Managers' View of Career Success

Respondent 13 stated "I always believe that we must not step on others for success. Not to be arrogant, but to be humble in doing things as success and failure is determined by Allah." Respondent 10 stressed that Allah is responsible for the reward if we work sincerely. He said "anything happens good or bad, there is a reason behind it, only Allah knows". Interviewee 7 stated "the true success of Muslim is to observe our religion and take care of our friends. The success of non-Muslim is only based on worldly matters. However, the success of Muslim means the success in this world and in the hereafter". Respondent 8 stated that the success of Muslim managers depends on *akhlaq*. If *akhlaq* is good and

practice Islam, it will give real strength, happiness, and success.

5.2 Goal and Dedication

Respondent 2 stated "the success is an endpoint of our career; actually the success is an ongoing process. To me success means that either you work by yourself or government or maybe you open your own business. To say that you are success is, you achieve the target, because when you work, you should have target, you work hard and give some effort, all out to gain or achieve the target as set up earlier, then when you achieve the target, you are success in your career."

Respondent 11 commented "success is something that all of us trying to achieve it, it is the achievement of something desired. I remember when I was child, I was always dreaming to have a big company like now Microsoft, Apple. At that time my friends were laughing at me, I put the goal in my heads, in front of my eyes; I sleep and dream to be a huge man, a successful man. Days passed now I am here carry much responsibility as vice chairman.

Respondent 6 highlighted three things as "I do believe in three things. First one is believe, second one is in action and third one is discipline. For in believe in order to achieve anything in your life you have to believe that you actually can achieve that dream that means when you believe you can do it for the action,, ya,,,, nothing move until you do something believing alone is not just going to achieve anything. Actually this dream is nice but it is dream only, so it is nothing." Respondent 9 expressed "the main factors are determination to succeed; commitment to work and willingness to undertake new tasks and so on learn new things."

Respondent 8 also gave importance on three things for career success and stated "well there are three points to keep in front of your eyes; these are diligence, discipline and punctuality. I have just learnt them recently. Discipline is the real discipline of the subject or the place or the work, he has to be. And thirdly, punctuality, and if these three things are there wherever he is he can succeed.

5.3 Compensation Package

As compensation package is one of the basic factors of objective career success, it was not discussed with the respondent in details. However, respondents argued that salary and other benefits is very important key for the success but it cannot bring the ultimate success as Muslim believes in real success in the hereafter. Respondent 9 viewed that higher income level is helpful for career success as they can use that in cause of Islam such as donation poor and orphans, building *Masjid*, etc. They also can give their children better education to improve their life and increase the number of successful Muslims.

5.4 Support from Family

Respondent 2 stated "beside that I said earlier, work hard responsibility, among the factor is support, I got support from mainly from my wife also from my father and mother. I also start my business with their money they gave me the capital to run the business, this is big support for me of

course as my parent, they want to see my success. And one more Government gave me a lot of scheme, to help our Muslim to run our business.”

Respondent 11 emphasized to be responsible for each other for the success in bigger perspectives. “Career success from Islamic perspective is like sharing knowledge, helping others, integration and responsibilities, honesty. Don’t cheat people. Her in the company we have lot of employees from different gender. So Islam taught us to take care of them. Do not over load them, annoying them. They prophet says “every one of you is a guardian and is responsible for what in his custody.” We here I mean the CEO, managers must be a model for the employees, if we cheat and lie the company will not stand and after some years we will lose our money, our money, our ethics, moral ethics, everyone will be effected. Employees, us, societies, people and finally nothing earns and here something to be clear with failure. Failure is the pillar of success. If you don’t fail you will not be successful”. Respondent 13 explained that success is a mutual matters and not to be proud of it because it requires support from many corners. “I see the success that how I gain success as a manager. If I feel that I am successful but the people working with me cannot accept it, then it is not true success. I feel success in a sense of mutual happiness where we feel that we can achieve something together as a team.”

5.5 Work-life Balance

Respondent 9 stated “career success to me is the ability to reach the highest level in an organization. However, this is just a milestone in one’s life. What career success really means is the ability to use the high position to change things for better. It means the ability to improve the organization work culture to make life better for everybody, to improve profitability so everybody can be better of and another thing to improve work life balance, so people can enjoy life and the fruit of their hard work. So I believe I have achieved career success in this sense.”

Respondent 4 explained about the work-life balance “many people used to define certain fields as this is for men and this is for women, but I followed my heart. If you as a Muslim don’t take that role that you have played, you are not fulfilling your responsibility. You represent Allah. The world thinks differently about Muslims, but after your success, you can go in front of them and say.”Hey, I’m one of them and it is not always what you think it is. Part of a being a Muslim and part of human, you have to balance all the time. I have 7 children and I work at the same time. Even though I have to work, I still have to take care of my family. Balancing is the most important thing, but it’s always good to have a good spouse, who supports and understands what Islam is all about, who knows that a female, or a wife, needs space to have an own career and you feel accomplished, and we have peace at the end of the day.”

5.6 Spirituality

Islamic spirituality plays an important role in the career success for Muslim managers. Respondent 1 stressed that as a Muslim, praying 5 times a day is the key to success. If a manager prays and works perfectly and sincerely, Allah will

reward him with success. Respondent 3 was of the view that honesty and trust in Allah is the main factor for career success. If someone believes in Allah and works sincerely he or she will definitely be rewarded. It will give the managers a spiritual power for feel succeeded. Most of the respondents such as respondent 4, 5, 6, 10, 12... feel in the similar way. Respondent 4 view the career success through sharing of knowledge and skill, improving relationship with good intention. Respondent 6 underlined that to be successful the manager must have good faith in Allah and work perfectly with the belief that the success is in the hand of Allah. Respondent 11 emphasized sharing of knowledge, helping each other, and integration in Islamic way. Respondent 9 was delighted to say that Islamic belief and practice play a big role in the success. Besides, it is providing the guiding principle in daily behaviour. In addition, we should rely on the belief that whatever happens to us, there is a reason why Allah want is to happen. This is very powerful spiritual support in difficult time when we faced great challenges. It prevents us to give up or do something that we regret later. The Islamic cause also provide us the strength to give all we have to deliver what is required from us because I believe that work is also a big *ibadah* as we create something that benefits mankind and improve the lives of people.

6. Conclusions and Recommendation

From the result of this study it was observed that there are several factors which influence managers’ career success in their Muslim business organizations. From the general respondents’ view it can be highlighted that factors such as goal and dedication, compensation package. Support from family, work-life balance, and spirituality are of great influence on their career success.

There are almost unanimous responses among the respondents that spirituality is one of the most important factors that to be considered for the career success of Muslim managers in business organization.

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