

THE IMPACT OF FLEXIBLE WORK PRACTICES ON THE FEMALE'S CAREER
SUCCESS: A CASE OF HEALTH CARE SECTOR OF TWIN CITIES OF PAKISTAN

By

Kieran Patresa



A thesis presented to the Bahria University, Islamabad
in partial fulfillment of the requirements for the degree of
Master of Philosophy

November, 2013

Copyright © 2013 by Kieran Patresa

All right reserved

**SUBMISSION FORM OF THESIS FOR HIGHER RESEARCH DEGREE BAHRIA
UNIVERSITY, ISLAMABAD**

Candidate Name: Kieran Patresa

I submit three Copies of thesis for examination for the degree of M Phil, Thesis Titled:

THE IMPACT OF FLEXIBLE WORK PRACTICES ON THE FEMALE'S CAREER
SUCCESS: A CASE OF HEALTH CARE SECTOR OF TWIN CITIES OF PAKISTAN

Candidate Signature: _____ Date: _____

Certificate of Principal Supervisor

I, Dr. Zahid Mahmood being the principal Supervisor for the above student, certify that thesis is in a form suitable for examination and that the candidate has pursued his course in accordance with the Rules of the University.

Signature: _____ Date: _____

Recommendation for Examination

I recommend that the thesis be examined.

Principal Supervisor: _____ Date: _____

Co-Supervisor: _____ Date: _____

Not Recommended for Examination

I recommend that the thesis be examined.

Principal Supervisor: _____ Date: _____

Co-Supervisor: _____ Date: _____

Statement by the Head Faculty/Department

I support the submission of the thesis of the above named student for examination under the University Rules for higher degrees.

Signature: _____ Date: _____

BAHRIA UNIVERSITY, ISLAMABAD

APPROVAL SHEET

SUBMISSION OF HIGHER RESEARCH DEGREE THESIS

Candidate's Name: **Kieran Patresa**
Discipline: **Human Recourse Management**
Faculty/Department: **Department of Management Sciences (GS)**

I hereby certify that the above candidate's work, including the thesis, has been completed to my satisfaction and that the thesis is in a format and of an editorial standard recognized by the faculty/department as appropriate for examination.

Signature(s):

Principal Supervisor: Dr. Zahid Mahmood

Date:

The undersigned certify that:

1. The candidate presented at a pre-completion seminar, an overview and synthesis of major findings of the thesis, and that the research is of a standard and extent appropriate for submission as a thesis.
2. I have checked the candidate's thesis and its scope, format; editorial standards are recognized by the faculty/department as appropriate.

Signature(s):

Dean/Head of Faculty/Department:

Date: _____

DECLARATION OF AUTHENTICATION

I, Kieran Patresa, M. Phil Student of Department of Management Sciences, Bahria University, Islamabad, certify that the research work presented in this thesis is to the best of my knowledge my own. All sources used and any help received in the preparation of this dissertation have been acknowledged. I hereby declare that I have not submitted this material, either in whole or in part, for any other degree at this or other institution.

Signature: _____

Name: Kieran Patresa

Date:

DEDICATION

Alexander, the great was once asked, 'Why do you show greater respect and reverence to your instructor than you do to your father?' He answered, 'My father brought me down from heaven to earth but Aristotle has raised me from earth to heaven.'

To Mr & Mrs Patras Bhatti (my parents), who have allowed me to pursue my dreams of higher education.

To Dr. Zahid Mahmood (my teacher), who has led me to the threshold of my mind.

They have gifted me with such a beautiful world of knowledge and wisdom.

ACKNOWLEDGEMENT

This thesis could not been done without the support of the following people. I owe my gratitude to these people from the bottom of my heart.

First of all, my parents, Mr & Mrs Patras Bhatti who supported and financed me to conduct this study. They patiently allowed me to devote completely myself to my studies.

The second person without whom I would not have been able to complete my research dissertation is my supervisor Dr Zahid Mahmood. Even though, he was going through very serious health issues. Still, he managed to guide me and went through each word of dissertation to make sure it is up to the standard.

I have been able to critically review the previous literature and to put my inputs into this study. This is only because of Dr Rashida Khatoon Malik and Dr Shazia Akhtar. These ladies not only helped to discover my mental capabilities but also shaped my overall personality. They trusted on my abilities even when I wasn't aware of that. I also owe my thanks to Miss Kishwar Sameen and Mr Ayub Siddiqui, their valuable suggestions and views helped me to successfully complete my coursework and research dissertation.

My research study would not have been completed without the data collection. Therefore my special thanks and wishes are for all those people who helped me to collect the data. On their one phone call I have been able to collect more than twenty questionnaires from a single hospital.

I would be unjust if I won't thank my friends without them I would not have been able to complete this roller coaster ride of research dissertation.

My thanks and prayers are always for the above mentioned people, may God bless them abundantly.

TABLE OF CONTENTS

LIST OF TABLES	xiv
LIST OF FIGURES	xv
ABSTRACT	xvi
CHAPTERS	
1. INTRODUCTION	
1.1. Field of Inquiry	1
1.2. Background of the Study	3
1.3. Background of Problem Statement	12
1.3.1. Problem Statement	14
1.4. Research Objectives of the Study	14
1.5. Research Questions of the Study	15
1.6. Significance of the study	15
1.7. Definition of the Key Terms	16
1.8. Structure of the Dissertation	18
1.9. Summary	19
2. LITERATURE REVIEW	
2.1. Dominant Views on Career Development	21
2.2. Traditional and Protean Career Models	26
2.2.1. Career Success in Traditional and Protean Models	29
2.2.2. Protean Models & Female Career Success	31
2.3. Flexible Work Practices	32
2.3.1. Flexible Work Practices and Career Success	34
2.4. Organizational Commitment	38
2.5. Contextual Overview of the Study Female Employees of Pakistan and Career Success	40
2.6. Summary	42
3. THEORETICAL FRAMEWORK	
3.1. Background of Theoretical Framework	43
3.2. Flexible Work Practices and Career Success	48
3.3. Flexible Work Practices, Organizational Commitment and Career Success	50
3.4. Flexible Work Practices and Protean Career Success	52
3.5. Summary	53

4. METHDOLOGY	
4.1. Research Design.....	54
4.2. Unit of Analysis.....	56
4.3. Sample and Data Collection.....	56
4.4. Operational Definitions of Variables.....	59
4.4.1. Flexible Work Practices.....	59
4.4.2. Career Success.....	60
4.4.3. Organizational Commitment.....	63
4.5. Demographic Information.....	63
4.6. Validity and Reliability of Research Instrument.....	64
4.7. Summary.....	66
5. DATA ANALYSIS AND DISCUSSION	
5.1. Demographic Profile of the Respondents.....	67
5.2. The Analysis of the Achieved Data Set.....	70
5.2.1. Data Errors and Assumptions.....	70
5.3. Hypotheses Testing.....	71
5.3.1. The Statistical Test of the H_1	71
5.3.2. The Statistical Test of the H_2	77
5.3.3. The Statistical test of the H_3	80
5.3.4. The Statistical test of the H_4	83
5.3.5. The Statistical test of the H_5	89
5.4. Discussion.....	90
5.4.1. Relationship between the Flexible work practices and Career Success.....	90
5.4.2. Theoretical Framework of the Career Success.....	94
5.4.3. Flexible Work Practices as a Strategic Tool of Protean Career Success.....	98
5.5. Summary.....	99
6. CONCLUSION	
6.1. Contribution and Significance.....	100
6.2. Limitations.....	103
6.3. Future Research Directions.....	104
REFERENCES.....	106
APPENDICES	
A: Data Collection Tool used in the Study.....	127
B: Tables of Descriptive Statistic & Multicollinearity of Research Variables.....	132
C: Frequency Tables of all the Questions asked in Research Questionnaire.....	135

LIST OF TABLES

<i>Table 5.1:</i>	The Frequencies of the Respondents (N=172).....	69
<i>Table 5.2:</i>	Correlations Matrix of Main Variables Used in the Present Study.....	73
<i>Table 5.3.1:</i>	Coefficients of Flexible Work Practices and Objective Career Success.....	74
<i>Table 5.3.2:</i>	Model Summary of Flexible Work Practices and Objective Career Success.....	75
<i>Table 5.3.3:</i>	ANOVA of Flexible Work Practices and Objective Career Success.....	75
<i>Table 5.4:</i>	Model Summary of Control Variables with Flexible Work Practices and Career Success.....	77
<i>Table 5.5.1:</i>	Model Summary of Flexible Work Practices and Organizational Commitment.....	79
<i>Table 5.5.2:</i>	ANOVA of Flexible Work Practices and Organizational Commitment.....	79
<i>Table 5.5.3:</i>	Coefficients of Flexible Work Practices and Organizational Commitment.....	80
<i>Table 5.6.1:</i>	Model Summary of Organizational Commitment and Subjective Career Success.....	81
<i>Table 5.6.2:</i>	ANOVA of Organizational Commitment and Subjective Career.....	82
<i>Table 5.6.3:</i>	Coefficients of Organizational Commitment and Subjective Career.....	82
<i>Table 5.7.1:</i>	Model Summary of the Mediation Effect on the Subjective Career Success.....	84
<i>Table 5.7.2:</i>	ANOVA of the Mediation Effect on the Subjective Career Success.....	85
<i>Table 5.7.3:</i>	Coefficients of the Mediation Effect on the Subjective Career Success.....	85
<i>Table 5.8.1:</i>	Model Summary of the Mediation Effect on the Objective Career Success.....	87
<i>Table 5.8.2:</i>	ANOVA of the Mediation Effect on the Objective Career Success.....	88
<i>Table 5.8.3:</i>	Coefficients of the Mediation Effect on the Objective Career Success.....	89

LIST OF FIGURES

Figure 1: Theoretical Framework of the Study.....	48
Figure 2: Dimensions of the Independent, Mediating and Dependent Variables.....	48
Figure 3: The Cronbach's Alpha of the key variables of the present study.....	66

ABSTRACT

This present study's main objective is to find out the causal relationship of flexible work practices with objective and subjective career success. In the health care sector of Pakistan, female doctors either leave the workforce or stay at the same positions because of work life imbalance. Thus, less female doctors are on the top positions. The flexible work practices may have negative and positive effect on the individuals' career success. Therefore, present study is based on the Theory of Work Adjustment and Protean Career Model (flexible and employee defined career model). It has developed a theoretical framework which might create a work adjustment fit through work/life balance and commitment. This may result in the quality of work, performance, subjective and objective career success of an individual within the organization.

The explanatory nature of the present study suggests a positivist paradigm which can be considered an appropriate approach to test the key research hypotheses of present study. The required data was collected through structured questionnaires from the health care sector in twin cities of Pakistan.

The findings of this study indicate that flexible work practices have no relation with subjective career success but it has negative relationship with objective career success. Moreover, organizational commitment as a mediator has no effect on this relationship. Hence, flexible work practices might not be a tool for work/life balance and ultimately for career success.