A Study on Characteristics and Motivational Factors of Myanmar Women Leaders in Organizations

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Abstract

The present study is intended to explore the leadership characteristics and motivational factors of Myanmar women leaders, to examine the relationship between leadership characteristics and motivational factors of them, and to find out the differences of leadership characteristics and motivational factors between public sector and private sector. Two types of questionnaires were used in this study: Leadership Characteristics Questionnaire (LCQ) which assessed nine leadership characteristics including sociability, assertiveness, conscientiousness, decisiveness, emotional-stability, initiative, self-confidence, tough-mindedness and tact and diplomacy; and Motivational Analysis of Organizations-Behaviour Questionnaire (MAO-B) that gauged four motivational factors including achievement, affiliation, control and influence. The sample used in the present study comprised of 201 women leaders; 117 from many Government offices and 84 from many private business and companies. The respondents' ages ranged from 25 to 64 years. The results are said to be statistically significant. Regarding the findings of leadership characteristics data, except from tough-mindedness, most of the leadership characteristics are statistically significant at $\alpha=0.02$ to 0.01 levels and all the four motivational factors are statistically significant at $\alpha=0.02$ to 0.005 levels. Thus, it can be said that leadership characteristics and motivational factors are observed in Myanmar women leaders. The findings revealed that there was a significant positive relationship between the leadership characteristics and motivational factors of Myanmar women leaders. The results also indicated that most of the leadership characteristics and motivational factors are not significantly different among women leaders between the two sectors.

Keywords: Leadership characteristics, motivational factors, Myanmar women leaders, public sector and private sector

Introduction

A key aspect of any organization is the quality of its leadership. Leadership is a group phenomenon. It is well-known that leadership is considered as the act of influencing the activities of an "organized group in its efforts towards goal setting and goal achievement". According to this definition, leadership involves the goal-oriented activities and the members of the group have to perform these activities to certain achievement. Organization is a consciously coordinated social unit, composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals. A leader is the person who is driven to achieve the same goal as other members of the group or who influences the group to achieve the goal he or she sets. A leader can emerge through self-selection or be elected by the group. Leadership positions or leadership roles consist of the highest, most influential and decision-making positions in a group, work, and interpersonal relations.

Women leadership research, which started in the 1970's is a very young research area, compared to the long history of leadership research. Most of the leadership research before the 1970's dealt almost exclusively with men (Kruse & Wintermantel, 1986). As (Porter and Geis, 1981) commented, traditional leadership research "deals only with leadership by men, of men, and for men". Although the emergence of women leaders has increased worldwide, the number of women leaders is still very small compared to men in leadership positions (Kyi Mar, 1975). Women only hold a small proportion of the leadership positions in society. This applies to women in academic careers a Universities, in managerial and executive positions and in professional fields, as well as in the political realm and public service. It could be due to various factors such as (1) Gender discrimination (2) Women are content to looking after

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the family and not ambitious enough to climb the career ladder (3) They cannot stand the strain and pressure of dual roles, a housewife and a career woman (Khin Myo Swe, 2003)

In Myanmar the percentage of women employees in Government offices, departments, and organizations is 40.41%. However, women held only 12.71% of higher management positions in Myanmar (Win May, 1995). As such, percentage of women employed as deputy director or equal and above in public sector was 17.9% and 18.7% for private sector. (CSO, 2004-2005)

Studies that compared men and women leaders are constrained by sex defined characteristics and gender role expectations. Thus, they cannot give adequate explanations for women who want to become leaders or factors that can facilitate or inhibit them from becoming leaders. Accordingly, exploring leadership characteristics and motivational factors of women leaders are necessary in women leadership research.

Studies of characteristics and motivational factors of women leaders can provide a base-line information about women leaders and potential women leaders and this information is expected to be useful in further studies on women leadership. This study aims to provide information on Myanmar women leaders and potential women leaders in organizations. The outcome is expected to be useful in educating, and training for Myanmar women leaders.

The main objectives of the present study are:
(1) To explore leadership characteristics and motivational factors of Myanmar women leaders in organizations.
(2) To examine the relationship between leadership characteristics and motivational factors of women leaders in organizations.
(3) To find out the differences of leadership characteristics and motivational factors between public sector and private sector of women leaders.

Method

Instrumentation

In this study "Leadership Characteristics Questionnaire" and "Motivational Analysis of Organizations-Behaviour Questionnaire" were developed. LCQ was adapted for Myanmar setting from the original Sixteen Personality Factor Questionnaire (16 PF) form A+B, (16 PF/PSY/ YU/2002) developed by Dr. Tin Maung Hla. (Ph. D dissertation). Some new items were also added.

LCQ consists of the (9) leadership characteristics: (1) Sociability (10 items), (2) Assertiveness (8 items), (3) Conscientiousness (10 items), (4) Decisiveness (11 items), (5) Emotional stability (9 items), (6) Initiativeness (8 items), (7) Self – confidence (10 items), (8) Tough – mindedness (8 items), (9) Tact and diplomacy (10 items). The total is (84) items.

Motivational Analysis of Organizations-Behaviour Questionnaire (MAO-B) consists of four factors: (1) Achievement (9 items), (2) Control (9 items), (3) Control (9 items), (4) Influence (9 items). The total is (36) items.

The initial form of (LCQ) and (MAO-B) were first administered to 218 Distance Education students of Dagon University. Chi-square Method was used for item analysis. On the basis of the results, 50 items which statistically significant at (.0001) level for LCQ and 22 items which statistically significant at (.0001) level for MAO-B were selected for the final questionnaires.

Population and Sample

The population for this study consisted of women leaders who have leadership positions or management positions in their departments or businesses. Two hundred and one (n=201) women leaders were participated in this study. They were elected by accidental sampling. The subjects were divided into two groups. One group was the public sector such as

Education, Health, Transport, National planning & Economic Development, Industry (1), Information, Foreign Affairs, Energy and Civil Service Selection & Training Board, etc. One hundred and seven (n=117) subjects were from the public sector.

   Another group was the private sector such as many private business companies. Their positions were chairmen, managing directors, executive directors, directors, owners, managers and supervisors, etc. Eighty-four (n=84) subjects were from many private business companies. The age range of all subjects was from 25years to 64 years.

Results and Discussion

Results

   After administering the questionnaire, the data were computed and the following results were obtained.

Table 1.   Leadership characteristics with Phi-values, Chi-square values and significant levels

Questionnaire	Sr.	Characteristics	Phi-values	Chi-square values	Sig: levels
	1	Sociability	0.185	6.85	0.01
	2	Assertiveness	0.173	6.039	0.01
	3	Conscientiousness	0.149	4.465	0.02
	4	Decisiveness	0.182	6.729	0.01
LCQ	5	Emotional-stability	0.170	5.809	0.02
	6	Initiativeness	0.164	5.444	0.02
	7	Self-confidence	0.195	7.671	0.005
	8	Tough-mindedness	0.109	2.430	NS
	9	Tact and diplomacy	0.149	4.492	0.02

   NS = Not significant

   Table 1 shows the significance of nine leadership characteristics by calculating phi values, chi-square values and their significant levels. Except for the characteristics "tough-mindedness", all the other eight leadership characteristics are found to be significant at from 0.02 to 0.005 levels. Thus, almost all the leadership characteristics are observed in Myanmar women leaders.

Table 2.   The motivational factors with Phi-values, Chi-square values, and significant levels

Questionnaire	Sr.	Factors	Phi-values	Chi-square values	Sig: levels
	1	Achievement	0.226	10.325	0.005
MAO-B	2	Affiliation	0.178	6.3998	0.01
	3	Control	0.178	6.43	0.01
	4	Influence	0.162	5.281	0.02

   Table 2 shows the significance of motivational factors of Myanmar women leaders. The motivational factors such as achievement, affiliation, control and influence are found to be significant at 0.05 to 0.01 levels. Therefore, all the four motivational factors are observed in Myanmar women leaders.

In order to investigate the relationships between leadership characteristics and motivational factors, Pearson Product Moment Correlation Coefficients were computed and results are presented in Table 3.

Table 3. The relationships between leadership characteristics and motivational factors

	SOC	ASS	CON	DECI	EMO	INI	S-C	TM	TD
ACHI	.455	.248	.061	.325	.165	.322	.280	.062	.038
	.0001	.0001	.393	.0001	.0201	.0001	.0001	.382	.595
AFF	.202	,143	.242	.420	.281	.164	.303	.092	.196
	.0001	.043	.001	.044	.0001	.020	.0001	.196	.005
CON	.126	.021	.096	.025	.010	.208	.219	.041	.228
	.075	.770	.177	.732	.887	.003	.002	.560	.001
INFL	.180	.479	.013	.145	.053	.300	.065	.252	.060
	.011	.0001	.875	.041	.452	.0001	.360	.0001	.395

Table 3 shows that one of the leadership characteristics, "sociability" and their relationship is observed in motivational factors such as achievement, affiliation and influence. The magnitudes were found to be significant from 0.01 to 0.0001 levels. "Assertiveness" is related to motivational factors: achievement, affiliation, influence and their significant at level were between 0.04 and 0.0001 levels. Leadership characteristics "conscientiousness" is related only to "affiliation" and significant at 0.001 levels. "Decisiveness" is related to achievement, affiliation and influence. They are significant at 0.04 to 0.0001 levels. "Emotional stability" is related to achievement and affiliation at 0.02 to 0.0001 levels. "Initiativeness" is related to all motivational factors at 0.02 to 0.0001 levels. Self-confidence is related to achievement, affiliation and control at 0.002 to 0.0001 levels. "Tough-mindedness" is only related with influence at 0.0001 levels. "Tact and diplomacy" is related to affiliation and control at 0.005 to 0.001 levels. Therefore, most of the leadership characteristics and motivational factors are related.

Table 4. The relationship between leadership characteristics and motivational factors

	LCQ	MAO-B
LCQ		$r = .537$ $\alpha = .0001$ N(201)
MAO-B	$r = .537$ $\alpha = .0001$ N(201)	

Table 4 mentions the correlation between leadership characteristics and motivational factors. It was found that they were significant at ($\alpha=0.0001$) levels. Independent-samples t-tests were performed to find out the differences of leadership characteristics and motivational factors between public sector and private sector of women leaders. The significance of the finding was presented through Tables (5) to (6).

Table 5.　Comparison of leadership characteristics between public and private sector

Question-naire	Characteristics	Sector	Mean	SD	T-value	Sig: Levels
LCQ	Sociability	Public(117)	4.41	1.195	1.345	NS
		Private(84)	4.66	1.332		
	Assertiveness	Public(117)	2.84	1.237	1.361	NS
		Private(84)	3.07	1.183		
	Conscientious–ness	Public(117)	5.35	.805	.409	NS
		Private(84)	5.40	.790		
	Decisiveness	Public(117)	3.83	1.121	2.003	0.047
		Private(84)	4.15	1.150		
	Emotional-stability	Public(117)	3.35	1.422	.176	NS
		Private(84)	3.32	1.433		
	Initiativeness	Public(117)	3.78	.905	.457	NS
		Private(84)	3.72	.881		
	Self-confidence	Public(117)	4.99	1.146	2.036	0.043
		Private(84)	4.65	1.212		
	Tough-mindedness	Public(117)	2.48	1.059	.147	NS
		Private(84)	2.46	1.191		
	Tact and diplomacy	Public(117)	4.13	.819	.757	NS
		Private(84)	4.04	.906		

　　NS = Not Significant

In Table 5, leadership characteristics between public and private sectors were presented. The leadership characteristics "decisiveness" and "self-confidence" are statistically significant between public sector and private sector. The other 7 leadership characteristics are not significantly different. In "decisiveness" characteristics the mean scores obtained by public sector is 3.38 and private sector is 4.15. The t-value is 2.003 which is significant at 0.04 level. Therefore, "decisiveness" characteristics is significantly higher in public sector of women leader than in private sector of women leader. In "self-confidence" characteristics, the mean scores obtained by public sector is 4.99 and that of private sector is 4.65. The t-value is 2.036 which is significant at 0.04 level. Therefore, public sector is significantly higher than private sector in "self-confidence".

Table 6.　Comparison of motivational factors between public and private sector

Questionnaire	Factors	Sector	Mean	SD	T-value	Sig: Levels
MAO-B	Achievement	Public(117)	4.72	1.052	.113	NS
		Private(84)	4.74	1.060		
	Affiliation	Public(117)	3.88	1.056	.061	NS
		Private(84)	3.87	.973		
	Control	Public(117)	4.43	.649	.517	NS
		Private(84)	4.36	1.045		
	Influence	Public(117)	3.09	1.237	.254	NS
		Private(84)	3.14	1.311		

　　NS = Not Significant

Table 6 presents the differences in four motivational factors between two sectors. By observing the 't' value, all of the motivational factors were not significantly different in women leaders between public and private sector.

Discussion

The Leadership Characteristics Questionnaire (LCQ/PPL/PSY/2006) and Motivational Analysis of Organizations-Behaviours Questionnaire (MAO-B/PPL/PSY/2006) employed in the present study. In the LCQ (9) leadership characteristics were investigated. These leadership characteristics are sociability, assertiveness, conscientiousness, decisiveness, emotional stability, initiativeness, self-confidence and tact and diplomacy. According to Stogdill, Jago and some researchers above mentioned characteristics are considered as good leadership characteristics.

Most of the leadership characteristics under study were found to be statistically significant despite "tough-mindedness" characteristics was not significantly observed. It may be due to the fact that women tend to be feminine, more emotional and gentle than men.

The findings in MAO-B questionnaire also revealed that the four motivational factors such as achievement, affiliation, control and influence were significantly observed. Concerning achievement motivation, previous researches showed conflicting results. Some studies revealed women lack achievement motivation (Horner, 1972), but others argued that women do not lack achievement motivation (Stein & Bailey, 1973). In this study, achievement motivation was found to be the highest among the four motivational factors and affiliation and control were observed to be the second highest followed by influence. Therefore, motivational factors were observed in Myanmar women leaders in both public and private sectors.

There was relationship between leadership characteristics and motivational factors of Myanmar women leaders in organizations. The findings also revealed that most of the leadership characteristics and motivational factors were significantly related to each other. Previous studies on motivation indicated that motivational factors related to leadership and the motivational factors are important in leadership success.

Finally, the differences in leadership characteristics and motivational factors between public sector and private sector were examined. An interesting point is that women leaders of private sector were found to be more decisive than women leaders of public sector. It may be due to the organizations situation, or can give their own-decisions independently because most of the respondents are the boss of their organizations. In public sector, women leaders cannot give decisions on their own as they have to follow the rules and regulations and the directions from their superiors. Some situational and organizational factors may also hinder their decision-making. For these reasons they may be less decisive than those from the, private sector. Women leaders of public sector were found to be more "self-confident" than women leaders of private sector. It may be due to the fact that most of the respondents were more educated with higher degree than the private sector. Because they had climbed step by step in the organizational structures, women leaders in public sector may have more experience and self-confidence than the women leaders of private sector.

The remaining leadership characteristics and motivational factors were not found to be statistically different between public and private sector. It may be due to the fact that respondents of both groups already possessed leadership characteristics and motivational factors. Also it may be due to the small sample used in this study. Previous studies on achievement motive, power motive (Mc Clelland & Boyatzic, 1982) found that the need for achievement and power differentiated women executives from non-executives. The present study cannot differentiate motivational factors between the two sectors. Because the present study compares within women leaders whereas the previous studies compared women executives and non-executives, women managers and women in general. Therefore, we may

conclude that there are no differences of leadership characteristics and motivational factors between public and private sector of Myanmar women leaders.

Conclusion

The present study explored "leadership characteristics and motivational factors of Myanmar women leaders in organizations". In measuring the leadership characteristics and motivational factors of Myanmar women leaders (LCQ/PPL/PSY/2006) and (MAO-B/PPL/PSY/2006) were constructed and these tests were found to have high reliabilities in all of the leader characteristics and motivational factors. Thus, we may regard these tests as reliable instruments.

With regards to the leadership characteristics except "tough-mindedness" characteristic, which is not statistically significant, the other characteristics such as sociability, assertiveness, conscientiousness, decisiveness, emotional stability, initiativeness, self-confidence and tact and diplomacy are found to be significant. Therefore, we can say that Myanmar women leaders have almost all the leadership characteristics investigated in this study.

Motivational factors such as achievement, affiliation, control and influence were found to be significant. Thus, we may conclude that Myanmar women leaders are highly motivated.

Differences in leadership characteristics and motivational factors between public sector and private sector were investigated. In private sector of women leaders were higher in "decisiveness" than those in public sector. But women leaders in public sector were higher in "self-confidence" than those in private sector. Therefore, we may conclude that only two of the leadership characteristics differ between public sector and private sector. Motivational factors were not different between these two sectors.

The results of the present study will able to be expected in order to assist in providing information regarding Myanmar women leaders, as studies on women leadership in Myanmar has been limited so far. This research is expected to be useful to in assessing leadership characteristics and motivational factors of potential women leaders and women leaders and leaders.

The outcome is expected to be useful in educating and training for Myanmar women leaders. Education can be given by seminars, workshop and lecturers. Training in leadership skills to become good leaders can also be given to potential leaders and women in leadership positions.

Recommendations

The following recommendations are made on the basis of the present research outcomes.

(1) Since the sample of this study was relatively small, the results may not be generalized to the total population in general. It is recommended that this kind of study should be replicated with a larger representative sample.

(2) The age of the respondents in the present study is from 25 to 64 years. Further research is recommended to carry out with different age group of women leaders from diverse sectors.

(3) Since the present study only deals with nine leadership characteristics further research should be carried out with other leadership characteristics.

(4) A further research is recommended to make comparisons with contrasted group such as male leaders, and non-leaders.

Acknowledgements

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