

**IMPACT OF SELF-MOTIVATION ON WOMEN'S REPRESENTATION
AT DECISION MAKING POSITIONS IN PUBLIC SECTOR
INSTITUTIONS OF PAKISTAN: A CASE STUDY OF LIQUATE
UNIVERSITY OF MEDICAL & HEALTH SCIENCES (LUMHS)**

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ABSTRACT

Motivation is the driving force that can make an employee efficient at work. Women's self-motivation can play a significant role in their professional success. Moreover, self-motivation to perform multiple responsibilities at work has major impact on women's representation in process of decision-making. Women actively take part into various sectors of economy but are poorly represented at decision making positions. In medical field, bunch of females are working side by side with male. However, their role, particularly at decision making positions is limited across the world. Therefore, this research has focused on analyzing the extent to which women participate at decision making positions in medical field with special focus on public sector medical institutions of Pakistan. Therefore, one of the leading public sector medical universities i.e. Liaquat University of Medical & Health Sciences, Jamshoro has been selected as sample medical institute in Pakistan to present the findings. Study results confirmed that women's self-motivation has significant impact on their representation in decision making position.

Keywords: Motivation, Women, Public Sector, Decision Making, Multiple Responsibilities, Work, Economy, Professional University.

INTRODUCTION

Educated women as active and efficient human resource have not been fully utilized during last decades at decision making levels in Pakistan. Medical professional universities were supposed to be the traditional subject based institutions for females. Now females are equally or more than male enrolled in medical field and are working side by side with their male colleagues. However, their roles in functioning of medical institutions remain weak.

Decision making is a primary and essential function of management and demands various skills and abilities including strong self-motivation to work at decision making level. Women having required skills and abilities will not be effective at decision making positions unless they are strongly motivated to devote their time and efforts towards attaining decision making positions. Therefore, this study examines the self-motivation of women respondents to work at decision making positions. Study also found out the major factors that affect women's self-motivation in taking administrative responsibilities in public sector medical institutions.

CONCEPTUALIZATION

The term motivation is derived from the Latin word '*movere*', meaning to move (Steers *et.al.*, 2004:379). "Motivation is an internal force, dependent on the needs that drive a person to achieve". (Hong & Waheed, 2011:75) Motivation is the willingness to exert high levels of efforts to complete a task. It is the process that initiates, guides and maintains goal-oriented behaviors (Al-Zawahreh & Al-Madi, 2012:158).

Motivation is an important factor for the success of women in advancing their professional career because strongly motivated women can attempt and achieve their personal and professional goals (Shah, 1999). In medical institution women's self-motivation plays an important role for their equal representation at management cadre because strongly motivated women can fulfill the criteria for promotion (i.e. higher degree and research publications) and reach key management positions. Loughlin & Barling (2001:558) state that women's self-motivation has become of great importance today because undervaluing and misunderstanding of women's job motivation lead to underutilization of women's skills and experience and to loss of the resource. Responsibilities of senior management and key decision making positions often demand more time and proper attention (Bovee *et.al.*, 1993). Therefore it is stated that the length of time that women prefer to spend for job is an important factor that affects their visibility at senior decision making positions in medical field, whereas, in Pakistani society, in the context of culture and tradition, women's roles are different than those of men. Therefore, in public sector institutions women prefer to avoid long and inflexible working hours (i.e. due to their coexisting domestic and

reproductive roles). According to Farida (2010) particularly working women who are married and those who have young children may be facing work-burnout, job disruptions and avoid multi task at job. Physically and biologically, women are different from men and are supposed to be more sensitive by nature. Therefore they are highly affected by different other factors such as work environment (Kepuladze, 2010). According to Berg *et.al.*, (1999) it is the quality of the employee's workplace environment that most impacts on the level of employee's motivation and subsequent performance. In medical institutions, social work environment refers to the attitude or behavior of colleagues with academic and management staff (Jennifer Rowley, 1996:16).

In this connection it is stated that self-motivation to work is an important factor which may affect the job performance of an employee. Women's self-motivation has considerable impact on their representation at decision making positions. However, there are various direct and indirect factors that may effects women's self-motivation to devote their time and energy at work. This opens the area to investigating women's self-motivation to broadly take at decision making positions and to find out major factors that affect their self-motivation with special reference of medical sector of Pakistan.

METHODOLOGY

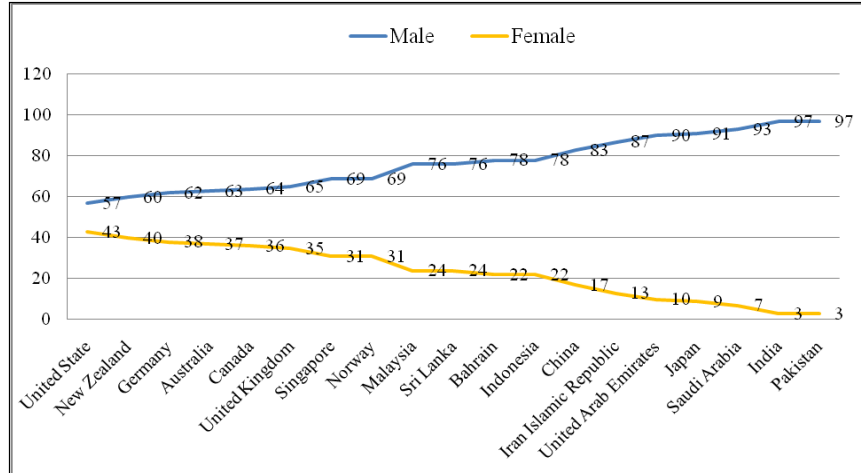
This research study has focused on examining women's role at decision making positions in public medical sector of Pakistan. Therefore, Liaquat University of Medical & Health Sciences, Jamshoro was selected as Sample University. This medical institution is playing a leadership role in standardizing medical education in Pakistan. Liaquat University of Medical & Health Sciences, Jamshoro was selected to see special trends of role at decision making positions in professional institutions which are supposed to be traditional course based (i.e. medical) institution for female. The study is based on both primary and secondary data. In order to test suppositions, primary data was collected through focused group interviews by structured and unstructured methods. Raosoft sample size calculator was used to determine the sample size of respondent and 98 female teaching & managing staff (including Deans, Hostel Provost, and Head of Departments etc.) were selected from Liaquat University of

Medical & Health Sciences, Jamshoro (LUMHS), to collect the data through questionnaire. In this research study, besides formal statistical approaches, the researcher applied logistic regression techniques for prediction; researcher also used MS Excel and Statistical Package for Social Sciences (SPSS) to analyse the data and to present the findings.

STUDY RESULTS

Women are truly involved in all sectors of economy of the world and are performing various tasks to achieve growth but they are still underrepresented at policy formulation and decision-making positions (Gender Gap Report, 2011). Figure 1 highlights unequal gender representation at legislator, senior official and manager positions among all reported developed and underdeveloped countries. In Pakistan at policy level government makes efforts to boost women's representation at senior decision making level (such as introduce women quota in the national parliament) but gender inequality still exists at legislator, senior official and manager positions. Women's weak motivation to devote their time and effort to high profile management posts, due to their domestic responsibilities is the major reason for the gender gaps between at key management positions (International Labour Office (2004) ILO, 2004).

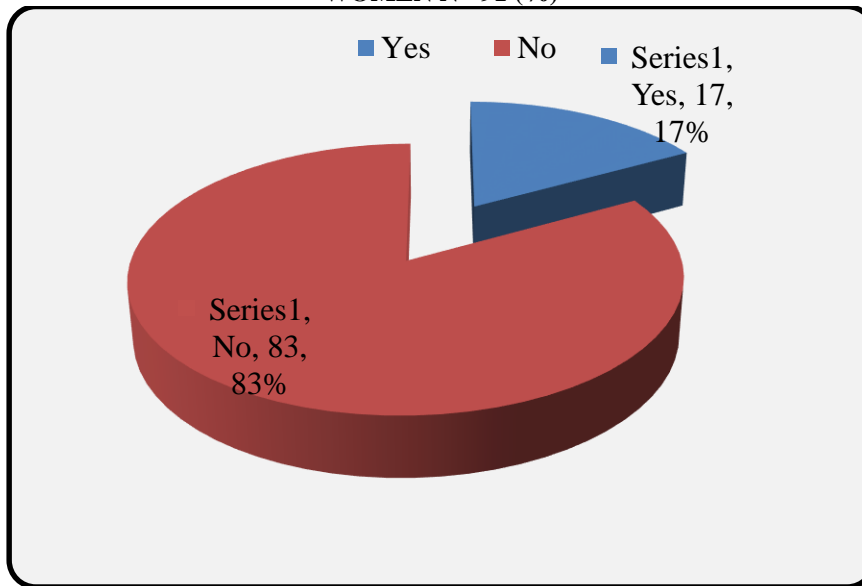
FIGURE-1
MALE-FEMALE AS LEGISLATORS, SENIOR OFFICIALS AND MANAGERS (%) N= 19



Source: World Economic Forum, 2011.

Figure 2 highlights the extent to which sample women perform their role at decision making positions in Liaquat University of Medical & Health Sciences, Jamshoro. Data indicates that sample women are not encouragingly represented at management cadre (i.e. 17 percent) in sample institution.

FIGURE-2
TRENDS FOR HAVING DECISION MAKING POSITIONS BY SAMPLE
WOMEN N= 91 (%)

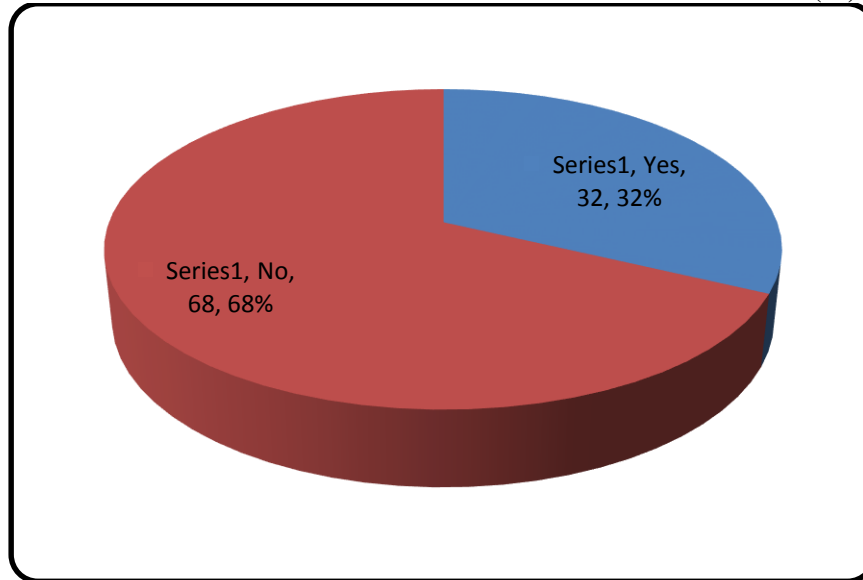


Source: Survey Data, 2014.

Organizing refers “to plan activities in an efficient way” (Oxford Advanced Learner’s dictionary, 2005:1071). Successful conferences organized in higher education institutions have stated self-motivation to devote time and energy simultaneously requires various skills, which includes planning, analyzing, communicating, collaborating with colleagues on team goals, decision-making and problem-solving skills including the ability to think quickly and react to last minute changes, and ability to prioritize and manage multiple tasks etc. (Shah, 1999). In medical institutions faculty involvement in organizing events for their institution shows their self-motivation to engage in management activities and indicates their potential to manage successfully and to achieve multitasks (Singh, 2002).

Therefore to measure self- motivation of sample women, their participation in management activities i.e. number of conferences organized by sample women was selected as parameter. Figure 3 demonstrates that particular proportion of sample women that has self-motivation to devote their efforts and energy for management activities for their institution. On other side 68 percent sample women were reported without any conference organized by them throughout their professional career.

TABLE-3
TRENDS FOR ORGANIZED CONFERENCES BY WOMEN N=91 (%)



Source: Survey Data, 2014.

According to table 1 smaller value for Minus 2 Log Likelihood (i.e. 38.693) in this model confirms goodness of the model. Cox and Snell R^2 cannot reach the maximum value therefore; Nagelkerke's R^2 was used in this log it model having the value 0.58. The value of Nagelkerke's R^2 indicates that 58 percent of the variation in the administrative status of sample women (i.e. dependent variable) is explained by this model.

TABLE-1
MODEL SUMMARY

-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
38.693	.352	.580

Source: Survey Data, 2014

Table 2 presents the empirical results for variables in the equation. Constant is the expected value of dependent variable when the predictor variables equal zero (Verbeek, 2004). Negative value of constant (i.e. -5.473) indicates a reduced probability of having administrative responsibilities along with teaching if the independent variable (i.e. numbers of conferences organized by sample females) is zero. In presented model, the value of standard error for independent variable (i.e. numbers of conferences organized) is not excessively large, so there is no evidence of a numeric problem with this analysis. The significant values of Wald statistics for (i.e. 4.818) highlights that numbers of organized conferences, has significant impact on having decision making status by sample women. Coefficient *b* measures the contribution of independent variable. However, it is interpret in values of Exp (b). In this analysis value of Exp (b) for predictor is greater than 1 which indicates that the odds of having administrative responsibilities along with teaching is greater per unit increase in the predictor variable (i.e. numbers of conferences organized).

TABLE-2
VARIABLES IN THE EQUATION

	B	S.E.	Wald	Sig.	Exp(b)
Numbers of Conferences Organized (i.e. b)	.183	.083	4.818	.028*	1.201
Constant (i.e. b ₀)	-5.473	1.205	20.612	.000	.004

Source: Survey Data, 2014

Administrative Status: 1= having administrative responsibility along with teaching” 0 = Otherwise

*=Significant at 5% level

Factors Affecting Self-Motivation of Sample Women

There are various factors that may affect women's motivation to perform multitask and equal participation with men at decision making positions in medical institutions. These factors are analyzed as following.

Domestic activities are supposed to be women's responsibility, either working women or house wives. Table-3 presents marital status of sample women. The data highlights that approximately 88 percent of sample women were married. These samples have to perform multiple roles (including domestic work, children look after and child birth) beside their professional responsibilities.

TABLE-3
RESPONDENTS MARITAL STATUS N = 98 (%)

Material Status	Response
Unmarried	10
Married	88
Divorcee/Widow	2
All	100

Source: Survey Data, 2014

The length of time that women choose to spend for job is an important motivator that may affect their visibility at decision making positions (Nadya & Romila, 2011). Table 4 presents the statistical measures for the amount of hours that sample women spend at their jobs per day. The value of mode (i.e. 6) and small value of standard deviation (i.e. 0.402) indicate that sample women' working hours per day were not very large in Liaquat University of Medical & Health Sciences, Jamshoro. However, maximum hours (i.e. 8) reveal that some academic and management staff (particularly Dean and Personal Secretary to Vice-Chancellor) spend long hours for their job in a day. Head of the department/chairperson/director etc. usually co-operates with sample women as for example the reasons of childcare or family issues. Therefore some cases spend only 5 hours per day for their job. Decision making positions also demand long hours but due to domestic responsibilities 43 percent sample women could not agree to devote longer hours at job. In addition, due to domestic responsibilities these women were also not able to devote their time for qualification up gradation and for other research activities (such as

research publications). This indicates that women who are more involved in personal domestic issues show less professional inclination for higher posts in Liaquat University of Medical & Health Sciences, Jamshoro.

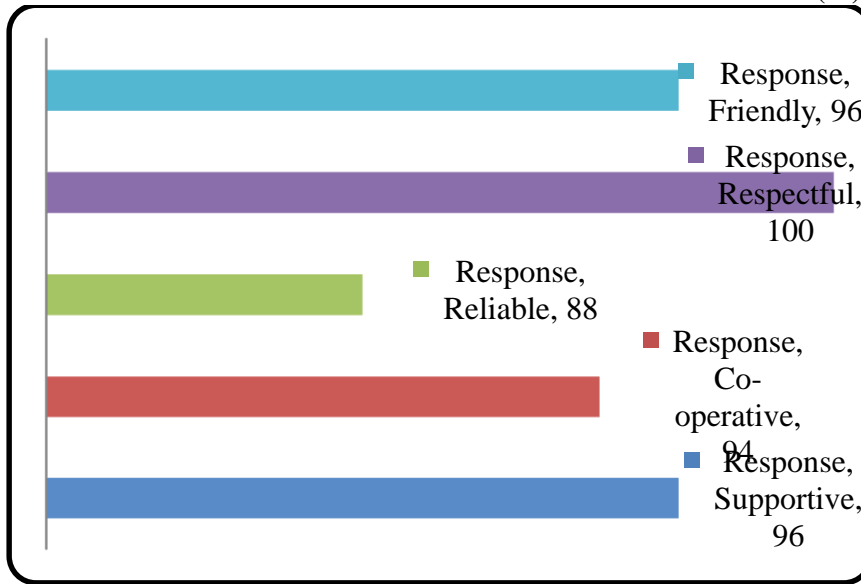
TABLE-4
TRENDS FOR HOURS SPENT FOR JOB IN A DAY BY WOMEN N = 98

Statistical Measures	Statistical Value
Mode	6
Minimum	5
Maximum	8
Standard Deviation	0.402

Source: Survey Data, 2014

Work environment refers to working condition, which include physical and social environmental conditions (Work Environment from ISO 9000, b1 9001, and 9004 Plain English Definitions). Work environment may have positive/negative influence on the job performance of sample women. Therefore, behavior of colleagues with sample women was selected to analyze and is presented as following. Figure 4 shows people's attitudes with women respondents in sample institution. Data reveals that 96 percent sample women feel that work environment is helpful and encouraging. Whereas, there were some who did not get required support from their colleagues. 94 percent sample women experience cooperative and social work environment at their work place; this indicates that all staff members work together like a team. 88 percent sample women feel that they can trust other colleagues to work well with them in any circumstances. 100 percent sample women experience respectful work environment. This is reveals that top administrative staff, subordinates and other colleagues behave respectfully or fairly with them. Large proportion (i.e. 96) feel friendly atmosphere at work place. It is due to amicable behavior of staff members which makes them comfortable.

FIGURE-4
PEOPLE'S ATTITUDES WITH WOMEN IN UNIVERSITIES N=98 (%)



Source: Survey Data, 2014

CONCLUSIONS & RECOMMENDATIONS

It is concluded that motivation is the driving force which can make a worker efficient at work and women's self-motivation can play significant role for their professional success and career advancement. Empirical analysis confirms that women's self-motivation to perform multiple responsibilities has significant impact on their representation at decision-making positions in public sector medical institutions. However, study results highlights that 68% sample women were less-motivated or reported without any conference organized by them throughout their professional career. Therefore, they are underrepresented at decision-making positions in medical field. Sample working women have to devote their time and energy for both domestic and professional roles. Therefore, women try to avoid long working hours and prefer to have short and flexible work arrangements and are less-motivated to work at decision making positions. Women are soft and emotional in nature therefore they prefer to have better work environment. Social environments/ interpersonal relationships can play more positive role in order for women to input full contribution in medical institutions. In sample

institution, social work environment for sample women seems to be better. However, in the light of aforementioned conclusion, the researcher can easily end up with view that there are various direct and indirect factors which de-motivate sample women from having equal participation in decision making positions in public medical institutions in Pakistan. It is suggested that there should be an essential step-up in policy and its implementation, to ensure equal female participation at decision making positions in public medical institutions in Pakistan. It is recommended that more opportunities for training, workshops and management based short courses for women be provided, so that they will be to work side by side with men at decision making positions in medical institutions (such as Vice-Chancellor, Pro-Vice Chancellor, Registrar, Controller of Examination, Deans, Director/Chairperson of teaching departments etc.). Various conferences and seminars should be organized to create awareness among women, to strike a balance between professional and domestic roles, proper utilization of their time at job, and to become more effective at decision making positions in their related fields.

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