

## INDIVIDUAL AND STRUCTURAL DETERMINANTS OF INTRINSIC WORK PREFERENCE AMONG FEMALE PUBLIC SERVANTS IN PAKISTAN

**FARIDA FAISAL**

*Assistant Professor Hailey College of Commerce  
University of the Punjab, Lahore (Pakistan)  
E-mail: shireenfaisal@hotmail.com  
Tel: +92 333 5700057*

**MUBBSHER MUNAWAR KHAN**

*Assistant Professor Hailey College of Commerce  
University of the Punjab, Lahore (Pakistan)  
E-mail: khanmubbsher@hotmail.com*

### ABSTRACT

*Gender equality in public sector organizations of Pakistan can be sustained by utilizing women's productive potential, which in turn depends on their work preference. There is a substantial body of literature which establishes a strong linkage between different dimensions of work preference, and demographic and organizational variables. In this paper, the impact of individual and organizational characteristics of Pakistani female public servants, on their intrinsic work preference is thoroughly examined. Cross tabulation shows that compared to the married personnel, unmarried personnel have a greater desire to work outside the home as they find it easier to avoid work-family conflict. ANOVA results reveal relatively less work drive among personnel working in administrative units compared to the teaching and medical professionals. Findings from Regression Analysis underscore positive relationship between personnel's job preference and quality of the work environment. It is recommended that counseling of female personnel, close to the time they decide to get married, should be an integral part of gender mainstreaming programs. Women who work in non-traditional sectors and senior personnel must receive special encouragement. Monetary incentives must be given to boost the morale of workers in the lower income category.*

**Keywords:** *Work Motivation, Organizational Commitment, Work Environment, Public Sector, Gender Equality*

### 1. INTRODUCTION

The utilization of women's productive potential is the ultimate aim of gender mainstreaming programs in public sector organizations. Two of the important factors determining productivity of female employees are: the extent to which work environment in the organization facilitates women's work; and the degree to which women workers are themselves intrinsically motivated and committed to perform well. The latter variable represents constructive job attitude which female public servants must demonstrate in order to challenge stereotypical image of women workers as shirking work on the pretext of family problems. Work preference is particularly important for public sector workers because their jobs usually offer fewer monetary rewards and require devotion to duty and desire to serve society.

Considering that circumstances often play a significant role in shaping and altering human perceptions and behavior, all scientific empirical studies whether qualitative or quantitative, consider the contextual factors which can bring about a change in the variables being examined. In this paper, variables correlated with work preference are placed in two major groups which are:

- Individual Determinants. These include demographic characteristics of workers such as age, marital status, level of education, personal income, family income and hours of leisure.
- Structural Determinants. These consist of professional characteristics of workers such as, sector of work (education, health or administration), terms of employment and work environment.

These variables moderate work preference among female workers, and must be examined in order to make specific policy prescriptions for sustaining gender equality in public sector organizations.

## 2. LITERATURE REVIEW

A number of empirical studies have examined the impact of demographic variables on various aspects of work preference. On the one hand, some studies show that the impact of demographic variables on work preference is insignificant. For example, Chughtai and Zafar(2000) do not find any significant relationship between age, tenure, marital status, level of education and organizational commitment of Pakistani teachers. Similarly, Laka-Mathebula, (2004) finds no difference in work motivation on the basis of age, gender, and education among workers in higher education sector of South Africa. A Meta analytical study by Mathieu and Zajac (1990) also reveals that most demographic variables are either unrelated to work preference or association appears contradictory in different studies.

On the other hand, there is a substantial body of literature which establishes a strong linkage between demographic variables and different dimensions of work preference. For example, Bielby and Bielby (1988) found that throughout a worker's early career work effort rises. Work effort is at maximum at about age forty and starts declining towards the end of a worker's career. Amabile et al. (1994) established a negative correlation between individual's intrinsic motivation and years of experience in his or her occupation. They hold that younger individuals seek personal enjoyment, recognition, and compensation more than older individuals. Age is shown as an important correlate of public service motivation by Pandey and Stazyk (2008). According to Carson and Bedeian (1994), career commitment increases with age and educational level. Frank and Lewis (2004) have given evidence in support of their hypotheses that older people work harder than younger people and that marriage raises men's on-the-job work performance and lowers women's on-the-job work performance. Similarly, Tang & Tzeng (1992) proved that single people and part-time employees had greater work preference than married, full-time workers.

Other than demographic factors, many studies show that work environment is critical for the motivation and performance of organizational members. For instance, Chughtai and Zafar(2000) establish a strong connection between distributive and procedural justice significantly and organizational commitment. Frank and Lewis (2004) show that for public sector workers, appealing work and jobs that give a chance to serve others are more strongly related to work effort than remuneration and promotion chances. A study by Kwon (2002) reveals that human resource-oriented practices, such as career development and training, are directly related to work preference of Korean government employees. Finally, Pitts et al. confirm the importance given by men to a merit-based pay system, as against women who usually prefer a system of equal pay for equal work, which is coupled with a pleasant work environment. In other words, women workers prefer to work in organizations where they find convenience factors, enabling them to balance work and family responsibilities.

## 3. METHODOLOGY

Autonomous Work Preference was measured by means of the Work Motivation and Commitment Index (WMCI). This index consisted of 15 statements, rated on a 5 point Likert scale, with 1 representing strong disagreement, 2 representing partial disagreement, 4 and 5 representing partial and strong agreement respectively. 3 was the mid point of each item representing lack of knowledge or neutrality towards the statement. The items of WMCI are as follows:

1. You work to have a sense of accomplishing something worthwhile, not just to earn a high salary.
2. All you seek is a regular income and professional growth opportunities are not very important for you.(R)
3. You decided to work outside the home only because of economic compulsions.(R)
4. Staying at home, you would feel bored and unable to realize your potential.
5. You get great satisfaction from doing your job well even it does not offer lucrative monetary rewards.
6. You try to balance household and work commitments, but perfect housekeeping remains your priority. (R)
7. A man can make long range plans for his career but a woman has to take things as they come. (R)
8. You feel pride in discussing your work and organization with other people.
9. You do not bother about household responsibilities while working in the office.
10. The quality of your work will improve markedly, if you are given a pay raise. (R)
11. Your life would be greatly disrupted if for some reason you have to quit your job.

12. Being in public service, you have enough power to change society for the better.
13. To work as a public servant is more honorable than working on a high post in a large private organization.
14. If your senior officers take a decision which is not befitting the interest of the society, you always speak out.
15. Although public sector employment is comfortable, you would not hesitate to work in the private sector if there is an attractive opportunity.(R)

Three sub-dimensions of WMCI were defined as follows:

$$IWM_i \equiv It1_i + It2_i + It3_i + It4_i + It5_i$$

$$WOC_i \equiv It6_i + It7_i + It8_i + It9_i + It10_i + It11_i$$

$$PSM_i \equiv It12_i + It13_i + It14_i + It15_i$$

Where:

$It1_i$  to  $It15_i$  = Score of  $i^{th}$  respondent on items of WMCI

$IWM_i$  = Score of  $i^{th}$  respondent on Intrinsic Work Motivation ( measuring passion for work which is not the outcome of extrinsic incentives)

$WOC_i$  = Score of  $i^{th}$  respondent on Work and Organizational Commitment (measuring workers' commitment towards superior performance of current and future organizational duties)

$PSM_i$  = Score of  $i^{th}$  respondent on Public Service Motivation ( measuring eagerness to undertake work for benefit of society due to altruistic reasons)

WMCI is an aggregation of the subscales IWM, WOC and PSM.<sup>1</sup>

Data was collected by the first author through personal interviews with 300 female public servants in 24 different organizations of Pakistan. Mode of sampling was purposive.

#### 4. ANALYSIS OF CROSS TABULATION

Cross tabulation was performed on each item of WMCI against categorical variables of age categories and marital status. For age category, three groups were created. The "Junior" group consisted of respondents aged 24 to 30 years. The "Senior" group consisted of respondents aged 31 to 45 years and the "Senior Most" group consisted of respondents above 45 years of age. Marital status for cross tabulation had two categories: "Unmarried" category representing respondents who had never gotten married till the day of the interview; "Married" category representing currently married, divorced, widowed and separated respondents.

WMCI Items related to women's career plans, ability to focus on work and preference to stay in the public sector, are all significantly associated with age of personnel (See Table 1). Senior and most senior staff members feel that they have proved by their personal example that it is possible for women to overcome social constraints and have long range careers. Junior members still need to prove themselves so they are less sure that they would be able to have steady careers. Cross tabulation also suggests that as women grow older they learn by doing and they are better able to focus on their work alongside their domestic duties. Younger personnel, having less experience find it relatively more difficult to deal with the pressure of work at home and in the office. Finally, older women have invested their efforts and time working in the public sector. They do not want to jeopardize the benefits they stand to derive at the end of their careers by shifting to the private sector. Junior personnel, on the other hand, feel the erosion in status of public sector and may consider leaving it for the more lucrative private sector.

<sup>1</sup> For a detailed discussion on construction, reliability and validity of WMCI and its sub-scales see Faisal and Rizavi (2011).

Significant association has also been established between marital status and WMCI items related to desire for work outside the home, avoidance of work-life conflict, and having long range career plans (See Table 2).<sup>2</sup> Most unmarried women, usually having few domestic responsibilities, feel a desire to involve themselves in work outside the home. Most married women, on the other hand, usually have a great load of responsibilities within the household. So to be away from their homes is not something they desire. Married women find it more difficult to avoid work-life conflict as compared to unmarried women. Finally, unmarried women are less confident about being able to pursue long term careers because most of them are unsure whether or not their future husbands would allow them to work. Married women, on the other hand, having overcome this issue, are mostly sure of a long range career.

##### **5. ANALYSIS OF VARIANCE (ANOVA)**

Results shown in Table 3 reveal that married women and women who are widowed / divorced or separated score significantly lower than never married women on the WMCI. The robustness of this result is confirmed by an insignificant Levene statistic. The explanation of this finding is quite straight forward. After marriage, family responsibilities of women increase manifold. Even though many women start their career for professional satisfaction and / or for altruistic reasons, incentives and rewards become relatively more important once they have to share the financial burden of supporting a family. It can be seen from Table 3 that the intrinsic motivation level is the lowest among widowed / divorced or separated women. This is because most women in this category are single parents having to support their family single handedly. Public service motivation may also be lower in this category, probably because these women may have had to face many hardships in life, to the effect that their idealism may have waned. The last finding is again suspect because of heterogeneity of variance highlighted by a significant Levene statistic and the fact that only 4% of the sample consists of women who are widowed / divorced or separated.

Women working in administrative units are found to be, on average, relatively less motivated and committed as compared to females working in universities and hospitals. Results shown in Table 4 confirm this finding. While female participation in teaching and medical professions has been traditionally high, administration is considered a non-traditional profession for females in Pakistan. Most Pakistani school-girls have ambitions of becoming teachers or doctors, very few desire to be civil servants. Teaching profession inspires individuals to work toward attainment of ideological goals which is reflected in significantly high mean scores of university staff on intrinsic motivation. Hospital staff may not be as passionate about their work as university staff but, as expected, they are found to be most committed to their work and organizations and have the greatest desire to serve the society. Then again, as Levene Statistic for PSM is significant, showing heterogeneity of variances among the three groups, it cannot be stated with certainty that women working in hospitals have more public service motivation than women working in the other two sectors.

Female workers with 20 years of education were found to possess more of a preference for psychological satisfaction from work regardless of extrinsic benefits, relative to women with lower educational attainment. Table 5 shows that women having 14 years of schooling score less on WMCI than women with 16 years of education, who score less than women having 18 years of education and the highest score is that of women with 20 years of education i.e. women having a PhD degree or a post graduate specialization medical degree. This finding is quite logical because women who are willing to invest time and energy on education so that they can perform better in their professions would necessarily be having high levels of work motivation and commitment. However, the main source of difference on average scores on WMCI emanates from intrinsic work motivation (F-ratio on IWM is significant at  $p < 0.01$ ). No significant differences could be established, among the four categories representing the levels of educational attainment among women, in terms of organizational

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<sup>2</sup> Although each item of WMCI was rated on a 5-point scale, for simplification in Tables 1 and 2, the two categories measuring partial and strong disagreement (options 1 and 2) have been merged and presented as the group of respondents who disagreed with a particular item. Similarly, the two categories of responses measuring partial and strong agreement (options 4 and 5) have been added together to form the group of respondents who agreed with a particular item. The category of unsure respondents (option 3) is left unchanged.

commitment and public service motivation (F-ratios of WOC and PSM are insignificant). While it may be argued that more educated women earn higher wages than less educated ones and also tend to belong to wealthier families, so money matters less to them. However, if the differences in work preference among educational categories would have been the outcome of difference in wages only, women with lower educational qualifications would be scoring low on all indices measuring intrinsic preference for work in the public sector. The results shown in Table 5 prove that this is not the case. Women in the lower educational category may be just as devoted to their work and organizations and keen to serve the public as women having higher educational attainment, but their earnings maybe the source of livelihood for themselves and their families.

## 6. REGRESSION ANALYSIS

The following Multiple Regression equation was estimated:

$$WMCI = \alpha_1 + \beta_2 EC + \beta_3 TE + \beta_4 PWEI + \beta_5 Ag + \beta_6 Ed + \beta_7 MS + \beta_8 ES + \beta_9 FB + \beta_{10} Le + \mu_2$$

Where,

*WMC I*= Work Motivation and Commitment Index

*EC*= Employment Category

*TE* =Terms of Employment

*PWEI* = Perception of Work Environment Index

*Ag*=Age

*Ed*=Education

*MS*=Marriage Status

*ES*=Economic Status

*FB*=Financial Burden

*Le*= Leisure

Scores on WMCI are transformed so that range of scores became from 0 to 100. The following formula was used for this purpose:

$$\frac{X_i - X_{min}}{X_{max} - X_{min}} \times 100$$

Where,

$X_i$  = Score of  $i^{th}$  individual on WMCI

$X_{min}$  = Minimum possible score on WMCI i.e. 15

$X_{max}$  = Maximum possible score on WMCI i.e. 75

Higher scores on WMCI as well as its transformed version reflect higher work commitment and intrinsic motivation of a worker. Any quantitative explanatory variable in the regression having a negative regression coefficient would reveal the percentage decrease in score on WMCI with every unit increase in this variable and vice versa. For dummy variables a negative regression co-efficient would show in percentage terms the extent to which respondents in a certain category are less motivated and committed, on average, compared to respondents in the benchmark category and vice versa.

Individual characteristics of workers which lead to the differences in their work motivation and commitment are of primary interest in the regression. At the same time conditions within organizations would most likely have an impact on an individual's drive to perform well at her job. Therefore, structural factors are also included. First two structural variables in the regression are dummies representing Administrative Units ( $EC_1$ ), Health Sector ( $EC_2$ ). Higher Education sector is the benchmark category not appearing in the regression equation. The third structural variable is Terms of Employment (TE) representing permanent employment whereas contractual employment is the benchmark category in this case. The final structural variable is score on the Perception of Work Environment Index (PWEI). This index measures the extent to which the public sector in Pakistan

provides an environment free of gender-based hostility.<sup>3</sup> Better working conditions can be expected to give a boost to an individual's work motivation. Whereas a hostile work environment can dampen a worker's desire to perform well. Therefore, it can be expected that sign of co-efficient will be positive for score on PWEI.

The explanatory variables of interest in the regression are individual variables. WMCI was developed to measure women's preference to undertake public sector employment, without necessarily requiring their organizations to offer them incentives and benefits to perform well at their jobs. Therefore, if WMCI is to be considered a good measure of female public servant's work preference, personal factors would be expected to explain more of the variation in percentage scores on this index, rather than structural factors. Six individual characteristics are used as predictor variables in the regression. The first of these predictors is 'Age (Ag)'. This is a ratio scale variable. The next personal variable is 'Education (Ed)' which is measured by years of schooling. ANOVA results suggest that there may be a positive and significant relationship between work drive and level of education. 'Marital Status (MS)' is the third predictor. This is a categorical variable entered as a dummy in the regression. ANOVA shows difference between the attitude of married and unmarried women. 'Economic Status (ES)' measured by log per capita household income of respondents is the next predictor. This variable captures the independent effect of material prosperity on work attitude. The log transformation normalizes family per capita income and also ensures the linearity of its relationship with dependent variable. Another predictor is 'Financial Burden (FB)'. The proxy for this variable is ratio of respondent's personal income to her monthly household income from all sources. This variable explores the psychological impact of having to support dependents on a female worker's interest in her job and organization. Finally, the impact of 'Leisure (Le)' on work motivation and commitment is examined. This variable is measured as the hours of day left over after subtracting time spent on household and professional work from 24 hours. Therefore, leisure as defined here includes both, time spent on personal care as well as recreation. The relationship between score on WMCI and leisure would be expected to be negative if leisure is construed as whiling away time. However, as the measure of leisure also includes time for personal care, very low levels of leisure may cause burn out or physical and mental fatigue which lowers work motivation.

It can be inferred from results of regression shown in Table 6, that being devoted to work is a personal attitude of individuals and it is not simply an outcome of working conditions. Adjusted  $R^2$  of regression featuring only organizational factors as explanatory variables is 7%. Comparatively, adjusted  $R^2$  of regression incorporating both organizational factors as well as personal factors is 18%. This confirms that WMCI measures intrinsic preference for work among individual female public servants which has its antecedents primarily in the individual characteristics of each woman, and to a lesser extent in the conditions prevailing in their respective organizations.

Among structural factors which have a significant impact on women's work drive are perceptions of the work environment and dummy for administrative units. Results show that although women working in the health sector have less intrinsic liking for their jobs than women who work in higher education sector, the difference is statistically insignificant. In comparison, women working in administrative units have scored so much lower on WMCI as compared to university workers that difference is significant at 1% level. Results also show that once differences in work motivation and commitment due to sector and status of employment are accounted for, the relationship between favorable perception of the work environment and work preference is positive. This result is exactly as expected because it is logical that a good work environment would encourage a worker to develop a liking for her job.

Among the personal factors, level of education has the greatest impact on women's work preference in the public sector. Women having less financial burden are also found to derive more psychological satisfaction from their work irrespective of the financial benefits of their job, as compared to women shouldering the financial responsibility of dependent family members. Similarly, women belonging to upper economic class are found to score more on WMCI than women who belong to less economically well off households, although the

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<sup>3</sup> For a detailed discussion on construction of PWEI see Faisal (2010).

relationship between log per capita income and percentage score on WMCI is not statistically significant. Taken together, these three results suggest that educated women from affluent backgrounds, who are not under much financial burden, have a deeper sense of devotion towards their work than less educated women belonging to lower-middle economic class who are compelled to work to support their families. Two plausible causes can be forwarded to explain this finding. First is that economic needs of the latter group of women are so pressing and imperative that they are unable to discern a preference for work for psychological satisfaction. Second, the survey only included women who were working on various public sector posts and did not include educated women who were not part of the labor force. In all probability only those highly educated women, belonging to the affluent class, undertake employment who have an intrinsic desire to be productive. Rich women who do not have this work attitude can simply opt not to work. On the contrary, not working may not be a viable option for women whose income maybe a major determinant of the standard of living of their entire household. So, in effect, this may be a comparison between women belonging to upper-income strata all of whom are committed to their work and profession and women belonging to lower-income strata, some of whom are very motivated and committed and some of whom are working simply out of necessity without having a preference for their work. In either case, these findings imply that most highly educated women from affluent backgrounds serving in the public sector have preference for the work owing to intrinsic motive.

Regression results also show that the independent effect of marriage on women's work drive is negative. It is most probable that a woman's priorities change after marriage and she chooses to involve herself more with household work than professional work.

The effect of leisure on work motivation is statistically not significant. Even so, from the sign of the regression coefficient it can be gathered that women who are devoted to their work and profession would sacrifice their leisure to excel at their jobs. A negative relationship between score on WMCI and hours of leisure per day also implies that women having greater capacity to put in long hours of work at home and in the office are motivated and committed workers. Thus, it cannot be taken for granted that if women have more time to relax and pay attention to their personal needs, their motivation to do professional work will increase. On the contrary, motivated female workers may be preferring to put in long hours of work to satisfy their psychological need to perform productive activities.

## 7. CONCLUSION

Structural impediments to women's effective performance and low work drive among female employees are two of the key factors which can impede the gender equality movement in the public sector. Individual women can make a difference in either adding to or resolving structural constraints to gender mainstreaming by their negative or positive behavioral patterns. Similarly, organizations can either help or hinder women's work drive by addressing or ignoring the issues which hamper gender equality. On the bright side, a few practical steps in the right direction, on the part of organization or individual workers, can have a multiplier effect on amenable conditions for gender mainstreaming. The challenge is to ensure that steps in the right direction are consistently encouraged.

Counseling of female personnel, close to the time they decide to get married, should be an integral part of gender mainstreaming programs. Women must be encouraged to continue with their jobs alongside their family lives and informed about the facilities available to them. Similarly, women who take the bold decision of working in a non-traditional sector must receive special encouragement. It is also recommended that special activities be organized periodically to recognize the contributions of mature workers and highly accomplished personnel. Finally, to boost the morale of workers in the lower income category, monetary incentives are the requirement.

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**Table: 1 IWMC and Age Category: Cross Tabulation**

IWMC Items	In Disagreement			Unsure			In Agreement		
	Junior	Senior	Senior Most	Junior	Senior	Senior Most	Junior	Senior	Senior Most
Item 1	28 (29)	30 (31)	39 (40)	08 (45)	06 (33)	04 (22)	61 (33)	71 (38)	53 (29)
Item 2 $\phi$	15 (30)	14 (28)	21 (42)	12 (22)	23 (42)	20 (36)	70 (36)	70 (36)	55 (28)
Item 3 $\phi$	23 (23)	37 (38)	38 (39)	01 (33)	02 (67)	- (-)	73 (37)	68 (34)	58 (29)
Item 4	10 (31)	11 (34)	11 (35)	- (-)	02 (40)	03 (60)	87 (33)	94 (36)	82 (31)
Item 5	14 (47)	05 (17)	11 (36)	06 (29)	09 (43)	06 (28)	77 (31)	93 (37)	79 (32)
Item 6 $\phi$	33 (29)	46 (40)	36 (31)	09 (36)	06 (24)	10 (40)	55 (34)	55 (35)	50 (31)
Item 7*** $\phi$	39 (45)	37 (43)	10 (12)	07 (37)	07 (37)	05 (26)	51 (26)	63 (32)	81 (42)
Item 8	14 (48)	10 (35)	05 (17)	05 (26)	07 (37)	07 (37)	78 (31)	90 (36)	84 (33)
Item 9***	21 (43)	21 (43)	07 (14)	06 (50)	05 (42)	01 (08)	70 (29)	81 (34)	88 (37)
Item 10 $\phi$	52 (36)	52 (36)	41 (28)	02 (17)	05 (42)	05 (41)	43 (30)	50 (35)	50 (35)
Item 11	22 (37)	20 (33)	18 (30)	06 (32)	07 (37)	06 (31)	69 (31)	80 (36)	72 (33)
Item 12	12 (48)	07 (28)	06 (24)	05 (33)	05 (33)	05 (34)	80 (31)	95 (36)	85 (33)
Item 13	17 (29)	20 (34)	22 (37)	20 (35)	22 (39)	15 (26)	60 (33)	65 (35)	59 (32)
Item 14	23 (44)	14 (27)	15 (29)	09 (36)	09 (36)	07 (28)	65 (29)	84 (38)	74 (33)
Item 15*** $\phi$	26 (53)	18 (37)	05 (10)	09 (27)	12 (36)	12 (37)	62 (29)	77 (35)	79 (36)

\*\*\*  $\chi^2$  Significant at 99% Confidence Level  
Percentages in parenthesis

$\phi$  Item was negatively worded in the research instrument, but has been reverse coded in this table, such that agreement with the item reflects positive work attitude.

**Table: 2 IWMC and Marital Status: Cross Tabulation**

\*  $\chi^2$  Significant at 90% Confidence Level \*\*  $\chi^2$  Significant at 95% Confidence Level

IWMC items	In Disagreement		Unsure		In Agreement	
	Unmarried	Married	Unmarried	Married	Unmarried	Married
Item 1	31 (32)	66 (68)	05 (28)	13 (72)	65 (35)	120 (65)
Item 2 $\phi$	15 (30)	35 (70)	15 (27)	40 (73)	71 (36)	124 (64)
Item 3** $\phi$	22 (22)	76 (78)	01 (33)	02 (67)	78 (39)	121 (61)
Item 4	11 (34)	21 (66)	01 (20)	04 (80)	89 (34)	174 (66)
Item 5	12 (40)	18 (60)	06 (29)	15 (71)	83 (33)	166 (67)
Item 6** $\phi$	27 (24)	88 (76)	09 (36)	16 (64)	65 (41)	95 (59)
Item 7* $\phi$	37 (43)	49 (57)	05 (26)	14 (74)	59 (30)	136 (70)
Item 8	13 (45)	16 (55)	06 (32)	13 (68)	83 (33)	170 (67)
Item 9	21 (43)	28 (57)	03 (25)	09 (75)	77 (32)	162 (68)
Item 10 $\phi$	45 (31)	100 (69)	01 (08)	11 (92)	55 (39)	88 (61)
Item 11	24 (40)	36 (60)	04 (21)	15 (79)	73 (33)	148 (67)
Item 12	11 (44)	14 (56)	05 (33)	10 (67)	85 (33)	175 (67)
Item 13	16 (27)	43 (73)	20 (35)	37 (65)	65 (35)	119 (65)
Item 14	20 (39)	32 (61)	08 (32)	17 (68)	73 (33)	150 (67)
Item 15 $\phi$	21 (43)	28 (57)	10 (30)	23 (70)	70 (32)	148 (68)

Percentages in parenthesis.

$\phi$  Item was negatively worded in the research instrument, but has been reverse coded in this table, such that agreement with the item reflects positive work attitude.

**Table: 3 Difference in Motivation and Commitment: Married Versus Never Married Personnel**

Indices	Never married (N=101)	Married (N=188)	Widow/Divorced/Sep arated (N=11)	ANOVA		Homogeneity of Variance	
	Mean Scores	Mean Scores	Mean Scores	F	Sig.	Levene Statistic	Sig.
IWM	19.66	18.83	17.09	4.813	0.009	1.725	0.180
WOC	21.48	21.28	21.27	0.141	0.869	1.170	0.312
PSM	15.42	15.73	13.82	3.433	0.034	4.450	0.012
WMCI	56.55	55.84	52.18	2.677	0.070	2.169	0.116

**Table: 4 Difference in Motivation and Commitment: Across Sectors**

Indices	Administrative Units (N=100)	Higher Education (N=100)	Health (N=100)	ANOVA		Homogeneity of Variance	
	Mean Scores	Mean Scores	Mean Scores	F	Sig.	Levene Statistic	Sig
IWM	18.20	19.94	19.00	8.364	.000	1.726	0.180
WOC	20.84	21.45	21.75	2.446	.088	0.950	0.388
PSM	14.96	15.62	16.08	5.401	.005	2.847	0.060
WMCI	54.00	57.01	56.83	8.091	.000	1.510	0.223

**Table: 5 Difference in Motivation and Commitment: Educational Attainment**

Indices	Years of schooling				ANOVA		Homogeneity of Variance	
	14 (N=62)	16 (N=154)	18 (N=54)	20 (N=30)	F	Sig.	Levene Statistic	Sig.
IWM	16.74	19.40	20.13	20.03	18.116	0.000	2.722	0.045
WOC	21.29	21.34	20.96	22.17	1.064	0.365	1.235	0.297
PSM	15.61	15.42	15.69	15.90	0.422	0.738	3.118	0.026
WMCI	53.65	56.16	56.78	58.10	4.801	0.003	1.640	0.180

**Table: 6 Results of Regression**

Hierarchical Multiple Regression Results: Dependent Variable Transformed Score on WMCI				
		Beta	Stand. Beta	VIF
<b><u>Organizational Factors</u></b>				
	Constant	45.16*** (10.72)		
Administrative Units (EC <sub>1</sub> )		-5.17*** (-3.99)	-0.26***	1.40
Health Sector(EC <sub>2</sub> )		-0.15 (-0.11)	-0.01	1.52
Status of Employment (SE)		0.29 (0.23)	0.02	1.24
Perception of Work Environment (PWEI)		0.16** (1.95)	0.12**	1.14
R <sup>2</sup> 0.08      Adjusted R <sup>2</sup> 0.07 F-Statistic 6.60      p-value of F 0.00				
<b><u>Personal Factors</u></b> (Controlling for Organizational Factors)				
	Constant	17.03 (0.77)		
Age (Ag)		0.15* (1.49)	0.16*	1.67
Education (Ed)		2.87*** (3.49)	0.24***	1.63
Marital Status (MS)		-2.80** (-2.19)	-0.14**	1.42
Economic Status (ES)		0.42 (1.06)	0.07	1.25
Financial Burden (FB)		-4.92** (-1.69)	-0.10**	1.65
Leisure (Le)		-0.13 (-0.60)	-0.03	1.21
R <sup>2</sup> 0.21      Adjusted R <sup>2</sup> 0.18 F-Statistic 7.49      p-value of F 0.00 Durbin-Watson 2.02 White Heteroscedasticity Test: F-Statistic 1.01      p-value of F 0.36				

\*Significant at 90% Confidence Level \*\* Significant at 95% Confidence Level \*\*\* Significant at 99% Confidence Level

t-scores in parenthesis