A COMPARISON OF WORK RELATED ATTITUDES AMONG MARRIED AND UNMARRIED EMPLOYED WOMEN

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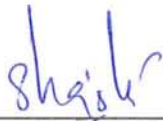
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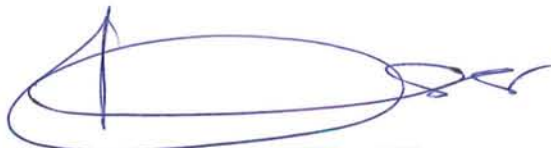
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Dedicated to MY

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Abstract

The present study aimed to see whether the work related attitudes, Job satisfaction, Job Involvement and Organizational Commitment differ among married and unmarried women and whether there is a positive relationship between work experience and job satisfaction, job involvement and organizational commitment.. Sample consisted of 30 married and 30 unmarried women working in different organizations. Stated hypotheses for this research are that there would be positive and significant relationship among job satisfaction, job involvement and organizational commitment. Secondly unmarried women would score higher on the level of job satisfaction, job involvement and organizational commitment, thirdly there would be positive relationship between work experience and job satisfaction, job involvement and organization commitment. Three questionnaires, Organizational commitment scale, Job involvement scale and Job feeling scale were administered to married and unmarried employed women. The results indicated that there is a significant and positive relationship between organizational commitment, job satisfaction and job involvement. Unmarried women scored higher on the level of Job satisfaction, Job involvement and Organizational Commitment. It was also concluded that the work experience is also positively correlated with job satisfaction, job involvement and organizational commitment.

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INTRODUCTION

Work Related Attitudes

People seldom feel neutral about the things they encounter in the world around them. We all have different feelings about the people, events, objects, and activities that we experience. Everyone has likes and dislikes, aversions and preferences. People form attitudes both favorable and unfavorable for the events, objects, and people they encounter.

The feeling one holds for his job are important to understand several reactions because not only do they constitute an important part of the quality of life experienced on job, but they are also related to key aspects of organizational behavior such as job performance, absenteeism and turnover. Mowday explained that work related attitudes are important for both the individual who holds them and also organization in which these people work. (as cited in Green Burg, 1993).

Bendura stated that when we talk about work related attitudes, we are talking about those lasting feelings, beliefs, and behavioral tendencies that one has towards various aspects of the job, as all attitudes are formed by combination of the cognitive, evaluative or affective and behavioral aspects (as cited in Greenberg, 1993).

Organizational commitment, job satisfaction and job involvement are important job related attitudes that individual form while they are working. These attitudes are important in field of organizational behavior because by study work related attitudes we can improve the quality of working life and also have a good opportunity to help improve them,

thereby making people feel better about the jobs they perform in an organization. The work related attitudes, organizational commitment, job satisfaction, and job involvement have generally been considered to represent distinct constructs. Job satisfaction is a *positive emotional state reflecting an affective response to the job situation.* Job involvement is *cognitive Belief State reflecting the degree of psychological identification with one's job.*

While organizational commitment is the *relative strength of an individual's identification with and involvement in the particular organization.* Which is characterized by *beliefs and acceptance of organization's goals and values, willingness to exert effort on behalf of organization, desire to maintain membership in organization* (Mowday, Steers, & Porter, 1982)

Job related-attitudes often play a key role in shaping behavior in organizations. These job-related attitudes develop positive or negative evaluations that employees hold about different aspects of an organization's dynamics and work environment. Job satisfaction, job involvement and organizational commitment are three most important job-related attitudes, which, to some extend; the prosperity of an organization depends. Hall evaluated that personal variables like age, length of service, marital status, and economic position also considered important factors in job satisfaction, job involvement and organizational commitment (cited in Patel, 1995).

Work-related attitude includes many variables but mainly three in common the job satisfaction, job involvement and organizational commitment. These three variables are determinants employees' performance in organization and his/her devotion toward job.

Job satisfaction refers to certain experiences, qualities which are personal, a person thinks, feels and balances in relation to his job. Job satisfaction means an individual is satisfied with his work working conditions in the office and have a good relations with his colleagues and perform his duties properly and consider his job worth while.

Job satisfaction is often thought to be synonymous with job attitude, but it is important to recognize, those with different theoretical orientations may use the term somewhat differently. Some measures job satisfaction in terms of the gratification of strong needs in the work place. Others see it as the degree of discrepancy between what a person expect to receive from work and what he is actually receiving. It can also be defined as the extent to which work is seen as providing those things that one considers conductive to one's welfare. In yet another view, job satisfaction is considered a purely emotional response to a job situation. (Lock, 1976).

According to this exhibit when an individual comes to an organization he brings with him a set of desires, needs, past experience and other factors that combine to form his attitude towards his work. Among the many components of attitudes, job satisfaction is the effective component that people hold towards their work. It reflects how people feel about their job.

Job satisfaction has many dimensions. It may represents our over all attitude or it can apply to part of an individual group. As a set of feelings it is dynamic, it can decline as quickly as it develops and hence requires continuous attention on the behalf of the organization. Job satisfaction may be defined as:

"A set of favorable or unfavorable feelings with which employees view their work".

It may also be defined as *"a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience"* (Lock, 1976).

As regard the dimensionality of job satisfaction there are basically three dimensions:

1. Job satisfaction is an emotional response to a job situation.

2. Job satisfaction is often determined by how well outcomes meet or exceed expectations hence related to equity.

3. Job satisfaction represents several related attitudes.

Smith, Kindall & Hulin (1988) have suggested that there are five job dimensions that represent the most important characteristics of a job about which people affective responses.
There are:

1. ***Work it self*** The extent to which the job provides the individual with interesting tasks, opportunities for leasing and the chance to accept responsibility.

2. ***Pay*** The amount of financial remains ratio that is received and the degree to which this is viewed as equitable vis-a-vis that of other in the organization.

3. ***Promotion opportunities*** The chances for advancement in the organization.

4. *Supervision*   The abilities of the supervisors to provide technical assistance and behavioral support.

5. *Coworkers*   The degree to which fellow workers are technically proficient and socially supportive. (As cited in Greenberg, 1993).

There are many key determinants of job satisfaction. Basically there are two types of determinants.

Organizational Determinants:

1. The organizational reward system is highly related to job satisfaction.

2. It has been found that job satisfaction is enhanced by pay system perceived as being fair and equitable.

3. Another determinant is the perceived quality of supervision. If supervisors treat their coworker with dignity, honor, and respect the employee will be satisfied despite the fact that they are receiving less extrinsic favors.

4. Job satisfaction is also related to decentralization of power. When power is decentralized then people are allowed to make decisions and can freely participate in decision making. If power remains only in some hands then employees tend to feel that they are relatively powerless and this lead to their dissatisfaction.

5. The level of work and social stimulation also affect job satisfaction. Researches indicate that when employees are given challenging tasks and a certain degree of diversity than they are satisfied with their jobs. But this is usually true with

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career oriented employees.

6.   Pleasant working conditions also enhance job satisfaction. It is observed that job satisfaction is reduced by over crowded conditions, dark, noisy environment, extreme temperature and poor air quality.

Personal Determinants:

There are also some personal determinants of job satisfaction as:

1.   Various personality variables have been associated with job satisfaction as self esteem, ability to with stand stress and belief in the ability to control ones own outcomes. The more the employees possess these characteristics the more they are satisfied with their jobs.

2.   Job satisfaction is related to organizational status and seniority. Generally the ones higher in the organizational hierarchy are more satisfied. The probability stems from the fact that they enjoy more; facilities and rewards and hence more satisfied.

3.   Job satisfaction is also found to be related to one's general life satisfaction. The more the people are satisfied with aspects of their livings. Unrelated to the job, the more they tend to be satisfied with their jobs (as cited in Greenberg, 1993).

Job Involvement

Various terms have been used to describe job involvement as a central life interest, work role involvement, ego involvement. Ego involved performance, occupational involvement, morale, intrusive

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motivation, job satisfaction and at the last job involvement. It is some what not clear whether job involvement is something that can be empirically distinguished from what motivation. It may be that, measures of involvement are really measuring nothing more than the degree to which the person is motivated internally to perform a job well.

According to Lawler and Hall (1970) job involvement is the psychological identification with one's work. A job involved person is one for whom his work is important part of his life and he really cares about the kind of work he does. They believe that job involvement is partly caused on individual's personal background and situations.

Rabinowitz and Hall (1977) defined it as job involvement refers to the degree to which individuals identify psychologically with their jobs.

Lodahl and kejner (1965) stated that "job involvement is the degree to which a person is identified psychologically with his work or the importance of work in his total self-image". Later they gave definition similar to Vroom (1977) as "job involvement is defined as the degree to which a person's work performance affects his self-esteem".

Saleh and Hosek (1976) concluded that job involvement is the degree to which the person identifies with the job, actively participates in it and considers his performance important to his self-worth.

According to Kanango (1979) job involvement should be viewed as generalized cognitive style of psychological identification with the job, involvement in a job is primarily a function of how much a job satisfies one's silent needs and hence in this respect, job involvement is more situationally determined.

Vroom (1962) proposed that a person's attempts to satisfy the need for self-esteem through work on the job lead to job involvement.

Vroom (1964) suggests that involvement may be viewed as the experience of satisfaction resulting from the fulfillment of the individual's self esteem and self-actualization needs.

Alport (1947) suggested that a person's involvement in job could be viewed as the degree of perceived opportunity in job for status or self-esteem need satisfaction.

Maurer (1969) considered job involvement as the degree to which an individual's work role is important in it and forms the basis of self-definition.

Morrow (1983) defined job involvement as "the degree to which a person is identified psychologically with his work". Job involvement is actually the internalization of values about the goodness of work in the worth of the person.

Almost all definitions have common core of meaning, in that they describe the highly job involved person as one for whom work is very important part of life, and as one who is affected very much personally by his whole job satisfaction, work, coworkers, and company, etc.

On the other hand, the low job involved workers make his living off the job, work is not an important part of his identity, and not greatly affected by the kind of work he does or how well he does it, and not necessarily happy with his job (Agarwala & Chadra, 1989)

Commitment represents something beyond more passive loyalty to an organization. It involves an active relationship with the organization in which individuals are willing to give something of them in order to help the organization succeed and prosper. Various theories of organizational behaviors suggest that there should be significant relationships between the work-related variables and commitment to an organization. This study shows that, for a sample of 203 Japanese industrial workers, four components (attachment, internalization, normative, and job involvement) of organizational commitment are predicted by organizational climate, supervisory behavior, organizational tenure, and role clarity.

Mowday, Porter, and Steers (1982) viewed organization commitment as relative strength of an individual's identification with an involvement in an organization.

March and Simon (1958) interpreted that real commitment often evolves into an exchange relationship in which individuals attach themselves to the organization in return for certain reward or outcomes.

Organization commitment focuses on the extent to which employees identify with organizational goals, value organizational membership, in that it involves an active relationship between an employee and his employer such that the employee is willing to go beyond normal required compliance behavior in order to contribute to the realization of the organization's goal.

More recently, the concept of organization commitment has increased attention and has been related to a variety of outcome variables (Mathieu, 1991). It has been defined as the relevant strength of an individual's identification with and involvement in a particular organization, which is characterized by belief in and acceptance of

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organizational goals and values, willingness to exert effort on behalf of the organization, and a desire to maintain membership in organization (Mowday, Porter & Steers, 1982).

The concept of organizational commitment has attracted considerable interest as an attempt to understand the intensity and stability of employee dedication to work organizations. If an employee firmly believes in what an organization is trying to achieve, he should be more motivated to attend and contribute towards those objectives. In the past decade or so the concept of organizational commitment has grown in popularity in the literature of industrial/ organizational psychology and organizational behavior. The concept has received a great deal of empirical study both as a consequence and an antecedent of other work related variables of interests.

As a consequence organizational commitment has been linked to several personal variables, role states and aspects of the work environment ranging from job characteristics to dimensions of organizational structure. As an antecedent organizational commitment has been used to predict employee's absenteeism, performance, turnover, and other behaviors. In addition several other variables of interest, best referred to as correlates have demonstrated relationships with organizational commitment (Meyer & Allen, 1984).

Commitment has been operational zed in terms of career in organizations, norms, identification, morals, job involvement, and other conceptually variables.

Calculative commitment as structural phenomena resulting from individual-organizational interaction and alterations in "side-bets" or investment overtime. Organizational commitment is regarded as a bond or link between individual and organization (Becker, 1960)

It is appropriate to focus initially on organizational commitment defined from the attitudinal standpoint. As an attitude organizational commitment is more global because it applies to the organization as a whole, not just to the job, and it is more stable because day-to-day events at work are unlikely to shift it. It incorporates the presence of a desire to maintain membership in the organization. It is evident that commitment can emerge very early in employment. Certain individuals have a strong built in potential for commitment to an organization and rapidly attach these feelings to the firm that hires them. Infect one way a company san faster organizational commitment is to hire people with considerable commitment potential (Meyer & Allen, 1993).

Factors in the early employment situation can influence commitment levels. Amplifying what is shown, overstaffing to the extent that new employees do not have enough work to do that is meaningfully related to organizational effectiveness can contribute to a rapid erosion of initial commitment. So too can behavior at the helm of the organization indicating that top level managers are using their positions for personal purposes, such as making political connections, rather then contributing to organizational objectives.

As later careers stages organizational commitment tends to accelerate because overtime a variety of ties to the employing organization and its people have developed. Seniority often confers advantages, and opportunities in the job market often decrease with age, promoting many people to strengthen their company ties in the later stages of their careers.

Organizational identification and organizational commitment: Distinct aspects of two related concepts. The conceptual differences between organizational commitment and identification are discussed

theoretically and examined empirically. The present study is based on data of 450 employees of five different organizations in Nepal. A revised eight-item scale was designed out of Cheney's Organizational Identification Questionnaire to assess the core aspects of organizational identification. In confirmatory factor analyses, identification was found to be distinguishable from four related commitment concepts (i. e., affective, continuance, normative, and attitudinal commitment) (Marrow, 1983)

Trends in Women's Employment

With the beginning of industrialization in the nineteenth century, quite a large proportion of women have had paid employment outside the home, even in periods of peace. The first influx, noted in the 1950s, constituted women with children of elementary-school age, followed in the 1960s by women with children of preschool age (Chafe, 1976). Today most mothers combine the roles of caregiver, housekeeper, employee and child-care provider. The decision to be an employed mother is prompted by personal, financial and situational determinants. Undoubtedly, the public interest in and empirical attention to maternal employment were spurred by the dramatic increase in the rate of the maternal employment over the last 40 years. In America, maternal employment is a norm rather than the exception.

Our society is extremely complex, and its social and economic structure is significantly different from those in the Western industrial societies. Pakistan has remained largely agrarian and traditional, despite decades of modernization efforts since its independence in 1947. Consequently, the patterns of family life and work structures resulted in certain changes in the traditional role of Pakistani women, and large number of women joined the labor force. However, various censuses indicate that more than 70 percent of all working women were employed

in agricultural activities (Hoffman, 1961).

Recently there have been considerable changes in the traditional role of Pakistani women. Now it is not uncommon to see Pakistani women participating in higher education, administration, medicine, engineering, business, and politics that were considered only the male domain. However, a large number of highly educated women are still not allowed to be employed.

As more women moved into the workforce, research on maternal employment and its effects on family and work became a popular topic of study. In the past several decades, maternal employment has evolved from being studied as one factor that effect children well being as well as the mother's to a more complex issue. The effects of maternal employment are determined by many factors, such as a mother's work satisfaction and morale, the amount of work and mother's perception of quality time verses quantity time with her children (Hoffman, 1989).

Research into the problem of combining marriage and career has indicated that tensions between work and family life affect marital happiness and work behavior negatively. Other studies report no negative effects on marital satisfaction and work motivation of a wife's employment, occupational commitment, or higher occupational prestige (Houseknecht & Macke, 1981).

Women Marital Status and Work-Related Attitudes

Women have been entering labor market at an increased rate in the last few years more than half the adult women in United State are now working. The late 1970s and early 1980s have been a time of functional stressor for the average American household with many lower and middle-class families, the traditional concept of the husband working

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and the wife taking care of the house and children is not being followed. There is insufficient income to cope with the steep rise in prices. In many families husband has more than one job and the wife is forced to go to work in order to supplement the family income with the rising unemployment rate. many men are being laid off and the burden of support is falling on women, they has to go for earning money and also fulfilling the household responsibilities at a time, failing to cope with their interpersonal problems, creating mental and behavioral conflicts.

Women's sustained movement into the paid labor force impels hypothesis that the rewards of work have increased relative to those of family life. Employment rates of women ages 25 to 64 increased from 50% in 1970 to 75% in 1994, the endpoint of this study. Wives at all educational levels increasingly work outside the home to help compensate for declining real hourly wages In the 1970s and 1980s; participation rates increased most rapidly for married women with children; by 1990 nearly three fourths were employed. From the 1970s to the 1990s, with each successive cohort, women's rates of full-time employment have grown to resemble men's (Spain & Bianchi), and acceptance of women's market work has increased. It appears that work has become a major source of satisfaction for women, as it is for men. At home, women still bear primary responsibility for housework, and work and family conflict adversely affects family functioning (as cited in Jill, 2003).

Most women are working because of economic need, and this is attested to by statistics showing that two-thirds of all working women are either single, separated, divorced, divorced, widowed, or have husband earning less than $ 10,000 per year. About half of the working women provide sale support for their families or have husband earning less than $ 3,000 per year. In addition, between the years of 1960 and 1974, 11 million additional women entered the labor market. In theses situations, because of lack of sufficient training, many women when they can get

jobs are relegated to the "traditional" female positions. They take jobs as secretaries, typists, waitresses, bank tellers, telephone operators, sales clerks or anything they can get. many college-educational women take their teaching certificates "out of mothballs" get recertified and go back to teaching when they have little choice in deciding what they want to do or do not want to do, their anger and frustration mounts and when they work at a job they do not enjoy, their stress increase even more. In addition, in almost all these cases, the married women are still expected to take care of household and children, although they may get some help from their husbands. Considering the circumstances, going to work in these situation is certainly conductive to stress and depression, result in behavioral problems at work place and at home as well (Katz & Kahn (1978).

With women's liberation, the concept is emerging that women should be freed from their traditional roles as housewife and mother. With the release of that bondage, women should be free to go out in the "man's working world". The concept is good, but many untrained women have been caught in the whirlwind and have tried to get job. As, is the case with women being forced to go to work, these women are not often happy in the position they obtain.

Regardless of the type of job a woman obtains, unless she is assertive and has a liberated or androgynous husband, she finds that she still has the extra burden of caring for the children and maintaining the house-hold. A survey founds that 9 percent of college female "freshman" felt that women's activities should be limited to the household and family. However, there can be a problem for that 9 percent. There are women who are happy about working but who do not want to be crusaders or pioneers. Women should not feel stressed if they decide that they do not want to go along with the crowd (Patel, 1995).

There are some work-related problems for which women become depressed by facing burden of work and household at the same time. Like childcare, boredom, low pay, sexual harassment, becoming pregnant, assertiveness, geographic constrains and lack of time, but psychological problems are very serious issue. As, the result of various job-related problems working women often come down with psychological disturbances and behavioral conflicts. A recent study found that women with contemporary sex role orientations have more psychological and behavioral problems at work place and personal life than those who were oriented to the traditional roles of women.

Nevertheless, the working women with traditional background have role conflict and work-related stress that affects her in both, her job and at home. Work-related psychological stressors which may determine the work-related attitudes of working women are: (1) fear of disapproval either by man or women; (2) feeling of dependency on male co-workers or supervisors; (3) need of submerge her own desires and feelings; (4) fear of being aggressive or self-assertive; (5) being labeled unfeminine, fear of failure and fear of job-loss. These psychological stressors can become the reasons of absenteeism, turnover(less committed to work) and dissatisfaction (Lynn & Sandy, 1993).

Women in professional careers have several options when deciding whether, when, and to what degree they embrace family roles. An increasing number appear to be delaying marriage and childbearing to build a professional life. There is controversy about the wisdom of this decision. On one hand, adopting a greater family role might lead to less professional career involvement for women. On the other hand, delaying marriage and children increases the likelihood that these women will never marry and or have children. Because marrying and having children are vital components of the life script of most professional women many are looking for ways to more successfully integrate work and home (as cited in Statham, 1987).

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Taylor, (1990) have completed the only study found that specifically compared the level of job satisfaction between married and unmarried female occupational therapists in Australia. Taylor matched a group of 55 married female and 55 unmarried female occupational therapists according to their position, educational level, and years since graduation and area of residence to determine and then compare the level of job satisfaction between the two groups. Their results agreed with researchers' consensus outside the occupational therapy profession, in that there was no significant difference found when comparing married females and unmarried females levels of job satisfaction.

However, when reviewing the research literature that examines the levels of job satisfaction which have included only unmarried female or married female respondents, a trend emerges that supports the research question that unmarried female occupational therapists might have a higher level of job satisfaction than married females.

Studies concluded the aspects of human resource management policy and their impact on employees. The main elements of performance management systems are associated with positive female employee's attitudes. Questionnaire measures of performance management variables and of employee attitudes were obtained from 860 female staff in nine organizations, all of which had been ascertained to be operating performance management systems. The findings indicate that most elements of performance management did contribute to positive female employee's attitudes, and that between them they accounted for a substantial proportion of the variance in measures of organizational commitment and (especially) job satisfaction (Fletcher & Williams).

Hakim's categories of 'self-made married women' and 'grateful slaves' were replaced with three ideal types: 'home-centered', 'adaptive' and 'work-centered' married women. The defining characteristics of these groups are as follows: 'home-centered' married women prefer not to take

paid work, as children and family form their main priorities throughout their life; 'adaptive' married women want paid work but are not totally committed to a work career — they want to combine work and family; 'work-centered' married women are committed to work (or equivalent activities), with employment being their main priority in life.

The last decade witnessed a resurgence of interest in women's orientations to work, fuelled by Hakim's assertions at the start of the 1990s that women's commitment to employment can be determined by their employment status. In short, one of the central tenets of her 'preference theory' is that women who work full-time are qualitatively different from those who work part-time. She argues that women who work full-time are highly committed to their work, but female part-timers are interested only in pursuing a 'family and marriage career' (Walters, 2005).

Welfare states are constructed around values and political and economic preferences, creating social relationships between the married and unmarried women.. As women increase their labor market participation, new patterns of conflict within families and around policies arise. Attitudes towards family and gender relations among women in different age groups in Germany, Italy and Sweden are analyzed. The findings show that national policies seem to influence the level of attitudes among women specially married women because they feel more burdens of responsibilities of home and job.

Despite the differences between the countries, an overall pattern emerges in which both influence people's understanding of women's paid work within and between the three countries. Finally, some implications of state policies for women may change their work-related attitudes and level of motivation towards job (Sandstorm, (1999).

The source of occupational stress that contributes most to negative mental health outcomes among hospital married nurses is the perception of having a heavy workload of family and job which may become a reason of lack of involvement with profession. Among 110 Australian married nurses working in hospitals and caring for patients with interpersonally difficult behavior, study found no significant correlation between nurses' stress levels and demographic or professional background. However, significant correlations were detected between married nurses' marital profiles and stress levels, indicating that marital aspects of lifestyle played an important role in the occupational stress response of these nurses (Marie & Torres, 2004).

Studies of marital and job satisfaction from the 1970s to the 1990s suggest that the within women component of the trend will be positive. Marital satisfaction does not seem to increase with marital duration. Within women, unmarried have higher satisfaction over time, and younger married women have lower job satisfaction than old married women. Within women, therefore, marital satisfaction has decreased over time and job satisfaction has increased. Younger married women are less satisfied than older ones with their marriages and their jobs (Jill, 2003).

High commitment expresses willingness to contribute to the environment as part of a belief in common values and goals. In the world of labor, job involvement expresses a partnership of values and organizational goals and a desire to support the organization in order to achieve the same goals. Welfare organizations serve as an example of the importance of job involvement and organizational commitment to promote professional and effective work. This study has a dual focus. First, it examines the concepts of organizational commitment and job involvement in welfare organizations in Israeli women. Second, it studies the influence of these factors on job satisfaction and on withdrawal intentions in the context of welfare organizations. The study population included 330 women employees in a welfare organization that provides community services. There were 220 respondents. The findings of the

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study show that continuance and affective organizational commitments affect job satisfaction. Both career commitment and job satisfaction have a significant influence on withdrawal intentions and on thinking of quitting the organization (William & Hazer 1986).

Child and family characteristics also can mediate the effects of early maternal employment. The child's age when the mother begins work is obviously a critical mediating factor, but so, too, are factors such as the child's characteristics, family background, and current living situation. Moreover, the effects of early maternal employment may effect mother's psychological satisfaction of marital life and job tasks. For instance, family income is an important variable in its own right; mothers in low-income families may experience greater financial strain and hardship, which are in turn negatively associated with psychological satisfaction and work behavior. These effects may be more pronounced in low-income families where mothers are working than in families where they are not. In addition, low-income families may be less able to purchase high-quality and stable child care than more affluent families. Therefore, one might expect greater negative effects of maternal employment in low-income than in middle- or high-income families (Zeitz, 1990).

Married women with children show more responsibility and positive response toward career. Studies of graduates of the University of Michigan Law School from the late 1970s reports on the differing ways that married women have responded to the conflicting claims of work and family. It finds that women with children who have entered the profession have indeed continued to bear the principal responsibilities for the care of children, but it also finds that these women, with all their burdens, are more satisfied with their careers and with the balance of their family and professional lives than other women and more committed to their organizations (Chambers, 1989).

Hochschild's (1997) hypothesis of a cultural reversal implies that the percentage of respondents who are more satisfied with work than family life has increased over time. For this to have occurred, job satisfaction must have increased more than family satisfaction or decreased less. Based on empirical evidence, the second possibility seems more likely. Mean job satisfaction among American women has been high and stable from the early 1970s to the mid-1980s. And into the early 1990s. In contrast, satisfaction with family life has declined modestly since 1972 marital quality has decreased and marital discord has increased.

Having preschool children also may increase the likelihood of finding work a haven. Among dual-earner households, women with preschool children feel the least successful at balancing work and family life. Especially if wives work full-time. Moreover, as work–family demands increase with wives' employment and the number of preschool children, the higher the level of marital discord. This effect should weaken as children age. As women with preschool children have increased their share of the labor force, having preschool children could have contributed to an aggregate increase in finding work a haven.

Studies discovered that only 4.3% married and 6.5% unmarried were more satisfied with work than family life in united state. About 40% of respondents were more satisfied with family life than work, and over 50% were equally satisfied with both (that is, high and low work–home satisfaction combined).

More recently, estimated that gaining more satisfaction from work than home "was a predominant pattern in about a fifth of Amerco families, and was a prominent theme in over half of them". Of the Bright Horizons working parent's studies indicate that 85% women agreed that home feels like a workplace at least fairly often, and 25% agreed that

work feels like home should feel. The work-as-haven pattern may not be as prevalent in the general population of women.

In a study of employed wives with children at home, created a "reversed world" index based on agreement that "sometimes home feels like a workplace," "sometimes work feels like home should feel," and "I want to go to work to escape life at home." The mean response fell between "occasionally" and "rarely or never" (Jill, 2003).

Women in professional careers have several options when deciding whether, when, and to what degree they embrace family roles. An increasing number appear to be delaying marriage and childbearing to build a professional life. There is controversy about the wisdom of this decision. On one hand, adopting a greater family role might lead to less professional career involvement for women. On the other hand, delaying marriage and children increases the likelihood that these women will never marry and or have children. Marrying and having children are vital components of the life script of most professional women, many are looking for ways to more successfully integrate work and home (Jafferey, 2004).

Literature review showed that level of job satisfaction, job involvement and organizational commitment is inter-related with marital status of women. The traditional roles of a wife and mother may divert the motivation level of women which can affect her level of job satisfaction, job involvement and organizational commitment. Married women are preoccupied with home and professional life and they have more responsibilities as compare to unmarried women. Married women are expected to show more responsible and motivated towards their married life. Researches showed that married women show less satisfaction. Commitment and involvement towards their job as compare to unmarried women but there are some mixed results that married women shows more responsible and committed attitude at workplace because their marital status increased their sense of responsibility and adaptation.

RATIONALE OF THE STUDY

People are not born with attitudes. They acquire them gradually through personal experience and information provided by others; and by associating one person, task and organization, to the like with another about which they already have formed an attitude. Although firmly held attitudes are restraint to change. They can and do evolve through this same learning process.

Employee's attitudes can strongly influence behavior with in an organization. Some of the attitudes that researchers have found to be important to organizational functioning are job satisfaction, job involvement and organizational commitment. These work-related attitudes influence the rate of employee turnover, absenteeism, tardiness, increase the rate of productivity, quality of working life, and hence the overall efficiency and affectivity of an organization. Job satisfaction, job involvement and organizational commitment are important construct that play a significant role in the smooth running of any organization.

In Pakistan the employment of women is not considered desirable. They are considered to fulfill only household responsibly. So in their career life they face work load of household and job task and may not be able to perform their tasks smoothly. Being an Underdeveloped country, our organizational settings are not advanced and the traditional business styles are still followed. So the employees especially women feel burdened at work place during their organizational activities. It is assumed that married women show more negative attitudes than unmarried women at work place because they have to fulfill their traditional roles of a wife and mother as well. But now the trends are changing rapidly with the advancement of technology. So the concepts of work related attitudes are also going to change (Jafferey, 2004).

I basically wanted to check the level of these work related attitudes among married and unmarried women and wanted to make a comparison of their mean differences to see that how much married women are job satisfied, job involved and committed to their organizations. The study also aimed to see the correlation ship of organizational commitment, job satisfaction and job involvement to see how much theses constructs are inter-related to each other. I also analyze the relationship of work experience with these variables because the duration of job is important for job satisfaction, job involvement and organizational commitment.

METHOD

METHOD

Objectives

1. To determine the relationship between Organizational Commitment, Job Satisfaction and Job Involvement.

2. To investigate the role of marital status in Organizational Commitment, Job Satisfaction and Job Involvement.

3. To determine the relationship between work experience and the work related attitudes, Organizational Commitment, Job Satisfaction and Job Involvement.

Hypotheses

The following hypotheses were formulated in order to meet the above-mentioned objectives.

1. There is a positive and significant relationship between Organizational Commitment, Job Satisfaction and Job Involvement.

2. Unmarried women score higher on the level of work related attitudes, Job Satisfaction, Job Involvement and Organizational Commitment.

3. There is positive relationship between work experience and the work related attitudes, job satisfaction, job involvement and

organizational commitment.

Definitions of Variables

Organizational Commitment

A state in which the employee identifies with the particular organization and its goals and wishes to maintain membership in organization.

Score on Organizational Commitment Questionnaire rages from 5 to 75. The higher score on this scale will indicate more commitment with job and organization.

Job Satisfaction

A pleasurable emotional state resulting from the appraisal of one's job or job experience.

The higher score on the sub scales of Job Feeling Scale will indicate more satisfied women with her job and work.

Job Involvement

The degree to which an individual is identified psychologically with his work or the importance of work in his the total self image.

The scores on Job Involvement Scale ranges from 7 to 56 and higher score on this scale will indicate highly involved women with her job.

Instruments:

1. *Organizational Commitment Questionnaire*

Organizational commitment was assessed with the 15 item organizational commitment questionnaire developed by Porter (1974). The questionnaire measures the extent to which the individual identifies with the organizational goals, is willing to exert efforts on behalf of organization, and intends to remain a member of organization. This instrument currently dominates most organizational commitment research. The response to the items are measured on 5-point scale ranging from strongly agree to strongly disagree. The scale measures a single underlying construct. (Farris and Hryana, 1983). The mean score on the questionnaire represent a summary indicator of employee commitment for most working populations. The earlier studies have found the scale as reliable to be used in Pakistan and its reliability coefficient was calculated as 0.76 (Rafaq, 1999).

2. *Job Feeling Scale*

The job satisfaction was assessed with the job feeling scale (Wysocki and Kromm 1986). The scale is a semantic differential measure of the attitudes of individuals towards various facts of the job, the nature of work, colleagues or coworkers, supervision, pay and promotion opportunities. The scale can be scored for each dimension as well as for the overall job satisfaction. The earlier studies have also found the scale as reliable to be used in Pakistan as its reliability coefficient is 0.95 (Rafaq, 1999).

3. *Job Involvement Scale*

Job involvement was measured with the six items, seven-point rating scale designed by Lodahl and Kejner (1965). This scale measures

the extent of agreement or disagreement with statement considered to reflect the degree of psychological involvement with one's work. It ranger from "I strongly disagree" (1) to "I strongly agree" (7) in response to each item. The earlier studies have also found that the scale as reliable to use in Pakistan and its reliability coefficient is 0.63 (Rafaq, 1999).

Sample

The sample was selected through convenient sampling. It Consisted of 60 working women, 30 married and 30 unmarried women working in banks, hospitals , cellular companies and teachers from Islamabad and Rawalpindi. The age range of these women was 25 to 35 years. Women were recruited 16, 16 from banks and hospitals and 14, 14 from cellular companies and schools. They were equally divided as married and unmarried. Only employed women were included in sample.

Procedure

Appointments were taken from the employed women including teachers, nurses, bankers and job holders of cellular companies. Each respondent was contacted individually during working hours. They were briefed about the purpose of the study. Prior to their participation in the study the respondents were assured of complete confidentiality of their questionnaire responses. The questionnaire was administered and they were requested to provide complete information as much possible. Total 70 questionnaires were distributed, 60 of them received back that is 84% of the questionnaire were returned while 10 questionnaires could not be received back that is 16% could not be received.

The received questionnaires were checked in order to see that no question was left unfilled. All three questionnaires were than scored in order to administer them for the final analysis to test the proposed

hypotheses.

RESULTS

RESULTS

Table 1

Correlation of job satisfaction, job involvement and job commitment scales (N=60)

	OC I	JS II	JI III
OC I		.508***	.661***
JS II			.723***
JI III			

p<.05**<.001***

The results on the correlation of Job satisfaction, Job involvement and Organizational commitment show that there is positive and significant correlation between these work-related attitudes. The correlation found for this purpose support the hypothesis.

Table 2

T-test showing differences of Organizational Commitment, Job Satisfaction and Job Involvement among married and unmarried women. (N=60)

Scales	Unmarried Women (n = 30)		Married women (n = 30)			
	M	SD	M	SD	T	p
Organizational Commitment	128.710	21.71	123.162	19.24	5.82	.000
Job Satisfaction	46.567	5.63	42.524	4.20	4.62	.000
Job Involvement	29.459	6.09	26.51	5.18	7.48	.000

df= 58

The results in table show differences of married and unmarried women on Organizational Commitment, Job Satisfaction and Job Involvement. The results on Organizational Commitment scale, Job Satisfaction and Job Involvement scales shows significant differences of marital status. Thus the results indicate that significant differences exist between married women with unmarried women. Mean scores indicate that unmarried women scored high on Organizational Commitment, Job Satisfaction and Job Involvement as compared to married.

Table 3

Correlation between Work Experience and the work related attitudes Job Satisfaction, Job Involvement and Organizational Commitment (N=60)

	Work Experience	*p*
OC	.556	.000
JS	.772	.000
JI	.734	.000

p<.05**<.001***

The results of the table supports the hypothesis that there is a positive and significant relationship between work experience and the work related attitudes, job satisfaction, job involvement and organizational commitment.

DISCUSSION

DISCUSSION

The basic objective of the present study was to explore the relationship between Organizational Commitment, Job Satisfaction and Job involvement and to see what role to do the marital status of women play effect on the above mentioned work-related attitudes. It was also aimed at analyzing the effect of work experience on Organizational Commitment, Job Satisfaction and Job Involvement of employed women. To measure these work-related attitudes, already established scales used (Organizational commitment questionnaire, Job feeling scale and Job involvement scale), studies indicate that these instruments are reliable measure of the variables it purports to measure.

The results indicate that there is a positive and significant relationship between Organizational Commitment, Job Satisfaction and Job Involvement. The results are supported by previous researches conducted to see the relationship between the three that through they are correlated but quite distinct constructs (Mark, Huselid and Nancy, 1989). It is commonly observed that those employees who are committed to their organizations are also satisfied with their jobs and involved in them.

The correlation between Organizational commitment, Job Satisfaction and Job Involvement indicate that theses constructs are related to one another. Employee's may be committed to organization for many reasons the most cited are the intrinsic and extrinsic motivators that are provided by the organization which compel the employee to pay back the organization in terms of his effort, sincerity and loyalty to the organization.

The same phenomena was expressed by Meyer and Allen that is an employee's feelings of obligation to stay with the organization. Though committed employees show their concern for the organization and for its continued success and well being. Organizational Commitment is determined by number of personal factors such as age, tenure in the organization, disposition or attribution.

Some organizational factors such as job design, leadership style, perceived fairness evaluation system and grievance handling are determinants of Organizational Commitment. Employees are also committed to organization if they do not have any alternative or available alternative are not adequate or when the cost associated with leaving the organization is greater (Continuance commitment).

Organizational Commitment, Job Satisfaction and Jon Involvement were measure to be irrespective of marital status of women. It was concluded that there was significant difference between the work-related attitudes of married and unmarried women. Unmarried women are more satisfied, involved and committed to their organizations. Previous researches also support it that due to traditional role of a married woman affect their level of satisfaction, involvement and organizational commitment. Married women have to fulfill the responsibilities of home as a caregiver and work as an employee.

Most married women come in workforce to support their family financially but when the pay is not adequate, they express negative feelings towards job. Another reason of low level of satisfaction, involvement and commitment is lack of management skills among married women. Most women could not be able to manage between their household responsibilities and work tasks, show indifferent behavior at home and work place. They feel more stress and work loaded than unmarried women. The traditional roles of married women in our society do not support them to work outside the home and expect to be more

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homes oriented as a caregiver of family and children.

One important reason for their less job satisfaction, job involvement and organizational commitment because they ever felt insecurity and harassment. In our society people do not like the married women to be career oriented. In the given study the sample was recruited from banks, schools, hospitals and telecommunication companies with same age group, where women are working at each level and being treated fairly and respectfully. Hence there was observed significant differences of work-related attitudes of married and unmarried women. Previous researches (Gerhart & Berry, 1973) have shown that as married women have to support their family with greater responsibility, they always thinking of more and better, looking for more avenues, new modes and are hence less satisfied with their jobs. They are usually looking for high pay and luxuries in their jobs and if they do not find it become dissatisfied and less involved in their jobs and the present study's results also agree with the above stated facts. Many reasons can be attributed to these results.

The study also aimed at analyzing the effect of work experience on the level of Job satisfaction, Job involvement and Organizational commitment. it was concluded that the women with high work experience scored high on Job satisfaction, Job involvement and Organizational commitment. Studies show that the employees with sufficient work experience are more satisfied and committed to their organizations because they are well adjusted in job and experience make them able to understand the organizational requirements. they also identify with their jobs and organizations. Women with high work experience feel respect and sense of prestige for their organizations. They feel a sense of security and safety at work place than a new employed woman (Minor, 1992).

Limitation of the Study:

1. The sample is taken trough convenient sampling rather than the use of random sampling.

2. The sample is recruited from different work-fields which may effect the conclusion in the way that the difference of job nature may differ at different levels and married women may show high motivation at highly paid job and job security may create high level of satisfaction among the.

3. The sample size should be increased because the sample size may affect the results at Job Satisfaction, Jon Involvement and Organizational Commitment.

4. The findings of the study may not be generalize because women are working in all over the world and cultural and regional factors effect their level of job satisfaction, job involvement and organizational commitment.

5. The age range of sample is 25 to 35. The level of job satisfaction, job involvement and organizational commitment may differ in different age groups.

Conclusion

The study was aimed at to give a comparison of the Job Satisfaction, Job Involvement and Orngizational Commitment. It was concluded that there are significant differences among married and unmarried women at these work-related attitudes. In our society it is a common observation that married women are not happy or satisfied with their jobs and work environment. The always want to manage between home and work but fail to do so because there are great home and family responsibilities on them. The job also demands a high motivation and commitment which may create stress and behavioral problems in married women. But it was also studied that with the long-period of work experience women showed high level of satisfaction, involvement and organizational commitment. So study would be helpful for different organizations to understand the work-related attitudes of married and unmarried women and the reasons behind their behavioral problems at home and work-place.

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ANNEXURES

INSTRUCTIONS

This study has been designed for the purpose of exploring employees working conditions and their satisfaction towards their jobs for this purpose three questionnaires have been designed which pertain to working conditions and satisfaction.

This study is purely for research purposes and all the given information will be kept confidential. You are requested to kindly provide as complete information as possible. The instructions to complete the questionnaire are given in the beginning separately for each of these.

Thanks!

Name   :   _____

Age   :   _____

Marital Status   :   _____

Work Experience in this organization :   _____

This is a questionnaire concerning the way people feel about work. It is a measure of your opinions. There is no right or wrong answers. Read each statement carefully and indicate the degree to which you agree or disagree with each statement.

Abbreviations Used:

Strongly Agree	:	SA
Agree	:	Ag
Neutral	:	N
Disagree	:	DA
Strongly Disagree	:	SD

Sr.#.	Questions	SA	Ag	N	DA	SD
1.	I am willing to put in a great deal of effort beyond that expected in order to help this organization to be successful.	SA	Ag	N	DA	SD
2.	I talk of this organization to my friends as a great organization to work for.	SA	Ag	N	DA	SD
3.	I feel very little loyalty to this organization.	SA	Ag	N	DA	SD
4.	I would accept almost any type of job assignment in order to keep working for this organization.	SA	Ag	N	DA	SD
5.	I find my values and the organization's values are very similar.	SA	Ag	N	DA	SD
6.	I am proud to tell other that I am part of this organization.	SA	Ag	N	DA	SD
7.	I would just as well be working for a different organization as long as the types of work were similar.	SA	Ag	N	DA	SD
8.	This organization really inspires the very best in me in the way of job performance.	SA	Ag	N	DA	SD
9.	It would take very little change in my present circumstances to cause me to leave this organization.	SA	Ag	N	DA	SD

Sr.#.	Questions	SA	Ag	N	DA	SD
10.	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	SA	Ag	N	DA	SD
11.	There is not too much to be gained by sticking with this organization indefinitely.	SA	Ag	N	DA	SD
12.	Often, I find it difficult to agree with this organization's polices on important matters relating to its employees.	SA	Ag	N	DA	SD
13.	I really care about the fate of this organization.	SA	Ag	N	DA	SD
14.	For me this is the best of all possible organizations for which to work.	SA	Ag	N	DA	SD
15.	Deciding to work for this organization was a definite mistake on my part.	SA	Ag	N	DA	SD

INSTRUCTIONS

This questionnaire has a list of five different aspects of your job. For each aspect there are a number of scales for you to indicate your feelings about our job. Encircle the number that best represents your feelings on each dimension.

WORK						
Complex	5	4	3	2	1	Simple
Creative	5	4	3	2	1	Routine
Fascinating	5	4	3	2	1	Boring
Good	5	4	3	2	1	Bad
Satisfying	5	4	3	2	1	Unsatisfying
Respected	5	4	3	2	1	Not Respected
Useful	5	4	3	2	1	Worthlessness
Pleasant	5	4	3	2	1	Unpleasant
Healthful	5	4	3	2	1	Tiresome
Gives a sense of Accomplishment	5	4	3	2	1	Endless

SUPERVISOR						
Competent	5	4	3	2	1	Incompetent
Intelligent	5	4	3	2	1	Stupid
Around When Needed	5	4	3	2	1	Doesn't Supervise Enough
Tactful	5	4	3	2	1	Impolite
Praises Good Work	5	4	3	2	1	Hard to Please
Even-Tempered	5	4	3	2	1	Short-Tempered
Flexible	5	4	3	2	1	Stubborn
Good	5	4	3	2	1	Bad
Leaves me on my Own!	5	4	3	2	1	Meddlesome
Tells me where I stand?	5	4	3	2	1	Gives no Feedback

COWORKERS						
Stimulating	5	4	3	2	1	Boring
Loyal	5	4	3	2	1	Treacherous
Fast	5	4	3	2	1	Slow
Responsible	5	4	3	2	1	Irresponsible
Smart	5	4	3	2	1	Stupid
Active	5	4	3	2	1	Lazy
Respect my Privacy	5	4	3	2	1	Gives no Privacy
Pleasant	5	4	3	2	1	Unpleasant
Friendly	5	4	3	2	1	Hard to Meet
Broad Interests	5	4	3	2	1	Narrow Interests

INSTRUCTIONS

Please rate each statement in terms of how true it is of you. Please encircle only one response for each statement according to the following scale.

1	=	Strongly Disagree
2	=	Disagree
3	=	Slightly Disagree
4	=	Neutral
5	=	Slightly Agree
6	=	Agree
7	=	Strongly Agree

1 2 3 4 5 6 7   Generally speaking, I am very satisfied with this job.

1 2 3 4 5 6 7   I frequently think of quitting this job.

1 2 3 4 5 6 7   I am generally satisfied with the kind of work I do in this job.

1 2 3 4 5 6 7   Most people on this job are very satisfied with the job.

1 2 3 4 5 6 7   People on this job often think of quitting.

1 2 3 4 5 6 7   I am very much personally involved in my work.

1 2 3 4 5 6 7   I live, eat and breathe my job.

1 2 3 4 5 6 7   The most important things which happen to me involve my job.