CHAPTER - 1

INTRODUCTION

Work is an integral part of everyday life, as it is our livelihood or career or business. On an average we spent twelve hours daily life and it is the one third of our entire life. Research on quality of work life and organisational commitment is considered to be more important at the individual and organization level. Quality of work life and organisational commitment is considered for both the women employees and organization and it is involved with job satisfaction, productivity, job involvement, job enrichment etc.

The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Quality of Work Life and organisational commitment is not a concept, that deals with one area but it has been observed as incorporating a hierarchy of concepts that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly focuses on life satisfaction and general feelings of well-being. To retain a good talent in the organization it is important for the organization that they should have low stress level and high quality of work life among women employees which leads to better organisational commitment.

The term Quality of work life has become a focus of concern in work organizations, since the origin of the term in early 1970s. Achieving a high quality of work life is an important purpose for many employees who are working in industries and organizations. Quality of work life is defined by Lawler (2007) as” the employee perceptions of their physical and mental well-being at work”.
Katedefines quality of working life as “a process of joint decision making, collaboration and building mutual respect between management and employees”. Quality of work life (QWL) has different meanings of different people. Some consider it industrial democracy or codetermination with increased employee participation in the decision making process. For others, particularly managers and administrators, the term denotes improvement in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, job security and healthy and humane working conditions. Others view it as improving social relationships at workplace through autonomous workgroups. Finally, others take a broader view of changing the entire organizational climate by humanizing work, Individualising organizations and changing the structural and managerial systems. In general terms, quality of work life, refers to the favourableness or unfavourableness of a job environment for people. It refers to the quality of relationship between employees and the total working environment. Quality of Work Life is the essential concept of favourable situations in a working environment. The Quality of Work Life facilitates employee’s training opportunities, job satisfaction and working conditions. A better Quality of Work Life improves the growth of the employee’s along with the organization growth.

“Organizational Commitment is a central concept in psychology” This concept has been applied to various aspects of psychology, such as work ethic, level of involvement in the job, commitment to their career/profession, and commitment to work or organization. Work place commitment is thought of as a very important topic to consider and is also vital for understanding the psychology of human behaviour. More specifically, Organisational Commitment has been defined by Mowdray, 1992 as consisting of three components: “identification with the goal’s and values of the organisation, a desire to belong to the organisation and a willingness to display effort on behalf of the organisation.”

Morrow identified work itself, career, job, organization, and union as five forms of work commitment. The understanding of the construct of occupational commitment
is very important for several reasons: (a) people’s jobs are major focus’ of their lives, (b) the possible link to keeping one’s job or relationship with the organization, (c) possible relationships to work performance, and (d) “the understanding of how people develop, make sense of, and integrate their work related commitments”

To empower means to give power, authority, energy etc. A management practices of sharing information, rewards, and power with employees so that they can take initiative and solve problems and improve service and performance. Hickey and Casner-Lotto (2008) defines “Employee empowerment is about delegating directly to non-management employees a significant amount of decision-making authority commonly reserved for managers”. Women empowerment received a wide recognition as an important subject in management circles mainly because it seen as one of the fundamental elements of managerial and organisational effectiveness that increases when power and control are shared in organization.

Empowerment as delegation of power to someone has been mechanisms to increase personal and work life quality of woman in recent decades. 21st century women are now have become vital part and parcel of corporate society. Historically, India has been a male dominated society. Yet, in the past Two decades or so, social change has opened the possibility for women to attain managerial roles in corporate India. As more Indian women enter the workforce, particularly in the corporate world, this change is in dramatic contrast to the traditional Indian culture, where a woman’s expected role has been to marry, raise the family and take care of the household. Since early years of the 20th century, feminism has built a body of theory and in recent decades women empowerment has been suggested as a mechanism to improve the quality of women’s work as well as their personal lives. The empowerment of women is an essential precondition for the elimination of world poverty and the upholding of human rights.
Today's corporate world is facing a challenge of managing its human capital which has become a critical and significant issue. The demand for talent is enormously growing across all sectors in the world. Today, women are competing at par with their male counterparts and organizations are also recognizing their talent and providing equal opportunities to them. Organizations are trying to hire the best talent, irrespective of the gender. Women have made their presence felt in every area. Moreover, they are front-runners for change and are emerging as leaders in their respective fields.

Indian organization has experienced a steady increase in the number of women employees and this pattern is bound to continue in the future as well. Women recently began to join the rank of managers in large numbers. But at the top management positions are still a rare species. The changing aspirations and needs of today’s workers require the union to adapt and adjust to the volatile situation. Unions can play a constructive role in the Quality of work life efforts by supporting and cooperating with the management. Presence of women in paid employment outside the home is not a new phenomenon. Dual earner households have become a salient feature of contemporary life.

In recent years the participation of women in the labour market has eventually destroyed the notion that women are a peripheral part of the labour force. Women want to take up senior positions, earn more money and be equal partners in negotiations. The Empowerment in Organisation by women and women employee empowerments significantly contributes towards improvement in quality of work life and better commitment of women employees along with achievement of prime objective of the organisations. However, its success depends upon the commitment and attitudes of the management, union, and the employees of the organisation.
BRIEF REVIEW OF LITERATURE

National and international literatures pertaining to Quality of work life, Organisational commitment and empowerment of women employees and their perception towards these aspects. The researcher thoroughly analysed these three concepts in Chronological order to identify gap in the literature as well as research question to be studied.

Quality of Working Life is not a concept, that deals with one area but it has been observed as incorporating a hierarchy of concepts that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly focuses on life satisfaction and general feelings of well-being. Most of the reviews related to quality of work life cover the work life balance, job satisfaction, motivation, work stress and working environment.

Aziz & Cunningham, (2008) highlights to examine the gender as a moderator in work stress and work life balance in relation to the likely differences between the male and female workaholics. For both women and men employees the work stress and work-life balance is correlated with work holism.

Souha R. Ezzedeen & Kristen G. Ritchey (2009) targeted on executive women in family relationship to discover the strategies they developed in response to this dual career and family involvement. They experienced the usual strains of executive work and the hectic pace of its lifestyle. While stressful at times, combining career and family enhanced women's sense of independence, wholeness, and health.

Pocock, et al, (2010) - This article describes the worse work–life outcomes of men and women in managerial occupation compared with other occupation and whether there is control in different working hours. Professional women responded that compared to their male colleagues the work interferes more with life outside of work.
Shfaq Ahmed, Ahmad Usman, Sahar Latif Rana Hailey (2011) It explore the mediation effect of job satisfaction between various facets of job (pay, promotion, and supervisor’s behaviour and co workers) and Organizational citizenship behaviour. In addition, satisfaction of employees moderates relationship between job satisfaction and Organizational citizenship behaviour.

Musa Shallal (2012) focused on investigating the factors that enhance job satisfaction among the employed Emirati female population in the UAE. Emirati females who do their jobs due to their love of work, self-dependence and participation have significantly higher job satisfaction, in comparison to those involved in the job because of economic need or for just passing the time. Women employees with high income and education beyond the secondary level have high job satisfaction.

Organizational Commitment is highly valuable. Studies have proved that commitment has a great impact on the successful performance of an organisation. This is because a highly committed employee will identify with the goals and values of the organization, has a stronger desire to belong to the organization and is willing to display greater organizational citizenship behaviour that is a willingness to go over and beyond their required job duties. The reviews related to organizational commitment highlights women career, work life policies, organisational structure and management policies.

Anita Maria Cassard & Joseph Charles Hamel (2008) focussed on women and their relationship to leaders and the effect of organizational commitment and job performance. Two studies were conducted. Study A is based on transformational leadership and study B is based on Sherpa leadership model. Both studies suggest that current leadership has not tapped into the vast potential of women's abilities, in spite of the fact that women appear to think of leadership as positive and achievable.

Katlin Omair (2010) explored on how women managers in the United Arab Emirates construct their career development. Family connections can provide several opportunities for Arab woman’s career development and advance their careers in a non-traditional manner.
NorazahMohdSuki and NorbayahMohdSuki (2011) examines the effect of gender on job satisfaction and organizational commitment. Investigation of the study confirmed that men and women have the same level of job satisfaction and organizational commitment.

Wang Zhuoqiong (2012) describes about the percentage of women executives in different countries and also explains that current evaluation system in organization does not suit the women executives. The study also recommended organization to adopt neutral system to appraise women performances.

Women empowerment reviews are related to empowerment among women executives clearly show the women leadership in business, gender analysis in corporate field and society and managerial attitude towards women managers. In most of the studies it has been ascertained that trust and openness strategy of both public and private managements empowers the women at significant measures.

A Gouws (2008) set out to understand if companies and governmental institutions only employed women on executive or senior level to meet Employment Equity targets or to make a meaningful impact in their organisations and the barriers that prevent women from occupying executive or senior positions. The empowerment of executive women is an issue that is gaining attention globally. Most of the women require support in terms of consistency, appreciation, feedback, and decision-making.

Beate Elstad, Gro Ladegard (2010) - The purpose of this study is to investigate the participation of women on board, their increasing ratio as women directors and their influence with decision making dynamics. This study limits to women directors in Norway. The hypotheses are tested by using 458 women on Norwegian corporate boards. It was found that women perceive that they have a high level of information sharing and a high level of influence across the different ratios of board membership held by women directors.

Karine Schumer (2010) provides an overview of the challenges and opportunities facing professional women and their employers in India. The number of educated Indian women pursuing professional careers is still very small in comparison with the
62% of women in the country who are illiterate and the low 42% female participation in the workforce.

**Partnership for Public Service (2011)** described the difference of men and women experience at work place., **Support for Diversity, Strategic Management and Leadership**s The analysis revealed that women are slightly less satisfied than men in nine out of 10 workplace categories, and slightly more satisfied in only one category (skills/mission match). Women gave lower ratings on empowerment and fairness. Gaps on empowerment and fairness diminish slightly as women take on increasing management responsibility.

**Dennis McCafferty (2012)** explains how women must learn, recognise and take advantage of power to influence in top leadership role. More than 230 senior-level professional women took part in the survey upon which the report is based, which also includes research from the White House, the National Association for Female Executives, and other organizations. 67% of women surveyed say they need more power than they have to succeed in their careers. 43% of female professionals say that if they had more power, they’d create a better work environment.

**RESEARCH GAP**

There is a significant amount of literature in national and international level pertaining to quality of work life identification in terms of organizational factors which are limited to social and moral issues of the women employees in the work place such as recognition, rewards; inter personal relationship, job security but have not focused on studying the impact of quality of work life factors on commitment and empowerment.

The literature also identifies how the organizations can target a specific group of women employees in its promotional HRM activities. **Normative articles exhort the use of HRM competencies and describe the positive quality of work life of the employees. None, however, look at the holistic impact of utilizing quality of work**
life on developing the individual and organizational efficiency in the form of empowerment.

NEED FOR THE STUDY

From the review of literature it was noticed that many studies have been made in determining the quality of work life of employees in hospitals, hotels, IT, educational intuitions and Universities. Very few studies are conducted on quality of work life of women employees in public, private and MNC sectors. Hence, these sectors were selected for the study.

The researcher also felt the need to study the quality of work life of women employees in these three sectors as they are the predominant sectors in India. Before liberalization these sectors concentrated on increased productivity through careful work design. But after liberalization women employees in these sectors had to revamp its total organizational environment both in terms of human needs as well as technological needs for its increased productivity, organizational commitment and empowerment. Hence, the researcher has made an attempt to study the quality of work life of women employees, their commitment and empowerment.

OBJECTIVES OF THE STUDY

1. To study the socio-economic profile of woman employees in Banks, insurance and telecom organizations.

2. To analyse the existing quality of work life of woman employees in the study domain.

3. To study the organizational commitment and empowerment of women employees in the selected companies.

4. To classify the employees perception towards QWL, organization commitment and empowerment in three different sectors.
5. To study the impact of women employees’ personal and organizational profile on the factors of quality of work life in banks, insurance and telecom sectors.

6. To measure the influence of QWL and organizational commitment of women employees on their empowerment.

Hypothesis of the Study

\( H_0 \) The organizational factors determining QWL does not differ significantly.

\( H_0 \) The organizational factors do not predict quality of work life.

\( H_0 \) There is no influence of employees’ personal and organizational profile on Quality of work life of women employees

\( H_0 \) There is no significant difference between quality of work life of women employees in employees public, private sector and MNC companies.

\( H_0 \) There is no significant influence of QWL on commitment and empowerment of women employees.

SCOPE OF THE STUDY

The present study aims at identifying and classifying the factors which leads to the quality of work life, commitment and empowerment of women employees in public, private sector and MNC companies. It also aims to draw a comparison between the qualities of work life of women employees in three sectors. It proposes to study the influence of women employees’ personal and organizational profile on quality of work life. The study also analyses the relationship of Organizational factors of quality of work life with organizational commitment and empowerment.
RESEARCH METHODOLOGY

The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data.

Study area

The survey is conducted among women executives in public and private sector and MNC Companies. Chennai is a metropolitan City which consists of manufacturing, banking, I.T. and other services sectors. The City as entered the industrial arena which offer more employment opportunities in women in all age groups.

Sample size and design

The primary data are collected through survey method. Survey is conducted using a well formulated and structured questionnaire. The population of Companies is divided into phenomenal sector namely public sector and private sector Companies. Therefore the researcher adopted stratified proportionate random sampling method to collect the responses. Due to proportionality the researcher observes more private sector Organisation and less public sector Organisation in the population. Therefore the researcher circulated 400 questionnaires among women executives in private sector companies, 300 public sector women executives. At last, the researcher derived 290 private sector executives and 257 responses from the public sector Companies. Hence the sample size of the research is 547.
### TABLE 1.1

The distribution of sample size is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Banks</th>
<th>Insurance</th>
<th>Telecom</th>
<th>IT</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public</strong></td>
<td>State Bank of India (Public) 27</td>
<td>Life Insurance Corporation (Public) 49</td>
<td>BSNL(Public) 40</td>
<td>-</td>
<td>116</td>
</tr>
<tr>
<td></td>
<td>Punjab National Bank (Public) 18</td>
<td>New India Assurance (Public) 26</td>
<td>-</td>
<td>-</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>Bank of Baroda (Public) 15</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>15</td>
</tr>
<tr>
<td><strong>Private</strong></td>
<td>ICICI Bank (Private) 24</td>
<td>Bajaj General Allianz (Private) 33</td>
<td>BharathiAirtel 37 (Private)</td>
<td>-</td>
<td>94</td>
</tr>
<tr>
<td></td>
<td>HDFC Bank (Private) 24</td>
<td>ICICI Prudential 30 (Private)</td>
<td>Vodafone (Private)24</td>
<td>-</td>
<td>78</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Birla Sun life Insurance(Private) 29</td>
<td>Reliance (Private) 20</td>
<td>-</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-</td>
<td>Tata Communications (Private) 30</td>
<td>-</td>
<td>30</td>
</tr>
<tr>
<td><strong>MNC</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>TCS (MNC) 25</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>CSC (MNC) 27</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>INFOSYS (MNC)32</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>IGATE (MNC) 24</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>IFLEX (MNC) 13</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>108</td>
<td>167</td>
<td>151</td>
<td>121</td>
<td>547</td>
</tr>
</tbody>
</table>
Therefore the sample size taken from banks=108, telecom=167, insurance=151 and IT =121 is justified.

Different Sectors in Public, private and MNCs

In public, private and MNCs, there are four different categories of organizations distributed over banks, telecom, insurance and IT companies. The following frequency distribution clearly explains the justification.

### TABLE 1.2

**Classification of Women employees Industry Wise**

<table>
<thead>
<tr>
<th>Nature of Industry</th>
<th>No. of women employees</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank</td>
<td>108</td>
<td>19.74</td>
<td>19.74</td>
</tr>
<tr>
<td>Telecom</td>
<td>167</td>
<td>30.53</td>
<td>50.27</td>
</tr>
<tr>
<td>Insurance</td>
<td>151</td>
<td>27.61</td>
<td>77.88</td>
</tr>
<tr>
<td>IT</td>
<td>121</td>
<td><strong>22.12</strong></td>
<td>100.0</td>
</tr>
<tr>
<td><strong>N=547</strong></td>
<td></td>
<td><strong>100.0</strong></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Computed Data*

The above table shows that the percentage of women employees is rationally distributed over four types of organisations namely Banks (19.74%), Telecom (30.53%), Insurance (27.61%) and IT companies (22.12%). This justifies primary data collection in a rationalized manner.

**Questionnaire design**

The primary data are collected through circulating the Questionnaire among women executives. The respondents are asked to give the opinion relating to the crucial factor of quality of work life and empowerment. The first part of the
Questionnaire comprises personal and organizational profile of women executives. The second part consists of both intrinsic and extrinsic quality of work life and organizational commitment pertained to women executives. The third part exclusively presents the empowerment process of women executives. The second and third part of the Questionnaire is completely composed of Likerts five point scale which ranges from strongly agree to strongly disagree.

**Scaling technique in the Questionnaire**

The Questionnaire used in the study comprises both optional type and statement in Likerts 5 point scale. The responses of these sections are obtained from women executives in public and private sector and MNC companies. The researcher uses Likerts 5 point scale which ranges as follows: 5 - Strongly agree, 4 - Agree, 3 - Neutral, 2 - Disagree, 1 - Strongly Disagree.

**Secondary Data**

The Secondary data are collected from Journal, magazine, Publication, reports, books, dailies, periodicals, articles, research papers website company publication, manual and booklet.

**Pilot Study**

A pilot study was conducted to validate the Questionnaire and to confirm the feasibility of the study. The filtered Questionnaire are circulated and collected from 100 respondent 50 each from women executives of public sector and private sector companies. After collecting the responses the research systematically applied Cron batch alpha criterion to check the reliability and validity of the statement pertaining to quality of work life and women empowerment.

It is found that Cron batch alpha value for all the statement is found to be 0.94. It implies 91.4% reliability and validity is found in the research instrument framed by the researcher on the basis of gaps in the literature. Therefore the researcher proceeded with the same Questionnaire without any changes for the main study.
Data Analysis

The primary data collected from women executives of public and private sector and MNC companies are systematically tabulated and analysed by using the SPSS (Statistical package for social sciences version 15). The statistical tools used to verify the objectives and test the hypothesis are presented below:

1. The parametric t test as well as paired t test is used to exactly ascertain the opinion of women executives regarding quality of work life, organizational commitment and empowerment.

2. Factor analysis by principle component method is used to obtain the pronominal factors of quality of work life, organizational commitment and empowerment.

3. K- Means cluster analysis is exploited to classify the women employees on the basis of their perception towards quality of work life, organizational commitment and empowerment.

4. The multiple regression analysis is used to find the influence quality of work life, organizational commitment on empowerment.

5. One way analysis of variance is used to find the influence of independent variables on the factors of quality of work life, organizational commitment and empowerment.

6. Karl Pearson coefficient of correlation is used to find the parametric relation among quality of work life, organizational commitment and empowerment.
LIMITATIONS OF THE STUDY

1. The data will be collected from Chennai. A broad generalization of the result may not be valid for the whole state or country.

2. The result of the study is based on the information given by the respondent

CHAPTERISATION

Chapter I: Introduction-It deals with concept of quality of work life, organizational commitment and empowerment. This chapter also presents need for the study, research testing and objectives of the study, methodology, scope and limitation of the study.

Chapter II: Sketches the review of related literature relevant to the present study.

Chapter III: Enumerates the conceptual framework of quality of work life, commitment, empowerment and Industrial Profile

Chapter IV: An analysis of factors influencing quality of work life, organisational climate and empowerment of woman employees.

Chapter V: Woman employee’s perception on quality of work life factors and empowerment.

Chapter VI: Summarises the findings, suggestion based on findings, conclusion and scope for further research.