

**COMMITMENT OF WORKING WOMEN :**  
**A HUMAN RESOURCE MANAGEMENT PERSPECTIVE**

*By*

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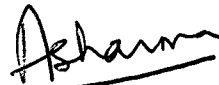
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**MAY 1998**

## CERTIFICATE

This is to certify that the thesis entitled **COMMITMENT OF WORKING WOMEN : A HUMAN RESOURCE MANAGEMENT PERSPECTIVE**, being submitted by **Mrs. Sandhya Gupta** to the Indian Institute of Technology, Delhi, for the award of degree of **Doctor of Philosophy**, is a record of bon'afide' research work carried out under my guidance and supervision.

The results contained in this thesis have not been<sup>2</sup> submitted to any other university or institute for award of any degree or diploma.



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( Sandhya Gupta )

## ABSTRACT

Entry of women in the workforce of organizations in India and other parts of the world have brought about newer challenges for Human Resource Management practitioners. This issue of workforce diversity has also become an important aspect of strategic human resource management. One of the most important aspect of human resource management is commitment of employees which can be work related or family related. Commitment is based on three major dimensions, i.e. centrality of the role to the self, salience of the particular role vis-à-vis other activities; and desire to perform well in that role.

The present study has made a modest attempt to investigate various aspects of work and family commitment of working mothers. The variables considered in the study are work commitment and family commitment as dependent variables and background variables: age, education, years of experience, number of children, age of children, type of occupation, income; family profile: (type of family, size of family, family income, quality of family life) and work related variables i.e. quality of work life, job satisfaction, number of hours of work, time-schedule, extension of work activities at home; and psycho-social variables : role strain, and well-being as independent variables.

The sample of the study is drawn from working mothers of the students of various units of Delhi Public School of Delhi. Data were collected from 455 working mothers using questionnaires. The statistical analyses used in the study are mean, standard deviation and percentage analysis, correlation coefficient analysis, 't' - test

and chi-square analyses. These methods have been used to determine association of background variables, family variables and work related variables with commitment variables. A stepwise multiple regression analysis has been carried out to determine the predictors of commitment. The study also includes some graphical representation of data.

The following hypotheses have been developed in the study.

### **Hypothesis 1**

**H1 states that there will be negative relationship between work commitment and family commitment.**

Finding of the study support the hypothesis.

### **Hypothesis 2**

**H2 states that there will be significant relationship between the background variables (age of the respondent, number of children, age of children, education qualifications, occupation, income and years of experience) and work commitment of the respondents**

Results suggest that age of children, educational qualifications, occupation, respondent's income and years of job experience are significantly related to work commitment of the respondents.

### **Hypothesis 3**

**H3 states that there will be significant relationship between background variables and family commitment of the respondents.**

Except for age of children the study does not support the hypothesis.

### **Hypothesis 4**

**H4 states that family related variables will be significantly related to work commitment of the respondents**

Results reveal that family income and quality of family life are the only variables related to work commitment of the respondents.

### **Hypothesis 5**

**H5 states that family variables (family size, type of family, family income and quality of family life) are significantly related to family commitment of the respondents**

In this study only quality of family life is found to be significantly related to family commitment of the respondents.

### **Hypothesis 6**

**H6 states that there is positive relationship between work related variables and work commitment of the respondents**

Apart from number of working hours, all the other work related variables considered i.e. quality of work life, job satisfaction, work time-schedule (fixed/flexible) and extra number of hours devoted to work were found to be significant determinants of work commitment.

### **Hypothesis 7**

**H7 states that there will be negative relationship between work related variables and family commitment of the respondents**

Findings support the sub-hypothesis that extra number of hours as a work related variable is negatively related to family commitment.

### **Hypothesis 8**

**H8 states that psycho-social variables are positively related to work commitment of the respondents**

Perception of role-strain is found to be positively related to work commitment. Perception of well-being, however, is not related to work commitment which was not expected.

### **Hypothesis 9**

**H9 states that psycho-social variables (rolestrain and well-being) are related to family commitment of the respondents.**

Findings support the hypothesis.

### **Hypothesis 10**

**H10 states that background variables, family variables, psycho-social variables, work related variables and family commitment are predictors of work commitment of the respondents**

Variables which are highly significant in order of their contribution to work commitment are extra work hours, family income, having children, quality of work life, family commitment, years of experience, age of children, work preference, time schedule and role-strain.

### **Hypothesis 11**

**H11 states that background variables, family variables, psycho-social variables, work related variables and work commitment are predictors of family commitment of the respondents**

Role strain, work commitment and having children are the only variables which are found to be the predictors of family commitment.

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