

CHAPTER FOUR

RESULTS

This chapter explains the results of the study which are divided into three parts; general information of the respondents, overall work goals and gender comparisons and management styles.

4.1 GENERAL INFORMATION

287 of 360 questionnaires were sent back to the researcher. This constituted a 78% response rate. The respondents were 106 male (36.9%) and 181 female (63.1%). The average age of male and female was 34.9 and 34.5 years and the average of working experience of male and female was 11.1 and 9.7 years respectively. For men, 55.7% of them were single and 44.3% were married, the proportion of education was 42.5% in Bachelor degree and 6.6 % in Master degree and 15.1% in Doctoral degree and 35.9% in other degree and the current status of men was 13.2% in management, 16.5% in professional and 70.3% in operational positions. For women, 58% of them were single and 42% were married; the proportion of education was 59.8% in Bachelor degree and 14.5 % in Master degree and 3.4% in Doctoral degree and 22.4% in other degree, and the current status of women are 4.7% in management, 30.7% in professional and 64.6% in operational positions. For men, 29.5% of their supervisors were male and 70.6% were women, whereas for women, 24.7% of their supervisors were male and 75.3% were women. 72.3% of men and 76.9% of women answered that they would continue to work for the organization more than five years or to until retirement (Table 1).

4.2 OVERALL WORK GOALS AND GENDER COMPARISONS

The questionnaires examined the 21 work-related goals and it was found that all mean scores are higher than 3. The importance of work-related goals are ranged from the highest score to the lowest score as follows (Table 2):

		Mean (SD)
1	Job security	4.4 (0.8)
2	Time for personal activities	4.3 (0.8)
3	Co-operation	4.3 (0.7)
4	Fringe benefits	4.2 (0.9)
5	Physical working conditions	4.1 (0.9)
6	Opportunity for high earnings	4.1 (0.9)
7	Use of skills and abilities	4.1 (0.9)
8	Training opportunities	4.1 (0.9)
9	Relationships with manager	4.1 (0.8)
10	Challenge work	4.0 (0.8)
11	Opportunity to help others	4.0 (0.8)
12	Clear requirements	4.0 (0.8)
13	Opportunity for advancement	3.9 (1.0)
14	Contribution to the success of company	3.9 (0.9)
15	Desirable living area	3.8 (1.1)
16	Freedom (Work autonomy)	3.8 (0.9)
17	Little job stress	3.7 (1.0)
18	Be consulted	3.7 (0.9)
19	Company	3.6 (0.9)
20	Recognition	3.5 (1.1)
21	Job variety	3.5 (0.9)

The importances of the 21 work-related goals were compared between male and female respondents. The results show there are statistically significant differences in 7 work-related goals where women scored more than men scored. They are as follows (Table 3):

- 1 Little job stress
- 2 Job security
- 3 Co-operation
- 4 Opportunity for high earnings
- 5 Desirable living area
- 6 Fringe benefits

7 Training opportunities

4.3 MANAGEMENT STYLE

According to the preference of management styles, there are statistically significant differences between genders. For men, they prefer 43.1% in authoritarian, 28.4% in consultative, 19.6% in mentor and 8.8% in collaborative management styles, whereas for women, they prefer 50.8% in authoritarian, 26.3% in consultative, 21.2 % in mentor and 1.7% in collaborative. Both men and women favor authoritarian management most (Table 4, Figure 2).

According to the perceived management styles, men perceive their superior as mentor 25%, collaborative 23%, authoritarian 22% consultative 21%, and not any of the four styles 9%, whereas women perceive their superior as collaborative 27.1%, mentor 21.5%, consultative 19.8%, authoritarian 19.2% and not any of the four styles 12.4% (Table 4, Figure 3).

Table 3. General information of respondents

Characteristics	Total	Men	Women
Age (yr), Mean (SD)	34.7 (10.2)	34.9 (11.1)	34.5 (9.7)
Sex, n, (%)			
Male			
Female	287 (100)	106 (36.9)	181 (63.1)
Marital status, n, (%)			
Single: Married	164:123 (57.1) : (42.9)	59: 47 (55.7): (44.3)	105:76 (58.0): (42.0)
Education, n, (%)			
Bachelor degree	152 (53.3)	45 (42.5)	107 (59.8)
Master degree	33 (11.6)	7 (6.6)	26 (14.5)
Doctoral degree	22 (7.7)	16 (15.1)	6 (3.4)
Others	78 (27.4)	38 (35.9)	40 (22.4)
Working experience (yr), Mean (SD)	9.9 (0.9)	11.1 (1.1)	9.7 (0.8)
Current status, n, (%)			
Management	19 (7.9)	12 (13.2)	7 (4.7)
Professional	61 (25.3)	15 (16.5)	46 (30.7)
Operation	161 (66.8)	64 (70.3)	97 (64.6)
Supervisor, n, (%)			
Male	75 (26.5)	31 (29.5)	44 (24.7)
Female	208 (73.5)	74 (70.5)	134 (75.3)
Continue working for the organization, n, (%)			
Two years at the most	19 (6.8)	8 (7.8)	11 (6.2)
From two to five years	50 (17.9)	20 (19.4)	30 (16.9)
More than five years	125 (44.6)	44 (42.7)	81 (45.8)
Until I retire	86 (30.7)	31 (30.1)	55 (31.1)

Table 4. The importance of work-related goals

Work goals	Total Mean (SD)
1 Time for personal activities	4.3 (0.8)
2 Challenge work	4.0 (0.8)
3 Little job stress	3.7 (1.0)
4 Physical working conditions	4.1 (0.9)
5 Relationships with manager	4.1 (0.8)
6 Job security	4.4 (0.8)
7 Freedom (Work autonomy)	3.8 (0.9)
8 Co-operation	4.3 (0.7)
9 Be consulted	3.7 (0.9)
10 Contribution to the success of company	3.9 (0.9)
11 Opportunity for high earnings	4.1 (0.9)
12 Desirable living area	3.8 (1.1)
13 Opportunity for advancement	3.9 (1.0)
14 Job variety	3.5 (0.9)
15 Company	3.6 (0.9)
16 Opportunity to help others	4.0 (0.8)
17 Clear requirements	4.0 (0.8)
18 Fringe benefits	4.2 (0.9)
19 Use of skills and abilities	4.1 (0.9)
20 Recognition	3.5 (1.1)
21 Training opportunities	4.1 (0.9)

Table 5. Comparison of the importance of work-related goals by gender

	Men Mean (SD)	Women Mean (SD)	P value
1 Time for personal activities	4.3 (0.8)	4.2 (0.8)	NS
2 Challenge work	4.1 (0.9)	4.0 (0.8)	NS
3 Little job stress	3.4 (0.9)	3.8 (0.9)	< 0.05
4 Physical working conditions	3.9 (0.9)	4.2 (0.9)	NS
5 Relationships with manager	4.1 (0.8)	4.1 (0.8)	NS
6 Job security	4.2 (0.9)	4.6 (0.7)	< 0.05
7 Freedom (Work autonomy)	3.7 (1.0)	3.9 (0.9)	NS
8 Co-operation	4.1 (0.7)	4.4 (0.7)	< 0.05
9 Be consulted	3.7 (0.9)	3.7 (0.9)	NS
10 Contribution to the success of company	3.9 (0.9)	3.9 (0.9)	NS
11 Opportunity for high earnings	3.8 (0.9)	4.1 (0.8)	< 0.05
12 Desirable living area	3.6 (1.1)	3.9 (1.0)	< 0.05
13 Opportunity for advancement	3.8 (1.0)	4.0 (1.0)	NS
14 Job variety	3.5 (1.0)	3.6 (0.9)	NS
15 Company	3.6 (1.0)	3.6 (0.9)	NS
16 Opportunity to help others	4.0 (0.9)	4.0 (0.8)	NS
17 Clear requirements	3.9 (0.8)	4.0 (0.8)	NS
18 Fringe benefits	4.0 (1.1)	4.3 (0.8)	< 0.05
19 Use of skills and abilities	4.0 (0.9)	4.2 (0.9)	NS
20 Recognition	3.4 (1.1)	3.6 (1.0)	NS
21 Training opportunities	4.0 (0.9)	4.2 (0.9)	< 0.05

T test, significance when $p < .05$.

Table 6. Comparison of preference of management styles by gender

Management styles	Male	Female	p value
Preferred management style, n, (%)			
1. Collaborative	9 (8.8)	3 (1.7)	0.03
2. Consultative	29 (28.4)	47 (26.3)	
3. Mentor	20 (19.6)	38 (21.2)	
4. Authoritarian	44 (43.1)	91 (50.8)	
Perceived management style			
1.Collaborative	23 (23.0)	48 (27.1)	NS
2. Consultative	21 (21.0)	35 (19.8)	
3. Mentor	25 (25.0)	38 (21.5)	
4. Authoritarian	22 (22.0)	34 (19.2)	
5. Not the same of above	9 (9.0)	22 (12.4)	
Chi-square test, significance when p < .05.			

Figure 2. Preference of management styles by gender

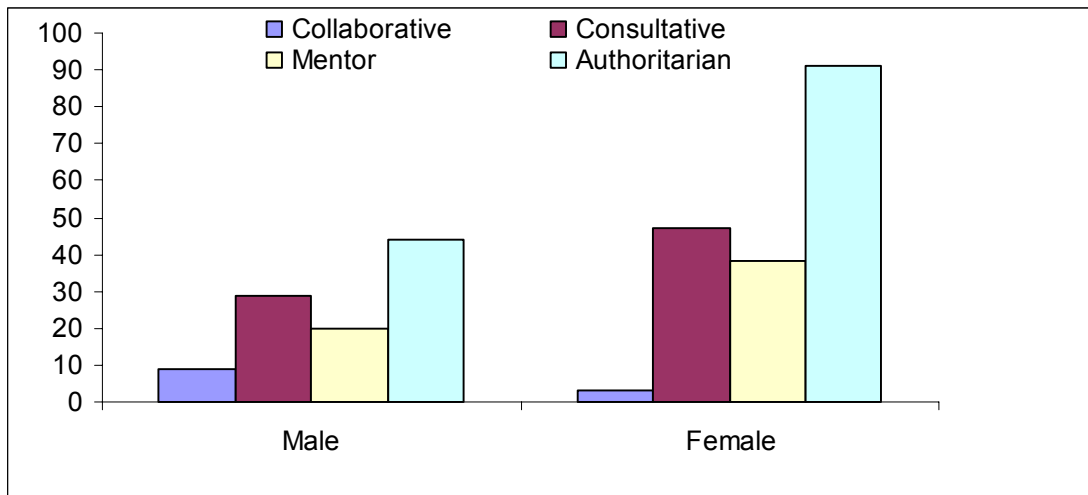


Figure 3. Perception of management styles by gender

