CHAPTER II

REVIEW OF LITERATURE

The review of literature is an essential component of any research investigation which gives necessary input for the researcher to frame the research study on selected topic. Review of literature suggests a method and technique of dealing with a problem. It provides the researcher with new ideas and assists him in the evaluation of research efforts. This chapter presents both national and international literature 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.

IlkerCarikci Omer LutfiAntalyaliAygenOksay (2001)-The purpose of this study was to examine the prevalence and antecedents of work family conflict among men and women managers in Turkey. The final sample used in the study consists of 110 men and 137 women. Both the work family conflict and role commitment is measured by two different 12 item scales produced by using the conflict scale and modified for Turkish people. Findings indicated that work family conflict was more prevalent than family work conflict for Turkish managers and women in this study experienced higher and men experienced moderate amounts of work family conflict, but both of two sexes reported lower levels of family work conflict.
OyaCulpan and Gillian H. Wright (2002) - This study explores the work environment of expatriate women managers in American corporations and investigates the determinants of their job satisfaction. The applied research covers the study of expatriate managers during their assignments overseas. The findings are important for theoretical and practical reasons. Theoretically, the achievement and satisfaction of women managers overseas cannot be simplified without taking into account organizational, personal and cultural factors. Practically, companies need to respond to the individual needs of expatriate women managers and then decide on their assignments and their repatriation accordingly. The results indicate that women in overseas assignments are satisfied overall with their jobs.

Judith K. Pringle, Su Olsson, Robyn Walker (2003) - This study explores the Senior executive women’s managers and their experiences, which reveals a Multiplicity of challenges, excitements and negotiated spaces that constitute their work-life balance. This study used the methodology of interviewing the work life balance and experience of highly successful women... The findings showed that the women CEOs of organisations are presented as ‘having it all’, namely, influence and remuneration at levels that symbolise high value. On the other hand, they are depicted as having to be ‘overly’ committed to the organisation, and required to ‘sacrifice’ traditional women’s roles. These women construct a discourse of inclusion that focuses on work-life choices, which displaces the myth of work-life balance.

Hudson (2004) - The aim of this study is to know whether female middle managers success, career aspirations and job satisfaction differ based on their age group. Survey was conducted among more than 200 U.S. business professionals in three age groups, 25–34, 35–44 and 45–54 years old. The result showed that 73 percent of the women in the study define success based equally on their career and life outside of work. However, younger women are much more likely to define success this way than their older counterparts. 83 percent of women in the 25–34 age group define success based on a combination of career and non-work life, compared to 68 percent of those 35–44, and 63 percent of 45–54 year-olds. In all age groups, the majority of respondents who don’t define success based equally on work and non-work say they define it mostly
based on their career. The findings further suggested that formal mentoring programs for women from their mid-thirties to their mid-fifties could make an important difference in advancing women middle managers into executive roles.

Central Statistics Office 1st Quarter, (2005) – This research examines the flexible working condition of women and men in Ireland. The general trend in Ireland over the past five or ten years has been for working time to become shorter but increasingly flexible because more women were entering the labour market. The result indicated that in Ireland more women are availing of this option of flexible working than men, which is most probably due to the greater caring responsibilities undertaken by women than by men. It also noteworthy that the number of women in part-time work has steadily increased, whereas the number of men working in this way has increased minimally in comparison.

Eileen Drew, Eamonn M. Murtagh (2005) - This research seeks to examine the experience and attitudes towards work life balance (WLB) by female and male senior managers in an Irish organisation for which WLB is now a strategic corporate objective. This paper concentrates on the responses of the two senior management grades below Executive Director on the issue and strategies to promote work life balance. Both quantitative and qualitative data were collected using an electronic questionnaire survey designed to obtain the views of female and male managers on strategies that would contribute to a better gender balance. All female managers and a sample of male managers were surveyed. The findings indicated that the greatest obstacle to achieving WLB is seen as the “long hours” culture in which availing one of flexible options (e.g., working from home/reduced hours/flexible time) is incompatible with holding a senior management post. Both men and women in senior management recognise that their own careers would be seriously jeopardised by taking up WLB arrangements.

Kristina Gyllensten and Stephen (2005) - The aim of this review was to evaluate research relating to the role of gender in the level of workplace stress. A further aim was to review literature relating to stressors of particular relevance to working
women. These stressors included, multiple roles, lack of career progress and discrimination and stereotyping. Major databases were searched in order to identify studies investigating gender and workplace stress. A range of research designs were included and no restrictions were made on the basis of the occupations of the participant. The result revealed that many of the studies suggested that gender played an important role in the level of work stress, with women experiencing higher levels of stress than men. The literature concerning stressors suggested that multiple roles, lack of career progress and discrimination and stereotyping were more common for women than for men and in particular had a negative impact upon women.

Catherine Hakim (2006)-This article describes the women career and their work life preference by differentiating women to work centred women, adaptive women and home centred women. Work-centred women are in a minority, despite the massive influx of women into higher education, professional and managerial occupations in the last three decades. Adaptive women prefer to combine employment and family work without giving a fixed priority to either. The methodology used in this study is case study research. The result revealed that high levels of female employment and family-friendly policies reduce gender equality in the workforce and produce the glass ceiling. The result further indicated that 20% women are home centred who prefer not to work, 60% were adaptive women and they want to work but they are not totally committed to work career and 20 % women were work centred and they are committed to work.

H.L. Kaila (2007)-The aim of this study is to review trend of problem faced by Women managers. This is a qualitative study of 140 female managers interviewed in 81 organizations. The result indicated that Women manager were concerned of interpersonal conflicts at work felt de motivated and stressed out seeing the conflicts between their colleagues. Feelings of Insecurity and uncertainty regarding ones job created a lot of anxiousness and stress in women managers. Women managers had feelings of ambiguity. As they were unaware of the on goings in different business areas due to Restrictive communications, as far as coping with problems among women Managers are concerned. It was seen that only a few managers were not able
to overcome their problems. But overall, the responses towards coping with Problems were positive.

Susan M. Stewart, Mark N. Bing, Melissa L. Gruys, Michael C. Helford (2007) - The main aim of this study is to view the perception of men and women Work Environments, Organizational Commitment, and Turnover Intentions. This study has extended past research by elucidating the work environment characteristics that have a differential impact on the dedication of men and women to their place of work. This study was done based on 553 (285 women, 268 men) employees. The findings showed that female employees had higher levels of continuance commitment than men; on the other hand, men had high levels of organizational commitment than women. There was no gender differences found for the climate dimensions when examining direct relationships. However, the task-oriented climate dimension of organizational support was a significant predictor of affective commitment and turnover intentions for men, whereas the relationship-oriented climate dimension of workplace recognition was a significant predictor of affective commitment and turnover intentions for women.

Ritu Lehal (2007) - The purpose of this study is to examine Organizational role stress and Job satisfaction. The study was surveyed among 200 executives (men and women) from both public and private sector units. The findings revealed that in case of Organizational Role Stress, the results of public sector executives are better than private sector executives. It means that the executive’s in public sector are less stressful in their organizations. In the same sector, female executives are more stressful than male executives. In private sector, where overall stress level is very high, male executives are more under stress than females. The Scores of Job satisfaction explain that the executives in public sector feel more comfortable with their jobs. Even out of the two types of executives, female executives are more satisfied with their jobs in private sector. In public sector female executives were less satisfied with their jobs compared to male executives. Overall results indicate that the position of public sector is stronger in case of both the variables.
Beale, Ruby L. Thompson, Heather Kaufmann, Susan Hollenshead, Carol Gibbs, Tiffany (2008) - This article describes the factors which influence the job satisfaction of female executive directors of non-profit organizations. Survey was conducted among thirty participants who were high level administrators in different nonprofit organizations. The result showed that female executive directors value congenial relationship at work but they value more when colleagues share their goals. Other findings showed when compared with extrinsic and intrinsic rewards, the intrinsic reward contribute more job satisfaction to the female executives in nonprofit organization.

Aziz & Cunningham, (2008) - This research 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. Exploratory approach was used to examine work holism, work stress and work life balance on employees. The study restricts to generalizability between cultures. The findings showed that the gender did not moderate the relation between work holism with work stress and work life balance. 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) - This study targeted executive women in family relationship to discover the strategies they developed in response to this dual career and family involvement. A qualitative methodology using a sample of 25 executive women explores career advancement and family balance strategies within work and family contexts. The findings showed that the women espoused a certain value system, nurtured a complex support network in the professional and personal realms, and devised life course strategies to balance career and family. 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. The questionnaire was limited to Australian female workers. The findings revealed that the work preferences, availability and use of flexible work arrangements, and work-life balance for employees will be influenced by the employment characteristics such as sector (public or private), industry and occupation. Professional women responded that compared to their male colleagues the work interferes more with life outside of work.

**Susanna Baldwin, Sally Wright, Serena Yu and Toby Fattore (2010)** - This study examines the experience of working women in the New South Wales (NSW) labour market and represent a profile of women’s employment. This research has been developed as a resource for policy makers, community members and organizations to understand the varied needs and experiences of women in relation to their workforce participation, including for different groups of women. The methodology employed comprises a review of existing statistics on women’s working lives in NSW and a comprehensive literature review and analysis on women’s quality part-time work. The findings showed that the Women in NSW are overrepresented in the care, education and service industries and Women are least represented in the construction, mining, electricity, gas, water and wastes services, transport, postal and warehousing industries.

**Kristina 1Gyllensten and Stephen Palmer (2010)** – The purpose of this study is to present and evaluate research investigating the role of gender in the level of workplace stress. Moreover, it has reviewed the literature relating to several stressors reported to be particularly relevant for working women such as multiple roles, lack of career progress, and stereotyping and discrimination. Most of the studies used a cross-sectional design and only used questionnaires to measure stress. The findings showed that many of the studies suggested that gender played an important role in the level of work stress, with women experiencing higher levels of stress than men. The literature concerning stressors suggested that multiple roles, lack of career progress and discrimination and stereotyping were more common for women than for men, and had a negative impact upon women.
Reddy NK, Vranda MN, Ahmed A, Nirmala BP, Siddaramu B (2010) - This study aims to know various factors which could lead to work family conflict (WFC) and family work conflict (FWC) among married Indian women employees. The sample consisted of a total of 90 married working women of age between 20 and 50 years. WFC and FWC Scale were used to measure WFC and FWC of working women. The obtained data were analyzed using descriptive and inferential statistics. The result showed that the number of hours worked per week, the amount and frequency of overtime, an inflexible work schedule, unsupportive supervisor, and an inhospitable organizational culture for balancing work and family increase the likelihood of women employees to experience conflict between their work and family roles. The findings of the study emphasized the need to formulate guidelines for the management of WFCs at organizational level as it is related to job satisfaction and performance of the women employees.

The Kenexa Research Institute (2010) - This research evaluated female employee’s opinions of work life balance. Traditionally, women play a large role in managing their family responsibilities and, therefore, are likely to feel the pressure of balancing both work and family demands. In 2010, approximately 10,000 workers in the United States, and 1,000 individuals from Australia, Brazil, Canada, China, Denmark, Finland, France, Germany, India, Italy, Japan, Mexico, the Netherlands, Russia, Spain, Sweden Switzerland and the United Kingdom took the Work Trends survey online. The Work Trends survey questions were designed specifically to evaluate how workers view their own work life balance. The findings showed that the female managers in India and Netherland experience 68% of work life balance, women managers in China experienced 66% work life balance, USA, Canada, Australia at 61% and Japan female worker experienced 41% low work life balance among all countries.

Agnieszka Lipinska - Grobelny & Katarzyna Wasiak (2010) - The general purpose of this study was to explore the relationship between gender scheme theory and job satisfaction of women managers and non-managers. One-hundred-twenty-two women were recruited to participate in the present study, sixty ones occupying managerial,
and sixty-two ones non-managerial (i.e. administrative job) positions. Females were representatives of trade corporations. Both groups ranged in age from 24 to 50 years. Participants are classified as androgynous, sex-typed, cross-sex-typed and undifferentiated. The result indicated that most women managers represented androgynous and masculine types, while women non-managers belonged to androgynous and feminine types. The most satisfied with income were masculine women managers and the least were feminine women non-managers. Moreover, while analysing the relationship between job satisfaction and gender role, differences are found only in emotional aspect of job satisfaction (what they feel at work, not what they think of work). The strongest positive affect refers to masculine women.

Ishfaq Ahmed, Ahmad Usman, Sahar Latif Rana Hailey (2011)- The aim of the study was to 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. Analysis has shown a significant relationship among all facets of job and job satisfaction, Job satisfaction and Organizational citizenship behaviour and between facet of job and Organizational citizenship behaviour. The findings prove that pay, promotion, role played by supervisors and role played by co-workers are important determinants of job satisfaction and Organizational citizenship behaviour. In addition, satisfaction of employees moderates relationship between job satisfaction and Organizational citizenship behaviour.

Amelia Naidoo (2011)-This article describe that women employees in UAE give more importance to work life balance. It further stated that Recruiters are finding that for more and more women professionals in the UAE, women are seeking workplaces that allow them flexible hours, longer maternity leave and part-time options among other considerations. Many companies in UAE are following Women-friendly work policies. The result revealed that Women today are looking for more flexibility and more focus on connecting careers and family. The best organisations do a good job of integrating the family into the organisation.
Bay.com (2011)-The aim of this study is to understand perceptions and attitudes of Arab women employees on their role and experience in the work place. Online data collection was done from 26th April to 23rd May 2011. The total number of working respondents achieved was 2347. The findings showed that a higher proportion of working women would prefer a male boss than would prefer a female boss. This could be because women are so used to working under male management and three quarters working for a male boss. Few working women feel that they work fewer hours than their male colleagues, with about one in six claiming they work longer hours and rising to almost one in four among non GCC Arabs. The top benefits offered to working women are paid maternity leave, family health insurance, training and flexible working condition so that the women employees UAE can have work life balance.

Lila N. Ntumba (2011)-The purpose of this study was to identify and examine factors that female managers and executive to be susceptible to influence their job satisfaction, particularly elements that comprise the push and pull factors. Furthermore, the study attempted to attract attention on the importance of retention initiatives for women in all ranks of the organizations, and more so in the highest positions. An electronic survey questionnaire was sent through mail to female managers, directors and executives of hospitality organizations in the U.S. The findings showed that hospitality industry is also a male-driven industry where women’s advancement to higher positions is delayed. Survey results indicate that women executives in the hospitality industry are not committed to their organization as a result of their low Job Satisfaction.

UzoechiNwagbara,BabatundeO.Akanji (2012)- This research explored how to enhance (Nigerian)women employees motivation to bring about commitment for better organizational performance, given their perceived interests to get paid employment as precipitated by pressures of work-life imbalances well as postmodernist burden to be part of providing for their families. The study is limited to Nigerian women employees. The result indicated that Nigerian patriarchal system is
essentially one of the major reasons women are subjected to serious work stress as well as work-life imbalance that affects their motivation and commitment to work.

Musa Shallal (2012)-This study focused on investigating the factors that enhance job satisfaction among the employed Emirati female population in the UAE. The fundamental predictors (independent variables) used in the analysis include the respondent’s age, level of education, income level, type of occupation, marital status and conservatism. Survey data were collected from 1272 employees in both private and public sectors in all seven emirates of the UAE. The result indicated that there is a positive significant relationship between job satisfaction and age. Therefore the younger employees are less satisfied overall with their jobs while older employees are more satisfied. 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.

Therefore Literature review reveals that there has been very little effort as far as the systematic evaluation of QWL in Indian Service industry is concerned. An institutional Indian approach to the problem is yet to evolve.

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.

Catalyst and Opportunity Now, (2000)- The aim of the paper is to explore some issues regarding the career development of men and women retail managers and provide an overview of the main issues that present for retailers in the future. The
research utilized combination of quantitative and qualitative research methods. The findings demonstrated that the culture of retailing is still perceived to be dominated by male norms and values and this has implications for the way in which men and women managers experience their jobs and career opportunities. Women managers generally reported satisfaction with their current jobs and were highly ambitious to develop their careers.

**Ruth Simpson and Yochanan Altman (2000)** - This study explains the evidence on the career success of young women managers and suggests an interaction between age and seniority as young women managers outpace their male counterparts in career progression. Young women, by their own hard work and efforts, manage to override lesser barriers lower down the hierarchy to reap the rewards of hard work in the early stages of their careers and to achieve a fast rate of progress to senior management. This paper presents findings of a research project on the career development of male and female managers with a focus on time as a critical or key factor. The result indicated that Young women managers are more likely to reach senior management and to be involved in functions associated with senior positions.

**Helen lingard & Jasmine lin (2003)** - This study examine the relationship between career, family and work environment on women organizational commitment. Questionnaires were distributed to three hundred women occupations. Career choice commitment satisfaction with progression, job involvement; supervisory support and perception of the organizational diversity climate were significantly correlated with respondents or organizational commitment. No demographic or family variables were correlated with organizational commitment. The result indicated that organizational commitment did not differ significantly between women with dependent children and childless women or women with non-dependent children. The result showed that construction firms aiming to improve organizational commitment among female employees. Construction firms are also recommended to implement diversity initiatives and educate employees, particularly supervisors, in supportive management for a diverse workforce.
Aycan (2004) - This study explores the factors that influence women's career advancement in Turkey. Women occupy only four percent in top management position. The most significant barrier seemed to be the cultural norms toward gender roles. Questionnaire survey was conducted among male and female respondents. This paper reports the results of two studies. The first study aimed at investigating the socio-cultural context by identifying gender-role stereotypes and attitudes towards women's career advancement. The second study was qualitative and explored the key perceived success factors affecting women's career development through in-depth interviews. The Findings revealed that the key success factors for women managers are their self-confidence, determination and support from the family to achieve their career objectives.

Jussi Nuortev, Tina Astola and Mari (2004) - This study observes that women often need to be encouraged and urged to advance in their careers. To make Women managers gain skill and experience in management they should be offered with versatile and challenging task. Supervisors play a key role in providing support and encouragement to female employees. The Ministry of Finance drew up a list of practical advice to supervisors and managers on how to assess whether their female employees are interested in senior management positions and how to encourage female staff to apply for senior posts. The findings showed that all organisations should promote continuous and consistent career planning for their female employees.

Bryan C Hayes, Hope Hanner, Lisa M Germano (2006) - This article focuses on knowing which gender as more commitment in organization. Survey was taken among 25,000 employees. The result indicated that men and women differ according to several personality traits. It was found that men are generally more assertive and have higher self-esteem than women, while women are generally more nurturing and extraverted than men. Basically, gender differences are often small and make for good generalizations, but are not meaningful on a person by person basis. In general, it appears that men and women are equally committed, satisfied and engaged in their organizations.
Adelina Broad Bridge (2007)-The aim of the paper is to explore some issues regarding the career development of women and men retail managers and provide an overview of the main issues that present for retailers in the future. The research utilised combination of quantitative and qualitative research methods. Data were collected through a questionnaire survey with 286 male and female UK retail managers. The findings showed that the majority of managers (61 per cent of men and 51 per cent of women) saw their next career move as being promoted either within their organisations (44 per cent of men and 41 per cent of women) or obtaining an external promotion (17 per cent of men and 10 per cent of women). Around a quarter indicated either a sideways career move (11 per cent of men and 12 per cent of women) or no change (13 per cent of men and 17 per cent of women), while a minority indicated retrial or a complete change of career (9 per cent of men and 9 per cent of women).

Rosemary Wentling and Stevan Thomas (2007) - The purpose of this study was to develop an in-depth understanding of the career development of women in executive level positions in information technology. This study utilized a qualitative design, which provided a comprehensive understanding of the career development of women in executives. The major research method for this study was in-depth, semi-structured telephone interviews with a group of twenty-five women in executive positions in information technology from across the United States. The findings showed that most of the women executives in this study have continued to pursue additional education and training to assist them in their career development and advancement. Managerial women who participate in greater number of education and training activities are more organizationally committed, job satisfied and involved, and have higher career prospects. Therefore, education and training seems to be of great importance to the career development of women executives.

Susan M. Stewart, Mark N. Bing, Melissa L. Gruys, Michael C. Helford (2007)-The main aim of this study is to view the perception of men and women Work Environments, Organizational Commitment, management and work life policies and Turnover Intentions. This study has extended past research by elucidating the work
environment characteristics that have a differential impact on the dedication of men and women to their place of work. This study was done based on 553 (285 women, 268 men) employees. The findings showed that female employees had higher levels of continuance commitment than men; on the other hand men had high levels of organizational commitment than women. There was no gender differences found for the climate dimensions when examining direct relationships. However, the task-oriented climate dimension of organizational support was a significant predictor of affective commitment and turnover intentions for men, whereas the relationship-oriented climate dimension of workplace recognition was a significant predictor of affective commitment and turnover intentions for women.

**Mckinsey & company (2007)**-This study examines the individual motivations and the career turning-points that affect women’s advancement in the corporate environment. The study suggests that the companies where women are most strongly represented at board or top-management level are also the companies that perform best Survey was conducted among a sample of male (482) and female (409) middle and senior managers from around the world, asking them about the decisions or events that had a significant and lasting impact on their career development. The result indicated that the successful women who had risen to the higher echelons of major corporations put career ahead of family and the career choices of middle and senior women managers are mainly influenced by their professional environment and personal aspirations

**Anna-Maija Lamsa & Minna Hiillos, (2008)**-This paper aims to provide a framework for career counselling designed particularly to support the career development of mid-career women managers. The autobiographical approach is drawn upon social constructions and narratives. It was developed and applied together with 22 women managers. The findings indicated that at mid-career, women managers are often in a transition process in their career. They can be expected to benefit from counselling that focuses on their long work experience and from their willingness to make new career moves, and contributes to their own understanding of their strengths and motivation in their search for more meaning into their careers and into life in general.
The study suggests that there is a need to change the dominant understanding of a “normal” career in management.

Anita Maria Cassard & Joseph Charles Hamel (2008) - The aim of this study is to focus 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. The analysis of the first study’s data resulted in positive findings. The findings showed that a leader, and women directly reporting to them sharing similar leadership styles, is a strong predictor of organizational commitment and improved job performance. The Second study findings supported the original assumption that emerging theories of leadership will require an understanding of the impact patriarchal societies on women's psyches and behaviour. 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) - The purpose of this study is to explore how women managers in the United Arab Emirates construct their career development. Progressive, moderate, facilitated and idealistic career were the four types of career development observed in this dissertation. In all four career types, the societal and family background played a significant role in women’s career outcomes a narrative approach is adopted for analyzing in-depth interviews with 15 women managers in the United Arab Emirates. The statistical analysis of this research shows that the Arab woman in management has gained more importance within the last decade. The findings showed that barriers were experienced either personally in the woman’s own career development or were perceived to occur in UAE society in general. Family connections can provide several opportunities for Arab woman’s career development and advance their careers in a non-traditional manner. The results of this research suggest that women belonging to higher social class face fewer barriers in their career development.
Norazah Mohd Suki and Norbayah Mohd Suki (2011) - This study examines the effect of gender on job satisfaction and organizational commitment. A random sample of employees from Vadolls industries in Labuan was selected and survey data was gathered from 112 employees in Labuan. The results of data analysis showed that the employee's gender has no significant effect on her/his perception of job satisfaction. Further investigation of the study confirmed that men and women have the same level of job satisfaction and organizational commitment.

Chima Mordi, Hassan Adedoyin, Hakeem Ajonbadi (2011) - This article explores barriers to career progress of Nigerian females in acquiring top management Positions and the challenges that come with such career development. This study utilised exploratory qualitative approach based on in-depth interviews with 72 executive and middle managers. This research on women managers discovered a significant relationship between the gender stereotype of a woman manager and her career aspiration. The findings revealed that the cultural expectation of female within the family set up, Nigerian society and organizational factors within their context of operation are key barriers perceived by female managers to attaining the highest positions.

Teresia Kavoo-Linge, Damary Sikalieh and Willy Van Rensburg (2011) - This research investigated the relationship between goal setting, work life policies and career advancement among women employees in Kenya. The issue of women's advancement in Kenya requires attention because the women need a better representation in decision making positions. The objective was to establish to what extend women were setting goals to advance in their careers. The study was a survey carried out among women employees of the Federation of Kenya Employers (FKE) member organizations. The study involved 400 women participants drawn from 32 FKE member organizations in 14 sectors. The results showed very low cases of goal setting among women employees in Kenya. The analysis further indicates that most women were not goal oriented with regard to their careers.

Wang Zhuoqiong (2012) - This article 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 survey was conducted among female executives between the age 30 and 50. The survey was taken among 11,500 companies in forty countries and region. The result indicated that of all countries Russia has the most female executive and next in the ranking is Botswana, Thailand and Phillipines. Countries with the lowest percentage in this regard were Japan and Germany. The study also recommended organization to adopt neutral system to appraise women performances.

Ronald J. Burke, Mustafa Koyuncu, Jacob Wolpin (2012)-This research identifies women work experiences associated with management policies, career success and advancement. The present study examines the relationship of work experiences and work satisfactions and indicators of psychological well-being in a sample of managerial and professional women working in Istanbul Turkey. Data were collected from 143 women using anonymously completed questionnaires. Their Work experiences includes support and encouragement, feeling accepted in the organization, opportunities for training and development, and work family integration. The result showed that managerial and professional women reporting more support, encouragement, training and work family integration indicated high career satisfaction, positive attitude about future career prospects and also less level of stress.

ZahirUddin,FauziaKhurshid,AminaHafeez, Sarah Al Ghamdi (2012)-This study describes the level and forms of organizational commitment of women in leadership and investigate the influence of demographic factors on the organizational commitment. 100 females were selected from 36 organizations based in Dammam, Riyadh and Jeddah. The response rate was 54 per cent. The result showed that older women executives have higher organizational commitment than the younger ones. Women with more work experience, Married women and high qualified women have reported higher organizational commitment.

Therefore Organizations main commitment at present is to operate in a rapidly changing environment. Consequently, one of the most important assets for an organization is the ability to manage change and for people to remain healthy and
authentic. The organizations should practice development of people and organization for positive growth. To move towards positive growth an organization should enrich its job environment. Before the organization looks at ways to enrich the jobs in the workplace, it needs to have a good foundation and fair work environment. If there are fundamental flaws in employee compensation, working conditions and supervision, the expectations placed upon the employees are likely to be unfruitful.

**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.

**Deyemi-Bello and Tomkiewicz’s (1996)** - This study examines managerial attitudes toward women managers in Nigeria. The sample included Seventy Nigerian who was potential future business managers and they were chosen from southern western part of Nigeria. The objectives of the study are to measure the attitudes toward women manager but not the real behaviour. Their study showed that male participants exhibited less positive attitude toward women managers than did female participants. In addition, participants who held more favourable attitudes toward patriarchy also held less positive attitudes toward women managers than those who held less favourable attitudes toward patriarchy.

**Defara L. Nelson and Ronald J. Burke (2000)** - This article explores the Context of Executive women's health in terms of their progress in Organizations and the obstacles they face in rising to leadership positions. This study is done based on the previous studies on working women. The most striking finding of the study was that the perceptions of male. Major stumbling Blocks in the views of male CEOs were lack of general Management or line Experience (82 percent), male stereotyping Preconceptions (25 percent), an inhospitable corporate culture (18 Percent), exclusion informal networks (15 percent). The obstacles Cited by senior women were male
stereotypes and preconceptions (52 percent), exclusion from informal networks (49 percent), lack of general Management or line experience (47 percent), an inhospitable corporate Culture (35 percent) and women not in the pipe line long enough (29 percent). Women executives also faced additional challenges balancing their careers and personal lives. Women experience more stress than men and it affects their health and that the sources of stress are related to the expected and actual roles of women in society, and to the fact that, despite progress, managerial and executive women still occupy minority status in the organizations.

**Helen Juliette Muller (1998)** - This study explores the complex linkages of gender and racial-ethnicity in an analysis of the work lives of a selected group of American Indian women managers. The women developed, independently from one another, location strategies and switching techniques to transition between and balance two worlds. In-depth interviews were conducted with twenty American Indian women managers. The findings showed that American Indian women managers have multiple tribal origins, speak several languages in addition to English, hold significant managerial positions, and continually negotiate within and between the more individualist, materialist Anglo culture and the more collectivist, holistic tribal culture. In order to negotiate the world of work, the women adopted behaviours and acquired skills that are substantively different from those cultivated by the tribal cultures in which they grew up.

**Koshal et al., (1998)** – This article aims to highlight emerging concepts and to find out attitudes toward women managers in Malaysia. Five point scales were used to measure opinions of women managers regarding their organizations. The study stated that the concept of gender relations on men’s and women’s career are numerous and there is a direct influence on women’s progression in career depending on organizational climate such as leadership style, whether masculine or feminine. The results of this study confirm that only 30 percent of female managers and more than 81 percent of male workers agree that men and women are given equal opportunity to participate in business.
Anna Duran, Ann Bartel & Allison Smith (2001) - This study analyzes the experience of women executives in corporate environments and the experience of women executives who left the corporate environment to start their own business to become women entrepreneurs. This study reveals that large companies seem to be losing this “war for talent”, especially when it comes to innovative women executive because top talent looks to the small business setting for their next career move. The findings showed that women executives become entrepreneurs because of opportunity and to spend quality time with the family. Women entrepreneur were more satisfied than women executives in terms of working condition and their current position. Women executives have less organizational commitment compared to women entrepreneurs.

Hyland and Marcellino (2002) - The present study examined the gender composition of corporate boards as a function of organization size and industry. Despite the growing presence of women in the workforce, women represented in corporate governance are relatively low. The representation of women in organizations has become an increasingly important topic for academics and practitioners. Questionnaire survey was conducted from top hundred public companies in USA. A consistent finding is that the larger the board, the greater the number of female directors. The finding showed a positive relationship between organization size and women on boards.

Sakalli and Beydogan (2002) - This study aims to investigate the Turkish college student society's attitudes towards women managers and how patriarchy, sexism, and gender influence their opinion on women managers. This study has provided some insights into the factors associated with attitudes towards women managers in Turkey. The results revealed that Turkish students have significantly different attitudes towards women managers from those of the older generations. There are significant differences between males' and females' perceptions of women's roles and participation in society. Their study showed that male participant exhibited less positive attitude toward women managers than did female participants.
Appelbaum, S.H., Audet, L. and Miller, J.C, (2003)-The purpose of this article was to examine the difference between women and men leadership styles. The study also analysed which leadership style is effective and matches to the reality. Four schools of thought were examined in this research and they are biology and sex, gender role, causal factors and attitudinal drivers. The findings revealed that women leadership style is not less effective and it is different from men but effective leadership is not the exclusive domain of both gender and can learn from the other.

International labour office, Geneva (2003) - The aim of this research is to present the new statistical data together with various research results to hamper women’s progress into professional and management jobs. The findings showed that the ILO’s Global Employment Trends (2003) reported that women continue to have lower labour market participation rates, higher unemployment rates and significant pay differences compared to men. Women represent over 40 per cent of the global labour force, approximately 70 per cent of women in developed countries and 60 per cent in developing countries. The findings further showed that men are in the majority among managers, top executives, and higher levels of professional workers whilst women are still concentrated in the lower categories of managerial positions. Both visible and invisible rules have been constructed around the “male” norm, which women sometimes find difficult to accommodate. Male and female colleagues and customers do not automatically see women as equal with men. Furthermore, women tend to be excluded from the informal networks dominated by men at the workplace, which are vital for career development.

Zelechowski, D. and Bilimoria, D. (2004)-This study examined the differences between qualifications of women and men corporate inside directors of Fortune thousand firms. The results indicate that women insiders do not differ on the experience-based qualifications of board tenure or corporate tenure but women insiders hold fewer directorships of other corporations, hold less powerful corporate titles, occupy disproportionately more staff functions, are less likely to be top earners of the corporation, and earn considerably less than men inside directors. The research
concluded that women directors differ significantly from a random set of men directors on several characteristics relevant to their dual positions as directors and officers of the corporation.

**McGregor & Fountaine, (2006)** – This article describes the demographic research on women on corporate boards in New Zealand. Regarding the proportion of women in corporate board New Zealand lags behind several countries. The result showed that women constitute 47% of the work force, 41% of the statutory board directorships and their proportion on the corporate boards is 7. These demographics illustrate that although women are increasingly joining the workforce and are getting more and more qualified, they still have a long way to go in order to achieve executive positions.

**Nelson, T. and Levesque (2007)** – This study focuses on high growth entrepreneurial sector and high demand labour market which result in greater participation of women executives. Survey was conducted in largest U.S. Corporation and the result stated that in corporate governance the role of women is limited. However, the study results show few significant differences between women's participation in high-growth, high-potential firms versus the Fortune 500. Women as board of director and executives showed a very low rate compared to men in high potential firms.

**Peterson, C. A. and Philpot, J. (2007)** - This study examines the presence and roles of female directors of U.S. Fortune 500 firms, focusing on committee assignments and director background. The study was examined with a recent data set with a logistic regression model that controls for director and firm characteristics, director resource-dependence roles and interaction between director gender and director characteristics. The findings show that female directors are less likely than male directors to sit on executive committees and more likely than male directors to sit on public affairs committees. The findings further stated that boards evaluate resource dependence differently for women than men.

**Kurt April, Samantha Dreyer and Eddie Blass (2007)** - This study was an exploratory study seeking to find possible explanations for the lack of women in
executive positions in South Africa. A total of 22 semi-structured interviews, lasting between 45 and 60 minutes, were held (face-to-face), mainly with people working as executives in large corporations. The research has revealed that the issue of empowering women cannot be addressed without also considering the holistic empowerment of men, and restructuring traditional family scenario. The findings further showed that for the glass ceiling to crack, even shatter, it would then seem that a shift needs to come from organization and women. Organizations need to commit to creating environments that see the advancement of women to senior positions, and women need to have the desire to advance their careers, and be resolute and tenacious about getting where they want to be. These factors contribute to the concept of empowerment. Work-life balance has been consistently cited as one of the biggest challenges faced by corporate executives, particularly executive women.

**Georges Desvaux, Sandrine Devillard, Sandra Sancier Sultan (2007)**-This study explains gender diversity, performance of organization with women executives and the main barrier that prevent women achieving top management position. This study seeks to bring the practical debate of how to make the transition from awareness of the situation the implementation. The findings indicated that dominant model is felt by women to be the main barrier to career advancement and success. In a male-dominated environment, the women find it difficult to achieve top management positions, because of their perception of these barriers the women seem to have lower professional ambitions than men. The result further showed that greater gender diversity might correlate with better economic performance and the companies with a higher proportion of women on their management committees are also the companies that have the best performance.

**Junaidah Hashim, (2008)** -This study aims to identify the adoption and learning barriers in information communication technology (ICT) among working women in Malaysia. To measure the adoption and the learning barriers the study used a self developed questionnaire. The sample of this study is unique. This study was conducted in a multi-ethnic, multi-cultural and multi-lingual society. Almost 315 working women participated as respondent in this study. This study was limited only
to working women in Malaysia. The findings revealed that they use the internet and e-mail at their workplace or at home, they do not face serious learning barriers with respect to ICT and the working women in Malaysia possess only average level of ICT skills.

**Singh 2008** - The purpose of this study is to analyze whether the eastern countries began to recognize in raising the talent of women to the board level. This study focused only the women directors in Tunisia and Jordan. Survey was conducted among 219 senior women and the result indicated that 66 percent women feel optimistic if they are directors and this increased to 69 percent if they are executive directors. 70 percent of women feel that their gender is an inevitable barrier and it is difficult to combine both career and family.

**A Gouws(2008)**-This research 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. The position of women in two corporate and three government institutions together with the status of their representation in senior positions and obstacles to their advancement into such positions was reviewed. The findings showed that the two corporate organisations achieved better results than the 3 government organisations with regards to female representation on senior and executive level. Both corporate organisations’ female representation on senior and executive levels is higher than the government institution. The finding further indicated that (66.6%) out of the 18 women have experienced women with the “Sticky Floor” and the “Queen Bee” syndromes. 67 % of the women indicated that they felt they have achieved a good work-life balance. Most of the women require support in terms of consistency, appreciation, feedback, and decision-making. 27 % of the women felt that they are involved in risk-decisions, to be able to change the culture of the organization in terms of gender equity.

**Georges Desvaux, Sandrine Devillard-Hoellinger, and Mary C. Meaney (2008)** - This article describes that Companies that hire women as executives does the right
thing and gain a competitive edge. They can take several basic steps to achieve even greater parity. The research methodology is based on the previous case studies of women managers. The result showed that there is a correlation between female senior executives and financial performance. The findings showed that companies with higher numbers of women at senior levels are also companies with better organizational and financial performance. Coaching, mentoring, and networking programs have proved quite successful in helping female executives succeed. The research indicated that the companies around the world with the highest scores on nine important dimensions of organization (from leadership and direction to accountability and motivation) are likely to have higher operating margins than their lower-ranked counterparts. Among the companies for which information on the gender of senior managers was available, those with three or more women on their senior-management teams scored higher on all nine organizational criteria than did companies with no senior-level women.

Georges Desvaux, Sandrine Devillard, Sandra Sancier Sultan (2009)-The aim of this research is to understand how the recession might have affected companies’ priorities in terms of gender diversity, and whether women executive leadership behaviours and their development could still provide a competitive edge in and after the crisis. In September 2009, a survey was conducted among 800 business leaders, representing all industry sectors, all levels of responsibility, and all regions of the world. The findings showed that only one-third of the firms view gender diversity as one of their priorities and not all managers recognize the positive impact of gender diversity on corporate performance. Women tend to demonstrate more often than men five leadership behaviour that improve organizational performance and they were People development, expectation and rewards, role model, inspiration and participative decision making. The findings confirm that certain leadership behaviours more frequently adopted by women are critical to navigate through the crisis safely and to perform well in the post-crisis world. The companies tend to implement piecemeal approaches to develop female executives.
Maija Lyly-Yrjanainen and Enrique Fernandez Macaas (2009)-The main aim of the study is to know the hierarchical structures of women manager in working life. It analyse the current situation and the obstacles women face on the way to the top. The study reviewed the existing European data on women in managerial positions in the EU, using information from the European Working Conditions Surveys. The findings showed that in wholesale and retail trade sectors, as over 40% of managers working there are women.36% of highly educated men work as managers, whereas the proportion of highly educated women having managerial position is more than two times smaller.42% of female employees have a woman as their supervisor, whereas only 10% of working men are supervised by a woman. In addition, the psychological work environment may suffer if the women manager is not perceived as suitable for manager position. This might happen when gender and manager roles are not perceived as fitting, which according to the literature is more likely to happen for women managers.

BeateElstad, GroLadegard (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.

KPMG (2010)-The aim of the study is to provide an understanding of the key characteristics of senior women executive, their business strategies and approaches to work, personal motivations, and differentiating leadership style. The survey covers 104 men and women who typically fall under the ambit of ‘top management’ in both public and private sector. The result showed that over 90 percent of the respondents said that men and women executive both had the same level of authority to make important business decisions on the basis of their organizational roles. The findings further showed that a vast majority felt that organizations were fair (in that they did not operate on the basis of any prejudices) in the way they dealt with women
executives as well as women employees. A majority of the executives surveyed agreed that women executives were rather adept at managing teams and client relationships and in furthering their prospects of personal growth and development. Ambitious women leaders who aspire for a ‘corporate warrior’ status weave their professional goals into the ethos of organizational norms and work culture which enables them to adapt and gather new insights at work.

**Karine Schumer (2010)** - This paper is based on findings from research studies and a number of in-depth interviews with representatives of MNCs and Indian global corporations. It provides an overview of the challenges and opportunities facing professional women and their employers in India. The findings showed that 9 percent of women are at entry level, 15 percent of women are in middle management, 9 percent of women in senior management, and 8 percent of women in board directors. 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.

**George-Levi Gayle, Limor Golan, Robert A. Miller (2011)** - This paper studies gender differences in mobility and compensation among top executives based on a large matched panel data set on executives and their firms. The main sample for this study consists of data on the 2,818 firms, 16,300 executives. The above empirical analysis shows that female and male executives differ with regards to educational attainment and job experience. Female executives are on average two years younger and have less job experience. It also shows that conditional on firm and executive characteristics, female executives are paid more in total compensation and have higher pay for performance than their male counterparts. In terms of mobility, women are promoted at a higher rate than men but also exit at a much higher rate.

**Partnership for public service (2011)** - The aim of the study is to know the difference of men and women experience at work place. More than 27,000 managers or executives responded to the Office of Personnel Management’s (OPM) survey. Of those, 33.5 percent were women and 65.9 percent were men. The survey concentrated
on ten categories of workplace and they are Empowerment, Rewards and Advancement, Skills/Mission Match, Overall Satisfaction, Pay, Teamwork, Work/Life Balance, Training and development, Support for Diversity, Strategic Management and Leaderships. 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). Men rated the overall effective leadership category higher than women by giving a score of 57.1 (out of 100) versus 54.6. Women gave lower ratings on empowerment and fairness. Gaps on empowerment and fairness diminish slightly as women take on increasing management responsibility.

**Rebecca Heller (2011)**-This study is based on the current research literature and insights from fifteen participants in (Centre for Advanced Human Resource Studies) CAHRS working group. Globally, women are under-represented on corporate boards and executive committees. The dearth of female executive has significant business consequences. CAHRS working group participants cautioned that by not taking a more robust approach to diversity, companies are losing out talented women executives on future business. The result indicated that Women hold 15% of executive committee positions in North America, compared to 4% in Europe and 2% in Asia. Men had greater career advancement satisfaction than women at all managerial levels except for entry-level. The findings further showed that women are often excluded from certain roles deemed critical for business success, and tend to pursue opportunities that slow their careers. One of the barriers of women is they have less opportunity to network which helps them form relationships that can help them gain visibility in the organizations.

**Anandamma (2012)**-The purpose of this paper is to know whether there exists glass ceiling for women executives in the corporate or not and to come out with ways to reduce glass ceiling, if it exists. The data is collected through secondary data sources. Secondary sources mean gathering information using published data such as journals, newspapers, research papers, reports, books and online. The findings showed that women can hold higher positions based on their talents, through hard work and aspiration. Many women discover that family is more important to them as they climb
the corporate ladder & hence quit playing senior roles in the management. However, some ambitious women are in a career race backed by family support, by sharing the family burden equally with their partner. The glass ceiling no longer applies to many workplaces for most women. In reality also there is not as much as a barrier stopping women from progressing to the top as they seem to think but they should overcome the challenges.

Dennis McCafferty (2012)-This article describes 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. The result indicated that less than 3% of Fortune 500 CEOs are women. Only 1 out of 18 women earn six-figure salaries, compared to 1 in 7 for men. 41% of survey participants say they lack the power to perform effectively in their current positions. 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.

Therefore organisational empowerment is as a systematic, integrated and planned approach to improve the effectiveness of the enterprise. It is designed to solve problems that adversely affect the operational efficiency at all levels and is based on scientific awareness of human behaviour and organization dynamics.

This chapter concludes by providing the researcher with various ideas regarding the factors of QWL which are to be carried out in the questionnaire design. Thus, it can be strongly opined that, this chapter is the heart of the study from where ideas flow for the further research work such as review of literature and analysis of the study.