



Singaporean Journal of Scientific Research(SJSR)

An International Journal (AIJ)

Vol.17.No.1 2025,Pp.1-4

ISSN: 1205-2421

available at :www.sjsronline.com

Paper Received : 24-12-2024 Paper Accepted: 09-01-2025

Paper Reviewed by: 1.Prof. Cheng Yu 2. Dr.Yarab Baig

Editor : Dr. Chen Du Fensidal

## Career Commitment Perception of Women Executives – A Content Analysis

Dr. J.K.Kalpana Devi

Assistant Professor, Valliammal College for Women, Chennai, India.

### Abstract

There has been increasing interest among the management experts in the concept of commitment and empirical assessment of causes in variety of organizational settings. ‘Organisational and Career Orientations’ and ‘Values’ are inherently compatible, reinforced by perceived satisfaction in organizational work setting. Many researchers considered commitment as a dependent variable and attempted to identify the determinants which influences the perception of individuals in working organization. This paper examine the perception of corporate executive’s organizational commitment and career commitment of women executives.

Keywords: Organisational commitment, Career commitment, Job satisfaction, Career commitment

### 1. Introduction

The concept of Organisational commitment has attracted considerable interest past as an attempt to understand the intensity and stability of employee dedication to the work organization. Management scientists have long been concerned with the effect of the work environment on employee attitudes and subsequent behavioral outcomes. One direction of this concern has been the relationship between the organisations and its professionally qualified or expertise employees in executive positions. This relationship has been typically characterized as conflicting on the assumption that ‘Organisational and Career Orientations’ and ‘Values’ are inherently compatible, reinforced by perceived satisfaction in organizational work setting.

Several studies have also obtained results suggesting that these relationship may result in undesirable outcomes like employee migration. Moreover intention to stay in the organization, job satisfaction, and work commitment were identified as strong correlates of organizational and career commitment of

employees in the organization. The overall dynamics of the commitment and satisfaction relationship seems quite complex. Indeed it has been classified as such in the Rabionowitz and Hall (1977) review clearly the relationship between the various types of commitment and work related variables and the outcomes are not fully understood.

## 2. Objective of the study

The study was intended to examine the perception of corporate executive’s organizational commitment and career commitment conceptualizations in the light of behavioral and work related determinants. Further specifically the study was made.

- (i) To identify and examine the perception of organizational and career commitment of women executives in general and their commitment level
- (ii) To analyse the influence of Job Satisfaction and the work value perceptions on the organizational and career commitment of corporate executives

## 3. Methodology

The study involves an examination of organizational commitment and career commitment in relationship with the four variables apart from the demographic characteristics of the 100 women executives from different organisations. The variables adopted are (a) Job Satisfactions (b) Work Centrality ( c) Work values and (4) Career Commitment

## 4. Review of Literature

In the resent years, a growing interest particular in India has to be understand the process of commitment in work life like organizational commitment, work involvement and career related concepts to individual career orientations.

According to Hall (1971), career commitment is the strength of one’s motivation to work in a chosen career role. As described by Lodhal and Kejner (1965), commitment to entire career is to be distinguished from the commitment to job involvement. Powell & Butterfield, 2003 in his study on ‘work values and organizational commitment’ found that the income was associated with the moral commitment level of the employees.

Many studies on values and value systems have been considered in western countries, but only few studies are available in this subject in Indian conditions.

## 5. Analysis of factors influencing career commitment of women executives

The concept of career commitment is explained as the strength of one’s motivation to work in a chosen career role. Commitment to career field or role is to be distinguished from the commitment to the job or to one’s organization. These three form of commitment are often correlated and may often have different causes and consequences.

**Table 1.Career commitment Level of Executives**

| Career Commitment Level | No of executives |
|-------------------------|------------------|
| Moderate                | 70.5%            |
| High                    | 29.5%            |

The executives in general have comparatively high level of career commitment level. The research have suggested that the compatibility between professionalism and the organization may depend in the organizational willingness to recognize the professional behaviors which is highly influenced by the career commitment in reciprocation.

**Table 2. Career Promotion Vs Career Commitment**

|                  | F value | P value | Career promotion |       |       |        |
|------------------|---------|---------|------------------|-------|-------|--------|
|                  |         |         | No Promotion     | 1     | 2     | 3      |
| Job Satisfaction | 4.710   | 0.004** | 92.57            | 91.42 | 91.07 | 103.00 |
| Work Values      | 0.094   | 0.963   | 21.50            | 21.31 | 21.41 | 22.00  |
| Personal factors | 0.479   | 0.698   | 7.73             | 7.44  | 7.48  | 8.00   |

In case of job satisfaction there is a difference at 1% level. In job satisfaction, when there is more number of promotion earned, the attitude of the women executives towards their career is very high. With regard to work values and personal factors there is no significant difference with the number of career promotions earned by the women executives.

**Table 3. Number of Organization changed Vs Career Commitment**

|                  | F value | P value | Number of Organisation changed |       |       |       |
|------------------|---------|---------|--------------------------------|-------|-------|-------|
|                  |         |         | No Promotion                   | 1     | 2     | 3     |
| Job Satisfaction | 4.299   | 0.007** | 93.26                          | 88.64 | 84.00 | 97.29 |
| Work Values      | 18.579  | 0.000** | 20.38                          | 23.82 | 26.00 | 25.29 |
| Personal factors | 3.868   | 0.012*  | 7.83                           | 6.91  | 7.00  | 6.43  |

There is a lot of difference between the perception of the women executives who are working in same organization and with the who have been working with 1,2 and 3 organisations. There is no uniqueness in their perception level. The study found that there is a significant difference between the career commitment levels with the number of organisations changed.

**Table 4. Analysis of variance considering Job satisfaction with work value**

|            | DF | Sum of Squares | Mean square |
|------------|----|----------------|-------------|
| Regression | 1  | 642.96954      | 642.96954   |
| Residual   | 98 | 6129.99046     | 62.55092    |
| F = 10.279 |    | P = 0.002**    |             |

Multiple R = 0.30811                      R square = 0.09493  
 Adjusted R square = 0.08570        Standard Error = 7.90891  
 Note: \*\* significant at 1% level

**Table 5. Analysis of variance considering Job satisfaction with Personal factors**

|            | DF | Sum of Squares | Mean square |
|------------|----|----------------|-------------|
| Regression | 1  | 101.07443      | 101.07443   |
| Residual   | 98 | 6671.88557     | 68.08047    |
| F = 1.484  |    | P = 0.226**    |             |

Multiple R = 0.12216                      R square = 0.01492  
 Adjusted R square = 0.00487        Standard Error = 8.25109  
 Note: No significant Level

## 6. Findings of the study

1. The study found that the women executives in general are much career oriented. They exhibit professional commitment considering their chosen functional /occupational type and work career growth to attain professional excellence.
2. The study further highlighted that senior level executives who are professionally trained with having professional education and have changed their jobs earlier seems to have high level of career commitment.
3. The study revealed that there is significance difference in their perception of job satisfaction when analyzed based on age, number of job changes, type of organization educational level and number of promotion earned.
4. All the three dimensions of work values have a very high and signification with the organizational commitment.
5. On career commitment growth need and relatedness are significantly associated through the association is not strong when compared to organizational commitment.

## 7. Conclusion

There has been increasing interest among management experts in the concept of commitment and empirical assessment of the causes in a variety of organizational settings. While the overall dynamics of the commitment and satisfaction relationship of employees seems quite complex, viewing satisfaction as an outcome variable is not unreasonable (Davies R, 2001). Several study have recognized that the relationship between the various types of commitment and work related variables and outcomes are not fully understood. Indeed it has been clearly classified in Hall (1977) review. A study was carried out to identify the factors influences the career commitment and perception of women employees and to analyse the influence of Job Satisfaction and the work value perceptions on the organizational and career commitment of corporate executives. It was found that the career commitment is known to be influenced by professional commitment. The study says that the work values have significant relationship with both professional commitment and career orientation which are the two dimensions of career commitment. Finally it is found that executive in middle and senior management, who are professionally trained, having professional education and have changed their organizations seems to have high level of career commitment.

## References

1. Lodahl, T.M. and Kejner, M.M. (1965), The Definition and Measurement of Job Involvement. *Journal of Applied Psychology*, 49, 24-33.
2. Powell GN, Butterfield DA. Gender, gender identity, and aspirations to top management. *Women in Management Review* 2003.
3. Daviis J.W, 'Work Involvement of Executives', *personal Administration*. Vol 29 (1966)
4. Centre for Social Research. *Women managers in India: Challenges and opportunities* 2009.
5. Davies R. How to boost staff retention. *People management* 2001,7(8):54-56.