

MSGA Research and Analytics Department 2019-2020



MSGA
MALAYSIAN STUDENTS'
GLOBAL ALLIANCE

WOMEN EMPOWERMENT IN MALAYSIAN STUDENT ORGANISATIONS

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Abstract

Women empowerment remains a challenge for organisations to overcome in the effort to promote women in leadership positions. They are ambitious in their goals and strive to have their opinions heard yet there exists certain collective factors embedded in certain organisations' cultures that inhibit their growth. This research aims to gauge the perception of women empowerment in Malaysian student organisations globally by understanding their cultures and resisting factors for female members based on the members' opinions. The results indicate an existing level of ambition and confidence amongst women respondents. They enjoyed working in their teams and have a desire to climb higher but they lacked a high level of respect from their peers and superiors. There is also resistance to women voicing their opinions in the organisation—ideas were sometimes ignored and certain things do not go their way simply because of their identity as a woman. Barriers to entry and the cultural belief that men have an undeniable advantage in certain tasks count towards other deterring factors to their advancement. Regardless, changing attitudes and improving structure can give the right motivation for women in leadership. Having more females in the executive committee and access to female leaders encourages women to be more confident in their leadership capabilities, and hence organisations should attempt to have more women in their management teams through sponsorship programs or other initiatives. Men and women already in power can use their privileges to actively change mindsets and culture. But what's most important is a strong passion amongst the members to empower women and to see them as compatible rivals with equal potential.



Introduction

The rate of participation in today's paid workforce is lower in women than men, with females severely underrepresented in decision-making positions such as legislators, senior officials, and managers (United Nations, 2015)¹. The ability of women to reach the top management is a reach for many, with multiple resistance to women to voice their ideas and deterrence from climbing the ladder. Female executives are ambitious to become top managers, but they are less confident in the company's ability to support their ascend, according to a survey by McKinsey & Company (2014)². Collectively, the company's cultural factors are twice as likely than individual factors that influence a woman's confidence to reach the top management.³

As women empowerment and economic development are not only closely related but also in need of continuous policy commitment to promote both equality and prosperity⁴, there is a need to advance women in the workplace to ensure gender equality by improving the mindsets and culture of the company. This research aims **to gauge the female perception of women empowerment in leadership amongst Malaysian student organisations**. Empowerment is simply the sharing of power from a leader to their subordinates⁵. Since the students of today

¹ United Nations. *Ej crvgt '6<Y qtm* "The World's Women 2015". United Nations, 2015, unstats.un.org/unsd/gender/chapter4/chapter4.html. Accessed 07 Jul 2020.

² "Moving mind-sets on gender diversity". McKinsey&Company, 2014, www.mckinsey.com/business-functions/organization/our-insights/moving-mind-sets-on-gender-diversity-mckinsey-global-survey-results. Accessed 07 Jul 2020. pp. 1

³ Ibid.

⁴ Duflo, Esther. "Women Empowerment and Economic Development", *Lqwt pcr'qh'Geppqo ke'Nkgt cwt g* 2012, 50(4), 1051-1079. [dx.doi.org/10.1257/jel.50.4.1051](https://doi.org/10.1257/jel.50.4.1051). Accessed 07 Jul 2020.

⁵ Mehta, Pallavi et. al. "Leadership: Determinant of Women Empowerment", *UEO ULqwt pcr'qh'Kpf kep'O cpci go gpv*, April - June, 2014. vnindex.com/assets/upload/images/pdf/Leadership.pdf. Accessed 07 Jun 2020. pp. 1



represent the people of tomorrow, students play a central role in advocating for the equality of women representation in the workforce and management. Among others, global student organisations provide an important glimpse of students' perceptions on this issue and how they act towards the collective goal. Knowledge of their current structures and culture can be used to create a basis for educating and advocating relevant groups on women empowerment in the workforce and leadership roles.



Literature Review

Multiple studies show that although there have been efforts to strive towards gender equality, our progress is stalling and in some cases, even reversing. A study in 2017 by the International Labor Office found that about 70 per cent of the women interviewed said that they would prefer to be in paid work, and 66.5 per cent of men agreed that they should be. However, in 2018 only 45.3 per cent of women had a job, which equates to a gap of almost 25 percentage points between the desired and the actual employment rate for women (Valentina, 2019).⁶ On top of that, almost half of women’s productive potential globally is unutilised, compared to 22 per cent of men’s, according to the International Labour Organization.⁷ This emphasises the urgency for women empowerment to take place across all sectors in the labour market.

KPMG LLP took women empowerment further by highlighting the importance of empowering women in leadership roles. Notably, their findings reveal that there is no shortage of ambition among the women surveyed. Six in ten of the professional working women who responded indicated they aspire to be a senior leader of a company or organization, and more than half aspire to serve on a company’s board. Yet they also reported hesitancy, in which more than half of the women agree that “as women,” they are more cautious in taking steps toward leadership

⁶ Valentina, 2019. ⁷ International Labour Organization, 2019.



roles, and six in 10 find it hard to see themselves as a leader. The results indicate a critical disconnect, as it is conspicuous that women want to lead, but something is holding them back.⁸

To empower women in the workplace, Stamarski (2015) suggested companies to delineate the nature of discrimination within HR policies, decisions, and enactments, as well as explore the causes of such discrimination in the company.⁹ Meanwhile, Kabeer N (2005) acknowledges that there is no magic key to unlocking gender equality in the labour market as even well-designed interventions can have muted impacts in isolation.¹⁰

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Methodology

Based on the research's objective, we used an online survey as a means to collect our responses. The survey was distributed to Malaysian student organisations domestically and internationally. With the objective of gauging Malaysian students' perception of this issue, we selected a sample of students who currently serve in a Malaysian student organisation. These students' first-hand experience in Malaysian Organisations' can provide a more accurate answer to our survey questions.

This survey was distributed via emails to Presidents of MSGA's member councils, and non-member councils (member councils being Malaysian student organisations recognised by MSGA). The President was then asked to distribute the surveys to its members in their respective organisation. The survey comprises three sections for Presidents and two sections for non-Presidents. The first section consists of demographic questions. This section is collected in order to confirm the validity of the sample and to identify if there are differences in opinions across organisations in different countries. The second part consists of questions that are aimed to gauge the perception of Malaysian students in general. This section is divided into two different sets of questions depending on the gender of the respondent. The third section of the survey is limited only to Presidents where they had to answer the demographic composition within their organisations.



We adopted a quantitative approach to this research whereby the sentiment is ranked based on the frequency of occurrence. Additionally, the ranking will describe an issue hence it is a descriptive method. Using a descriptive method would allow us to identify potential relationships between variables. In the second part of the survey, we used a 5-point Likert scale of 1 (not at all) to 5 (very often) to measure the frequency of the said event occurring within the organisation. We used a rating matrix in order to best quantify the sentiment of female perceptions on these issues.

The survey's aims included finding out the amount of respect the respondents gained from their peers, subordinates, and superiors, along with whether they feel their opinions are valued. These questions contribute to establishing how the organisations view women's ideas and to analyse the levels of respect from members occupying different levels of power towards the woman's ambitions. As a result, teamwork satisfaction and the sense of identity of being in the organisation were also collected to see how comfortable the woman was at her position. Their motivation and the support received (from personal beliefs to organisation resources) count towards the positive factors promoting women empowerment whilst the deterrence and resistance (from workplace cultures to gender bias) count towards the negative factors inhibiting empowerment in this analysis. With these questions, it is hoped that proper recommendations can be made to improve female participation and capital utilisation within Malaysian student organisations.



Findings

In our latest survey on women empowerment, our respondents' opinions indicate that women are motivated to have their voices heard, their energy used, and their position rise in the organisation ladder but with cultural, collective factors in the way, women are less likely to have their position empowered compared to men. They are passionate but with deterrences against their voices and resistance against their desires to climb, these organisations can do more to serve their female assets.

Our survey had received responses from multiple Malaysian students organisations, with more than half of them coming from the office of the presidents of said organisations and almost all coming from women members. The member councils which responded are stated in the Appendix. Since a different set of questions was posed to either gender (no responses received from those who identify as non-binary) and having too few males answered, the male responses are not discussed in this report.

Finding 1: Motivation and Obstacles

Malaysian student organisations are slowly working towards gender equality to utilise their human capital to the fullest. Their female members are ambitious with strong views to advance themselves and the organisations they work with but to empower women, organisations need to resee their cultures surrounding the position of women, developing inclusive, holistic measures



to protect and change mindsets of both genders towards the realisation of the United Nations Sustainable Goal of gender equality in Malaysian student organisations.

What Women Want

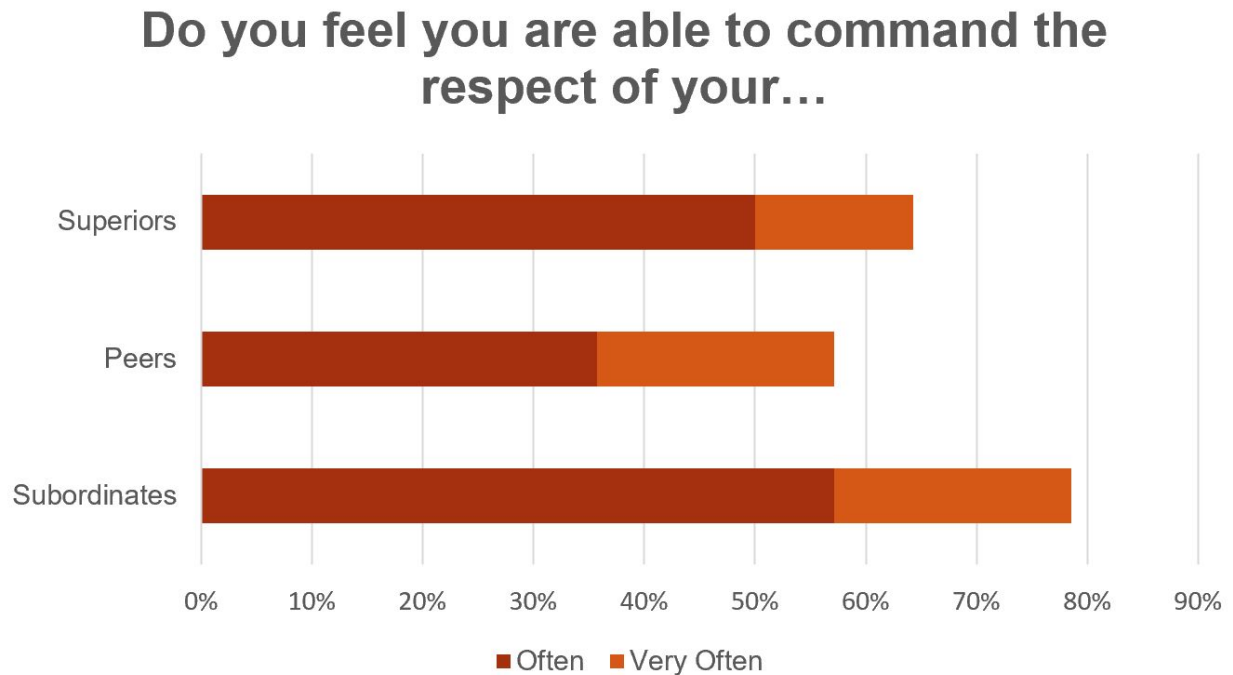
Women have goals and views they wish to pursue in those organisations but it still proves to be an impediment for women to fully utilise their strengths and advance effectively within their organisations' cultures.

The question of whether women and women's views in these organisations are seen as important, at least according to the respondents themselves, is still up to debate. 5 out of 14 female respondents of the survey said they do not feel their opinions are often valued within the organisation. Their opinions might have been disregarded without much thought or that the reasons for accepting alternatives were not explained soundly. Whilst most female respondents (79 per cent) reported they received considerable support from their subordinates, the same is difficult to say for their superiors and peers, whose respect wasn't gained by the same wide margin. (Exhibit 1) They do not believe they have been able to garner adequate respect from members occupying the same or higher level of power as them, which may impede their aspiration goals due to a lack of encouragement from managers and colleagues who should be pushing them to climb higher.



Exhibit 1:
Respect women gained from superiors, subordinates, and peers

% of female respondents (n = 14)¹



¹Data does not include respondents who answered Sometimes, Once in a While, or Not at All

Happiness working within the team was reportedly good amongst the female respondents. 10 out of 14 and 10 out of 13 respondents answered ‘Often’ or ‘Very Often’ to the questions “Do you feel a sense of belonging in your team?”, and “Do you enjoy working in your current team?” respectively. For the latter question, one respondent abstained from answering. Teamwork satisfaction and a sense of belonging in their organisations are crucial elements in promoting identity and motivation for women to move upwards, along with the desire to advance to a higher level of power given the opportunity. The latter of which had 11 out of 14 female

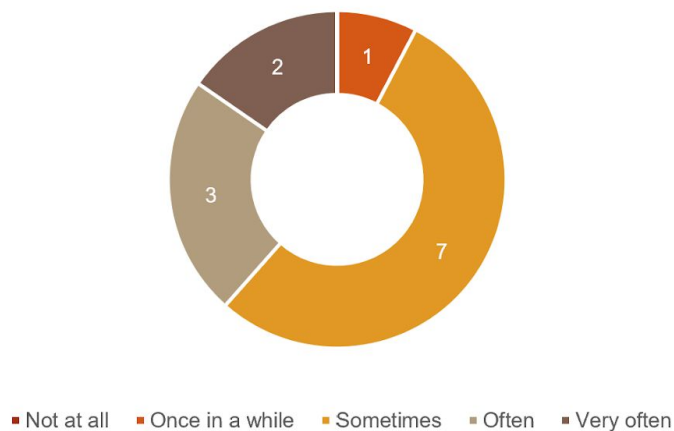


members answering “Yes”, showing the female respondents having the ambition to climb the ladder amongst their male superiors. However, a lack of initiative by the organisations may slow down the advancement of these members, with only 5 out of 13 female respondents believing enough effort was often being made by their organisations in terms of women representation. (Exhibit 2)

Exhibit 2:
Women Empowerment Efforts in terms of Representations

% of female respondents (n = 13)

How much effort do you think your Organisation makes in terms of women representation?



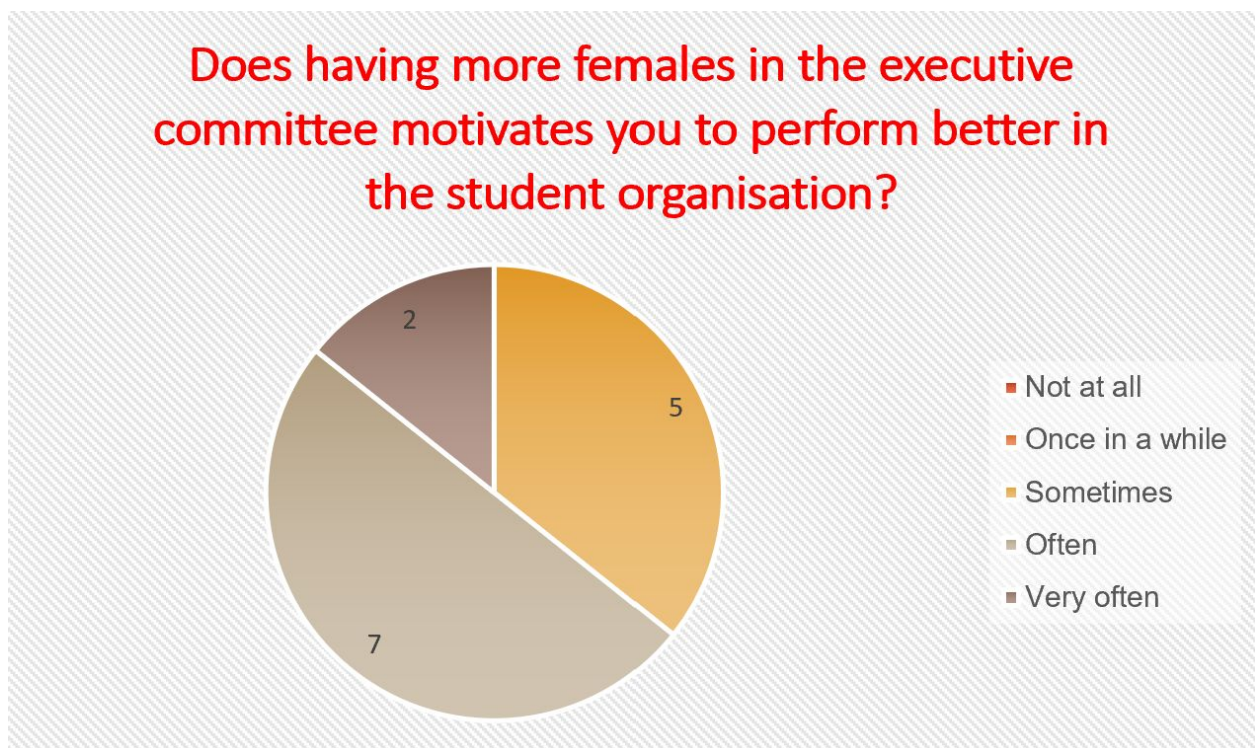
At the individual level, women have high ambitions and motivation to succeed but they also believe in the need for improvements in the organisation culture to bolster their representation in leadership roles. Half of the female respondents (out of 14 in total) often believe being a woman presents an advantage to them whether that may be to efficiently contribute to their organisations



or to climb management roles. They believe in their value but also believe that more can be done to push them upwards. 9 out of the 14 also believe having more females in the top management will often motivate them to perform better, with the rest saying sometimes instead of oftentimes (Exhibit 3). Having more support and access to networks with female leaders will also actively and often encourage confidence in assuming leadership roles, as told by 10 of the 14 female respondents. In essence, a role model or example can be a motivator for women to gain a higher position within these organisations.

Exhibit 3:
Women in Management as Motivating Factor

Number of respondents (n = 14)





Obstacles for Women

Undeniably, obstacles are present that need to be overcome if women are to be empowered in student organisations both in the culture of the organisation and the mindsets of its members. Ideas can still be chosen based on one's gender and as a result, some women feel their voices occasionally do not get heard as well as men do. Over half of the female respondents (7 out of 13) reported that at least sometimes certain things do not go your way or their ideas were shot down simply because of their identity as a woman. Four women respondents also reported that at least sometimes their ideas were rejected but accepted when another man presents the same idea. A respondent, who is also the President for one of the organisations, reported that she frequently ever encountered an "all boys" club that alienates her from any operations, discussions, or processes in her Council which is unfortunate given that, as described before, women often look up to the female leaders atop as roles for them to perform well. Such cultural mindsets need to change for women to be truly respected and empowered. Women being mansplained (here a pejorative term meaning "of a man to comment on or explain something to a woman in a condescending, overconfident, and often inaccurate or oversimplified manner") was however reportedly very rare, with only one female respondent quoting.

Another aspect to consider is the deterrence caused by group activities and cultural norms that limit women's progression in these organisations. Two female respondents reported they frequently experienced barriers in climbing the ladder, the definition of which is up to the respondent. Five often believe that males might perform naturally better in certain tasks than females. None reported frequent occurrences of being harassed or being looked down upon by



others within their organisations. (Exhibit 4) The cultures of some organisations may prove to be a hindrance for women to achieve their potential and it remains a question of whether progress will be made to grow and protect their invaluable human capital. With growing levels of encouragement and effort put into women empowerment in the workplace, the lower the deterrents women can face in voicing out their opinions.

Exhibit 4:
Possible factors that inhibit women’s voices or ascent in the leadership role

% of female respondents (n = 14 for the first six questions, n = 12 for the last two)*

RESISTANCE AND DETERRENCES FOR WOMEN EMPOWERMENT



*Certain questions are shortened from the original to fit the infographic. The first and last two questions do not allow the Unsure option.



Finding 2: Correlations

Although women empowerment in organisations are motivated and inhibited by several factors, it can be hypothesised correlations do exist between some queried points. One of the strongest correlations exist between whether the women respondents feel their opinions are valued and a sense of belonging in the organisation, with an t -squared value of 0.5194 (t being the correlation coefficient value between those two variables). A regression analysis showed a best-fit line that is curved in a positive direction, which makes sense given that giving a person voice in important matters motivates them to have a sense of identity in an organisation. The same goes for deterrence against women to be involved in leadership roles. With an t -squared value of 0.3387, a negative relationship exists between the average deterrence women respondents faced and the reported value of their opinions. The variables which were used to quantify deterrence are as follows:

1. How often have you experienced barriers in climbing the ladder in your Organization?
2. How often have you been harassed (regardless if it is physical or emotional) before in your Organization?
3. How often have you looked down upon by others in your Organization?
4. Do you think males might naturally perform better in certain tasks than females?

With low regards to their opinions, it can be expected for them to have other deterrences that block them from being the best version of themselves within the organisation. (Exhibit 5)

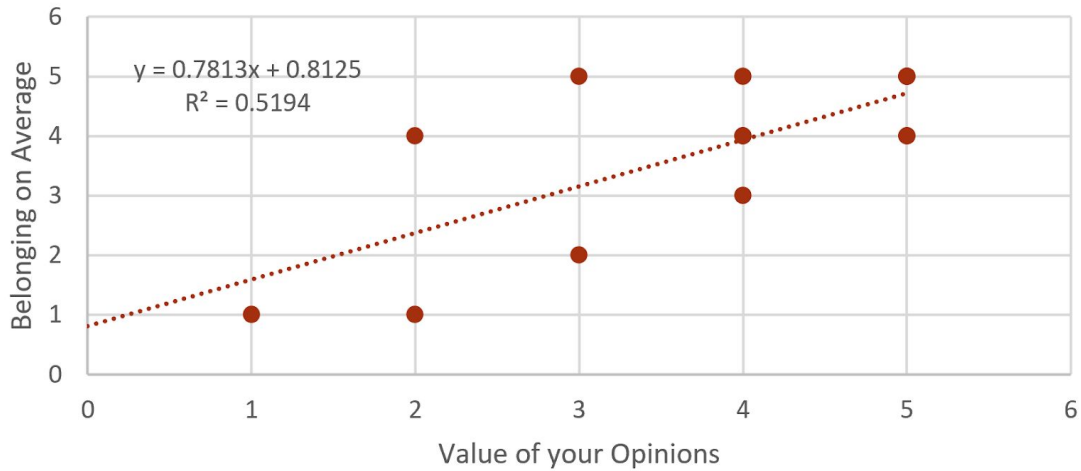


Exhibit 5:

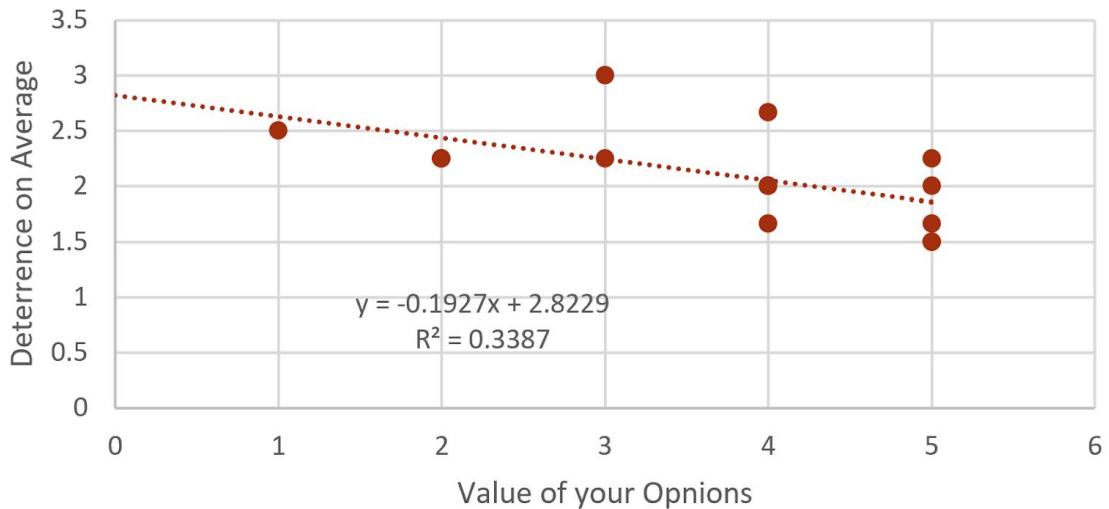
Correlations between Women Respondents' Opinions and a Sense of Belonging or Deterrences*

(n = 14)

Value of Respondents' Opinions in the Organisation against Sense of Belonging



Value of Respondents' Opinions in the Organisation against Deterrence Faced





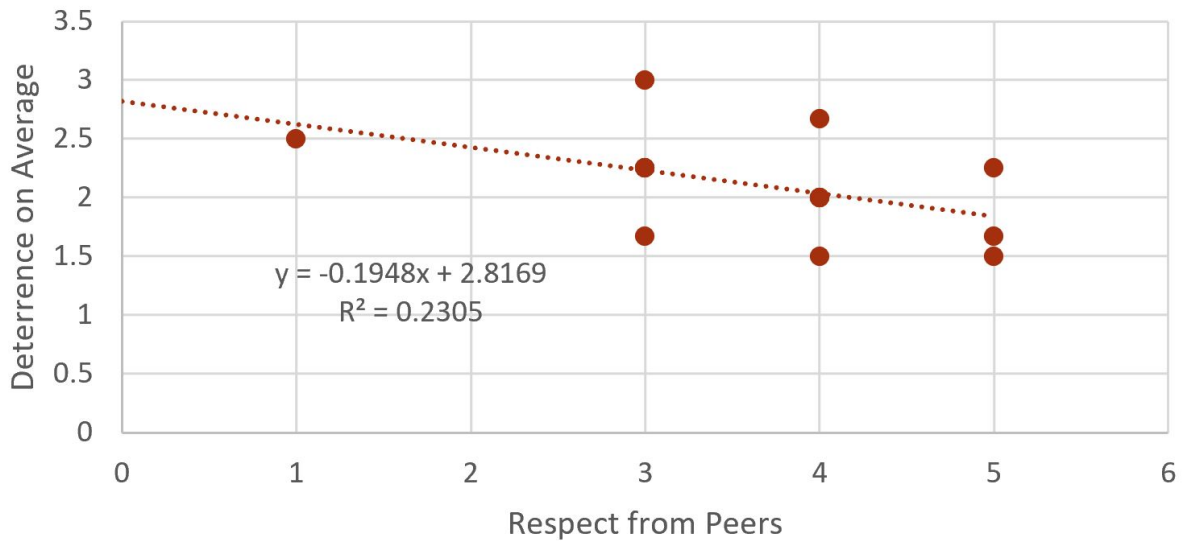
*each point represents one or more identical responses

Another variable that correlates with deterrence is the respect the female respondents reported to command from their peers. With an t -squared value of 0.2305, the correlation isn't as strong but an expected negative relationship emerges between deterrence and respect from peers. (Exhibit 6) For women to advance into higher roles, it can be hypothesised that rapport is needed from their teammates who see their work and desire to climb. Other correlations from the survey data involving respect from their subordinates and superiors are however weak. It should be noted that respondents who gave an "Unsure" answer have had their responses excluded from the analysis of these correlations.



Exhibit 6:
Respect from Peers and the Deterrence Level Women Respondents Faced*
(n = 14)

Respect Commanded from Peers against Deterrence faced in the Organisation



*each point represents one or more identical responses"



Summary of Findings

Tying back to the research question, the results of this survey show that women have yet to be truly empowered in these organisations in terms of accepting their opinions as important views, including them in discussions, looking up to their abilities, and respecting them as a teammate, manager, and direct reports. The women respondents showed a desire to climb the ladder and to believe in their advantages by being a woman in these organisations, yet the collective and cultural factors that impede their voices and ability to advance are detrimental to the cause of gender equality.

Organisation efforts in terms of women representation can be made better by including more women in managerial positions and using male privilege at the top to empower women in terms of opinions, skills, and a sense of identity as part of the ecosystem. The respect that they get from their teammates and other members can be made better with more recognition of their abilities and potential to be equally good as their male counterparts.



Recommendations

What is best ultimately depends on the organisations themselves, with factors including the percentage of women as members, available capital, conflicting priorities, and the public culture of the area the organisation is based in. But a common theme is the awareness of the importance of women and their opinions, to have the initiatives to see women as equal and to give them the voice they deserve.

Recommendation 1: Increase the percentage of women in leadership roles

Representation of women at the top is vital to the empowerment of women in the organisations as more representation lowers women's obstacles and increases their motivation to climb the ladder. The management ought to promote more women to apply for leadership roles, emphasising that their voices do matter at all levels. Leadership skills can be cultivated through mentorship or shadowing programmes to eventually increase the percentage of women at the top. Having more women at the top could prove beneficial to the confidence of women to perform better at their present roles or to climb the ladder to be like their female superiors. Here, it is also important to address any mindsets that may impede this goal both in males and females by creating a culture of respect based on respect with the dignity of human value. Men should see women as their equal counterparts and women must be confident in their abilities to succeed.

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Recommendation 2: Increase support from top management for women empowerment

It is important that the executive committee of said organisations be open and explicit in their aspirations to see women succeed as leaders and peers. What's more effective is they have women already at the top take the role to address this, pushing other female members to work hard despite any deterrents or resistance that follows. Men at the top must actively support a gender-diversity agenda, evolving performance, and leadership models so that they are more gender-neutral. Likewise, sponsorships by executive members should be promoted to advance female advancement through guidance and encouragement. Initiatives and protocols that proceed are up to the organisations on what is best given their circumstances, whether that includes establishing a Women Network as done by MSGA or having a theme that focuses on the crucial discussion in the advocacy of equality of opportunity in UKEC ("Malaysia and Malaysians, Transcending Boundaries"). Ultimately, these organisations should address current mindsets and develop a more holistic and inclusive agenda.

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Conclusion

Progress in women empowerment in the modern workplace still lacks as their capital remains underutilised. It is clear that women want to advance in these organisations, they have ambitions and motivations to succeed to do what they want but there still exists resistance in them voicing their ideas and deterrents from them climbing up the organisation ladder stemming from inhibiting workplace culture and public mindsets that need improvements.

Women's opinions are often valued and they can be valued more to improve their capital. The same goes for the respect given to them by their peers and superiors who are responsible for pushing them to reach higher. A revamp in either of these factors correlates with lower resistance and deterrence to women empowerment, allowing them to contribute on equal footing as their male counterparts. Teamwork satisfaction and sense of belonging in their teams are high, along with the female respondents' desire to advance in the organisation. What is lacking is the amount of effort seen to improve women's representation. This is important since efforts made by the top management correlates with the respect gained by the female members. Having more females in the executive committee and access to network with female leaders motivate them to perform better and encourage confidence in their leadership.

On the other side of the coin, deterring and resisting factors exist in preventing women from having their voices heard or from climbing the ladder to the top. Most of these do not pose too



many problems according to the survey but it was not uncommon to see women's ideas being discarded but accepted when it was presented by another man. Their ideas were seen to be shot down on the simple basis of being a woman. And it remains that the female respondents believe that males sometimes naturally perform better in certain tasks than females.

As expected, there exists a correlation between a woman's value of opinions and the sense of belonging in their organisation. With a growing recognition of their voices and a lower level of deterrences from the culture and their teammates, they are inclined to embrace their organisation's identity and give their best. And it follows one important factor helping women is the respect they receive from others, from the top management to their direct reports. These organisations certainly have the ability to give the right encouragement to their female assets.

It is hoped with a greater number of respondents, an in-depth inference of the organisations' cultures or policies, and more usage of advanced data analysis tools, this survey can more ideally capture the current views on the position of women in leadership roles in Malaysian student organisations and be used to provide better more customised recommendations for each of said organisations."



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Appendix

Appendix A: Member Councils participating in this survey

Below are the Malaysian student organisations which have responded to this survey:

1. Persatuan Kebangsaan Pelajar Malaysia di Indonesia (PKPMI),
2. Malaysian Students' Association in Japan (MSAJ),
3. Majlis Perundingan Mahasiswa Malaysia Mesir (MP3M),
4. Persatuan Mahasiswa Malaysia Morocco (PMMM),
5. Council of Midwest Malaysian Students (COMMS),
6. Russian Council of Malaysian Students (RCMS),
7. United Kingdom and Eire Council of Malaysian Students (UKEC),
8. Council of Midwest Malaysian Students (COMMS),
9. Majlis Perwakilan Mahasiswa Malaysia Jordan (MPMMJ), and
10. US East Coast Presidential Council (EPIC).

Appendix B: Survey Questions

Demographic

Q1: Are you a president?

Kl' gu.'i q'vq'Umt xgl '3 <Rt gukf gpv'Qprf "
Kl'Pq.'i q'vq'S 4 <I gpf gt "

Q2: Gender

Kl'Hgo crg.'i q'vq'Umt xgl '4 <Hgo crg'Qprf "
Kl'O crg.'i q'vq'Umt xgl '5 <O crg'Qprf "
Kl'Wpur gekkkgf. "cpuy gt 'dqj 'ugwu'qhs wgunkqpu'igt 'O crgu'cpf 'Hgo crgu"

Survey 1: President Only

Q1: Which Member Council are you from?

Answers include a drop-down menu for the list of our current councils.

Q2: How many members are there in your committee?

Answer from 1 to 100. We do not believe that the number will ever exceed 100.

Q3: How many members in your committee (council) identify as a woman?

Answers from 1 to 100. We do not believe that the number will ever exceed 100.



Q4: How many members are there in your Executive Committee?

Executive Committee is defined as the top leadership designated in each MC respective Constitution.

Answer from 1 to 100. We do not believe that the number will ever exceed 100.

Q5: How many members are there in your Executive Committee identify as a woman?

Executive Committee is defined as the top leadership designated in each MC respective Constitution.

Answer from 1 to 100. We do not believe that the number will ever exceed 100.

Q6: Does your Council keep track of applicant demographic data?

Yes and No.

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Q6.1: How many applicants in your most recent general recruitment that identify as women who have applied for any position in your Council?

Q6.2: How many applicants in your most recent general recruitment that identify as women who have applied for Executive Council positions in your Council?

Q6.3: What is the total number of applicants who have applied for any position in your Council?

Q6.4: What is the total number of applicants who have applied for Executive Council positions in your Council?

Q6.5: What is your gender?

Ki'Hgo crg. 'i q'iq'Umt xgl '4<Hgo crg'Qprf "

Ki'O crg. 'i q'iq'Umt xgl '5<O crg'Qprf "

Ki'Wpur gekkgf. 'cpuy gt 'dqj 'ugw'qhl's wguakqpu'iq' 'O crgu'cpf 'Hgo crgu

Ki'P q"

Q6.1: What is your gender?

Ki'Hgo crg. 'i q'iq'Umt xgl '4<Hgo crg'Qprf "

Ki'O crg. 'i q'iq'Umt xgl '5<O crg'Qprf "

Ki'Wpur gekkgf. 'cpuy gt 'dqj 'ugw'qhl's wguakqpu'iq' 'O crgu'cpf 'Hgo crgu

Survey 2: Female Only

Q1: Which Member Council are you from?

Answers include a drop-down menu for the list of our current councils.

Q2: On a scale of 1 to 5, do you feel your opinions are valued?

The scale of 1 to 5

Q3: On a scale of 1 to 5, do you feel you are able to command the respect of your peers?



The scale of 1 to 5.

Q4: On a scale of 1 to 5, do you feel you are able to command the respect of your subordinates?

The scale of 1 to 5.

Q5: On a scale of 1 to 5, do you feel you are able to command the respect of your superiors?

The scale of 1 to 5.

Q6: On a scale of 1 to 100, do you feel a sense of belonging in your team?

The scale of 1 to 5.

Q7: As a woman, on a scale of 1 to 100, do you enjoy working in your current team?

Do not consider work life balance, time commitments, and workload as part of the answer for this question and instead focus on aspects of working in your team specifically eg satisfaction gained from your satisfaction.

The scale of 1 to 100.

Q8: On a scale of 1 to 100, do you feel that certain things do not go your way or your ideas were shot down simply because of your identity as a woman?

The scale of 1 to 100.

Q9: On a scale of 1 to 100, how often your ideas were rejected but accepted when another man presents the same idea?

The scale of 1 to 100.

Q10: Have you ever been harassed (regardless if it is physical or emotional) before in your Council?

Yes, No, Unsure.

Q10.1: How often (Very rarely, rarely, occasionally, frequent, very frequent)

Q11: Have you ever been mansplained before in your Council?

Definition of mansplaining: A pejorative term meaning "(of a man) to comment on or explain something to a woman in a condescending, overconfident, and often inaccurate or oversimplified manner".

Yes, No, Unsure.

Q11.1: How often (Very rarely, rarely, occasionally, frequent, very frequent)

Q12: Have you ever been looked down upon by others in your Council?

Yes, No, Unsure.

Q12.1: How often (Very rarely, rarely, occasionally, frequent, very frequent)

Q13: Have you ever encountered an "all boys" club that alienates you from any operation/discussion/process in your Council?

Yes, No, Unsure.

Q13.1: How often (Very rarely, rarely, occasionally, frequent, very frequent)



Q14: Do you have a desire to advance to a higher level, given the opportunity to do so?
Yes, No, Unsure.

Q14.1: How often (Very rarely, rarely, occasionally, frequent, very frequent)

Q15: In your opinion, do you think, or have experienced, barriers in climbing the ladder in your Council?

Yes, No, Unsure.

Q15.1: How often (Very rarely, rarely, occasionally, frequent, very frequent)

Q16: Do you think your Council takes women representation seriously?

Yes, No, Unsure.

Q17: On a scale of 1 to 100, how much effort do you think your Council makes in terms of women representation of empowerment?

The scale of 1 to 100.

Q18: On the scale of 1 to 5, do you think you have an advantage by being a female in a student organisation?

The scale of 1 to 5

Q19: On the scale of 1 to 5, does having more females in the executive committee motivates you to perform better in the student organisation?

The scale of 1 to 5

Q20: On the scale of 1 to 5, do you think you need more support building confidence to feel like a leader?

The scale of 1 to 5

Q21: On the scale of 1 to 5, do you think having access to network with female leaders encourages you to be more confident in your leadership?

The scale of 1 to 5

Q22: On the scale of 1 to 5, do you think male might naturally perform better in certain tasks than females?

Survey 3: Male Only

Q1: On a scale of 1 to 5, do you think having more females would improve a student organisation generally?

The scale of 1 to 5

Q2: On the scale of 1 to 5, do you think work produced by females is superior to yours?

The scale of 1 to 5



Q3: On the scale of 1 to 5, do you think females might naturally perform better in certain tasks than male?