This chapter introduces the role of working women in service sector. Here researcher has also discussed various factors related to work efficiency and work environment. It also provides the in-depth discussion on effective work place / work environment and their relation with work efficiency and job satisfaction of employees.

Among fast growing developing countries, India is distinctive for the role of the service sector. Where earlier developers grew on the basis of exports of labour intensive manufactures, India has concentrated on services. Although there are other emerging markets where the share of services in GDP exceeds the share of manufacturing, India stands out for the size and dynamism of its service sector.

2.1 Functioning of women employees:

Within the individuals (skills and ability) women are at par with men as far as skills and ability are concerned. With respect to some personality, characteristics, they lack communication skills in social interactions. Women are more sincere and diligent to their jobs. Considering the diversity of roles they perform, their commitment is clearly visible. Women have to work harder than men to prove professional competence in spite of having comparable abilities. New female employees are bright, enthusiastic and willing. Those exhibiting relative passivity could be due to the lack of confidence.

2.2 Reasons for women in work force:

It is important to identify the reasons why women are not the force they ought to be. Some of reasons are:

1. Woman’s work is often unrecognized. If it is recognized, it is not paid, if is paid, is under paid.
2. Recognition of woman as a worker will result not only in fair wages and control over these wages, but will also result in her recognizing and using her right to access resources.
3. A reasonable wage, control over that wage, access to resources will increase a woman’s mobility which will lead to opportunity for further knowledge, less fear, more self reliant and more self-confidence.
Total and women employment in organized sector in India (figures in thousand)

| Year | Public Sector | | | Private Sector | | | | Total | | |
|------|---------------|------|------|---------------|------|------|------|------|------|
|      | Women | Total | % of women | Women | Total | % of women | Women | Total | % of women |
| 1992 | 2467.0 | 19209.6 | 12.8 | 1522.7 | 7846.1 | 19.4 | 3889.8 | 27055.7 | 14.4 |
| 1993 | 2476.7 | 19326.1 | 12.8 | 1549.7 | 7850.5 | 19.7 | 4026.3 | 27176.6 | 14.8 |
| 1994 | 2564.6 | 19444.9 | 13.2 | 1589.3 | 7929.9 | 20.0 | 4153.9 | 27374.8 | 15.2 |
| 1995 | 2600.4 | 19466.3 | 13.4 | 1627.5 | 8058.5 | 20.2 | 4227.9 | 27524.7 | 15.4 |
| 1996 | 2634.5 | 19429.3 | 13.6 | 1791.9 | 8511.6 | 21.1 | 4426.4 | 27940.9 | 15.8 |
| 1997 | 2727.6 | 19559.1 | 14.0 | 1909.4 | 8685.5 | 22.0 | 4637.0 | 28244.5 | 16.4 |
| 1998 | 2762.7 | 19417.8 | 14.2 | 2010.9 | 8747.9 | 23.0 | 4773.6 | 28165.8 | 17.0 |
| 1999 | 2810.7 | 19414.8 | 14.5 | 2018.4 | 8698.2 | 23.2 | 4829.2 | 28113.1 | 17.2 |
| 2000 | 2857.0 | 19313.7 | 14.8 | 2065.8 | 8646.0 | 23.9 | 4922.8 | 27959.7 | 17.6 |


“We give them extended leave till about 2 years. They can start a family and rejoin at the same post. They are very good resources and it is worth the efforts.”

- S. Padmanabham, Global HR head, TCS

2.3 Women in service sector:

Historically women may have taken up work for various reasons, but once they become employees, they have a specific role to play in the organization. Their understanding of this role would guide their reactions and their attempts to solve some of the problems which generally management faces. It can be observed that women come to organizations with certain preconceived nations, which would prove counterproductive. These perceptions stem from the accepted role priorities. For instance, men had always been the bread winners; hence women would not take this as their primary responsibility and adapt a more casual approach. For women in India, such emphasis has significance. Traditionally Indian ethos has been propagating ‘role taking’ approach with respect to one’s life roles.
## Women's employment in the organized sector

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Division &amp; Industry</th>
<th>Women Employees (in Thousands) as on 31-03-2001</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Public Sector</td>
</tr>
<tr>
<td>1</td>
<td>Agriculture, Hunting, Forestry &amp; Fishing</td>
<td>48.3</td>
</tr>
<tr>
<td>2</td>
<td>Mining and Quarrying</td>
<td>55.6</td>
</tr>
<tr>
<td>3</td>
<td>Manufacturing</td>
<td>93.0</td>
</tr>
<tr>
<td>4</td>
<td>Electricity, Gas &amp; Water</td>
<td>44.7</td>
</tr>
<tr>
<td>5</td>
<td>Construction</td>
<td>63.2</td>
</tr>
<tr>
<td>6</td>
<td>Wholesale &amp; Retail Trade &amp; Restaurants and Hotels</td>
<td>17.4</td>
</tr>
<tr>
<td>7</td>
<td>Transport, Storage &amp; Communications</td>
<td>174.9</td>
</tr>
<tr>
<td>8</td>
<td>Financing, Insurance Real Estate &amp; Business Services</td>
<td>184.8</td>
</tr>
<tr>
<td>9</td>
<td>Community, Social &amp; Personal Services</td>
<td>2177.2</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>2859.2</td>
</tr>
</tbody>
</table>

**Source**: India, Ministry of Labour, Directorate General Employment and Training. (2003). Employment Review


**Notes**: Figures in brackets are industrial codes of National Industrial Classification

A series of beliefs associated with rebirth have consolidated and encouraged such an approach. They in a way assured better life standards in the next birth. Hence accepting a prescribe set of life roles and priorities were a way of life. In this set up, thinking a fresh of role identity would not be expected of an individual more so in the case of women who have always has a secondary are limited status in the society.
It is important to identify the reasons why women are not the force they ought to be. Some of the reasons are:

1. Woman’s work is often unrecognized. If it is recognized, it is not paid. If it is paid, it is underpaid.
2. Recognition of woman as a worker will result not only in fair wages and control over these wages, but will also result in her recognizing and using her right to access resources—credit, production assets, immovable productivity and utility assets. It again becomes a matter of transfer of power and loss for those who have this access today.
3. A reasonable wage, control over that wage, access to resources will increase a woman’s mobility which will lead to opportunity for further knowledge, less fear, more self-reliant and more self-confidence.

The service sector is also a source of employment for many women in developing countries, but its relative importance and women’s representation within services vary among the regions in all countries. Health and education sectors rely heavily on females.

In developing countries, changes in employment opportunities for women in the service sector are linked to globalization. New employment created in the service sector spreads across both low and high skilled work. This has effect on women’s employment opportunities.

The role of women in economic activities varies from country to country. The following examples indicate the role of women in different countries:

- In Saudi Arabia restrictions on women’s freedom to move around, makes it difficult for them to work. For example, women are not permitted to drive, to travel on an aero-plane alone or to stay in a hotel without a male family member.
- In Japan women seldom work after marriage, consequently women are unlikely to progress far within organizations.
In the US, women have attained a degree of equality in business, but they are seldom found in top management positions.

In Canada, a majority of women are nurses and secretaries while the majority of men are firefighters, constructors and foresters.

In the People’s Republic of China, women are holding the same positions as men but have to retire at an earlier age.

Ramchandran (1992) gives this example of the role of women in parts of India: in Rajasthan, when a social work organization wanted to establish a hospital for women, there was a great deal of hostility and resistance. The village men could not understand why so much fuss should be made over women, they insisted that they really need a hospital for their farm animals and not for women.

**Women in different sectors**

**Women in mass media and communication**

Communication is a broad term encompassing many disciplines, skills and professions. Although it is as old as the human age, mass communication is of comparatively recent origin. It began about 200 years ago when Gutenberg started the revolution by establishing the printing press, which helped rapid reproduction of the written word for wide distribution among the daily newspaper.

The first newspaper appeared in 1780. In the hundred odd years since, the Press has become an industry and the most influential of all the mass media in this country. The radio was introduced in a small experimental way in 1924. The first fully indigenous Indian feature film was released as early as in 1913. Indian television began in 1958. Commercial advertisement is as old as the Indian press.

Despite this long and impressive history of communication in India, it has led to few openings for women. Journalism has been predominantly male profession. Radio, television and advertising have provided more scope for educated women. Lately, in public relations, film documentaries and marketing and distributive agencies, women have made an entry either as full time or part time professional workers.
Careers in communication are concentrated in the urban centers and in fact mainly in the bigger metropolitan centers. Most women prefer editorial work to any other in a newspaper. There are very few women reporters and correspondents in the daily press. Most leading newspapers have a women or children’s page and these are usually edited and produced by women members of the staff. Contributions to the women’s page are almost exclusively by the women.

The contents of communication are reflective of the values of society, which in turn, are nurtured and sustained through communication. In India, the dominant stereotype images of women and girls are that of:

- Less competent human beings
- Instruments for exploitation by men
- Key to commercial success in this age of advertising.

Human resource development necessitates equipping women and girls with information, knowledge and skills to facilitate their active and equal involvement and participation in the nation’s development programmes and activities.

**Women in the World of newspapers and periodicals**

Newspapers have evolved arrangements for informal, but continuing association with women free-lance journalists. Apart from free-lance writing, there is a scope for women to make regular contributions to newspapers as film critics, music critics, art critics, fashion critics, book reviewers and so on. Some newspapers run regular or occasional columns of domestic or feminine interest like home making, interior decoration, kennel notes and gardening. All these afford opportunities for contribution from women.

One of the most fruitful sources of employment for women is the newspaper feature. There is a prevailing view that women make better feature writers than men. They are particularly good at human-interest stories. Amita Malik, Santh Rungachary, Padmini Sen Gupta, Kamala Chopra, Rammi Chabbra, Promilla Kalhan, Rita Thapar, Kobita Sarcar and Razia Ismail are well-known feature writers in the ‘English’ press in India.
The emergence of women in journalism is not more than four decades old. When Padmini Sen Gupta took up the editorship of a magazine in 1934, she was among the first women to launch out as a journalist. Kamala Sattianadhan in Madras started the Ladies magazine as long as 1901. The emergence of women in journalism led to a small degree of specialization.

In certain sub-fields of journalism, women have done better. At recent convention of the Indian Association of Industrial Editors held in New Delhi, every sixth participant was a woman. There are according to Saroja Satija of the Times of India, 8782 women working in journalism and related trades. The exact break-up is not available. No studies have been conducted on motivations for the choice of journalism as a profession to other fields of communication as a career. There is also a scarcity of data concerning the occupational problems faced by the women in the various fields of communication. The chief reason for this is the lack of professional or career organizations with an exclusive feminine membership.

The reason why there are not many women in the field is the reluctance of men in Indian journalism to admit women to their corps. Another discouraging factor is the tendency of men editors of newspapers of showing the woman reporter into the frilled and embroidered pigeonhole of Women and Children’s page.

Once the initial hurdles are taken, and women journalists settle down, they face other handicaps. The bustling and jostling world of news happenings is not kind to the physically frail. There are late night duties to be discharged by reporters and sub-editors. Long hours, arduous travel, lack of privacy and feminine convinces in places of work or in the ‘beat’ areas and hazards of covering events involving violence, rioting or civil disobedience make it tough and discouraging for women.

In activities closely allied to newspaper journalism, women have yet to make an entry. The two national news agencies- the Press Trust of India and the United News of India hardly employ any woman for reporting or desk jobs. The news agencies in Hindi Samachar Bharathi and Hindustan Samachar have very few women members on their editorial staff.
If a woman has to get good colleagues and create a good office environment, she has to remember not to complain because the rose bush has thorns rather she has to rejoice that thorn bush bears roses.

**Women in Radio and Television**

Radio and television offer better facilities for women professionals. From their inception, women have been recruited to the posts of announcers, newsreaders, feature or documentary producers and even engineers. There are segments of the daily radio station schedule, which are exclusively for the concern of women. Every station has a Women and Children’s hour besides programmes designed for specific audiences like rural women and families of workers.

The most prominent of women professionals’ in broadcasting is Meher Masani, who retired as Deputy Director General of AIR. There are number of women in the programme cadres and in the category of casual artists, which include scriptwriters, feature writers, news readers and participants in plays and documentaries. There are women who have qualified in interviewing and discussion techniques. Miss Sen Gupta and Miss Meera Mazumdar have specialized in problems of broadcasting and have represented India at international gatherings devoted to the problems of women broadcasters.

Of all the media of communication, television offers the largest and the most varied opportunities to the educated women. The great majority of women are newsreaders, announcers, programme producers, compares, and artistes. Today, some of the well-known newsreaders in Television are Sonia Verma from Star Plus, Nagma from Aaj Tak, Getanjali Iyer, Sangeeta Bedi from Doordarshan.

**Women in films**

They are film directors, producers, writers, music directors, dance directors and lyricists. The commercial films produced in the third world countries have had a tendency to portray woman in the stereotyped traditional roles of good wife, good mother and good daughter. As opposed to these ‘virtuous’ women, the stereotyped of
the ‘bad’ woman is offered. Interestingly, portrayed as westernised, liberated, and scornful of tradition. There have been very few films, which have portrayed women as individual personalities different from normal stereotypes of the society in which the film was made. A few films, which portrayed women as strong individuals, have always been careful to portray them within the traditional framework of mother, sister and wife relationships. This is especially true in the Hindi Indian film industry. There have been very few attempts to break away this stereotype except in a few “new wave” cinemas.

Enterprising young women with their own or borrowed resources have produced documentaries or short stories. Agencies headed by women are also producing quickies for exhibition at the cinema. Film and slide advertising absorb few women seeking specialized careers. Today, in the small screen i.e. the television, none other than Ekta Kapoor is ruling. She is known as the queen of the small screen.

**Women in medicine**

Medicine is one of the lucrative jobs for men as well as for women. The proportion of women practicing medicine today is in between six to ten percent. The question of motivation of those who choose careers in medicine presents an interesting dyad.

Among the doctors two sets of consideration influenced the decision. On one hand, some women were motivated by the expressed desire to be in service to the poor and those who suffer. In these cases there was often the model of a doctor father, mother or uncle. Often, though not always, parents encourage their children to take up the profession. On the other hand, many employees admit to the career considerations, which included high pay and position in the society.

There are two divisions in case of women doctors. One is those who are single. They tend to practice medicine though it takes long working hours and are generally tedious. Another is that of those women who are married. They generally prefer to be teaching medicine. Those in private practices are better able to adjust their practice to demands of family responsibilities. Some are motivated to opt for the course because they failed to get admission in medical colleges.
Young women often choose nursing as a career because it offers substantial opportunities for employment after training. During the period of training they receive a stipend. They are basically motivated by a desire to improve the economic position of self and that of the family. Some tend to opt for the profession due to influence of the nurses who had treated them during their childhood. The desire to serve the poor and the needy is also one of the motivation causes for opting the profession.

To an increasing number of women in nursing, it means education beyond the high school. There are girls, who enter the collegiate programmes of nursing education. For them it is an opportunity to accept the challenges of the course of study, intellectual stimulation and association with cultured and well-educated people, and opportunity to continue their education. It means that some day they may hold a teaching or administrative position, perhaps be a leader in nursing in the community.

From the very beginning, women students at medical colleges were largely high-caste Hindus, today though there are Sikh, Parsi, Christian women doctors as well, with relatively few Muslims. Among those, trained thirty or so years ago, a high proportion remained single, both among practicing physicians among those who taught in medical colleges. The reason for this was a feeling that medicine was a high calling, which required total dedication. But today most doctors and nurses marry.

**Women in Banking Sector**

Banking today is one of the major sectors, which provide the largest employment opportunities. With the network of approximately 34,163 branches and a work force of 9 lakhs of employees and a potential for further expansion, the banks are one of the biggest employers in the country. Alongside the development of the banking industry and the generation of increasing employment opportunities in this sector, there is a significant spurt in the number of women being drawn towards the banking industry.

It is noteworthy that approximately out of 221004 bank employees at the officers (executives) level as many as 9200 are women. Thus the ratio of female to male employees is 1:23. At the clerical level, 82000 out of 4,68,200 are women. The ratio of female clerks is 1:5. Against this background, it would be useful to analysis an
upsurge of particular factors, which have contributed to such upsurge of women in the banking sector. The advent of women has been the result of a conscious and deliberate policy of the government of India to induct women into the main stream of economic life and to provide them maximum encouragement towards this.

Thus, an important contributory factor is the impetus given by means of government policies and legislation, which confer gender equality and the absence of discrimination in matters of recruitment. With the removal of any impediments in the way of women seeking employment in banks, it is not all surprising that women are joining banks in increasing numbers.

Women are considered to be an asset in the banking industry. Banking is a service industry where considerable importance is attached to customer service and dealings with client. Where courteous and personalized service is called for, women by nature, by training and disposition are better endowed to extend such type of service than their male counterparts. Yet another important requirement is that of integrity and honesty and it is well known that women are less prone to fraud and corruption. Women are found to be sincere, conscientious and diligent in work. Even in the matters of industrial relations, women possess the needed tact and patience and human approach, which ensure healthy staff relations. Once women have voluntarily opted for the higher promotions they have not been found shirking in their responsibilities and have accepted whatever work has arisen in the course of their duties.

While a number of women are entering the banking profession, nevertheless, it is true that a sizeable number do not aspire for managerial positions. Quite a sizeable number remain contented with lower level staff or supporting positions and do not seek entry into the executive cadres. What are the major reasons for this state of affairs? Obviously, ability is not the reason as their competence has even otherwise been acknowledged? It is the lack of motivation or commitment that is the major cause.

Thus, women faced with a choice between the two, tend to allow family responsibilities to take precedence over work obligation. The point to be considered here is whether there is any basic conflict between the role of a woman as a mother
and wife and as that of a workingwoman and whether effective handling of one can be
done only at the cost of the other. There is nothing in the way of women striking a
proper balance between the conflicting demands and being able to discharge both the
duties efficiently and effectively. There are several women executives who are living
examples to this fact.

In case of married professionals, situation is much grave. Besides her professional
area, she has to meet many requirement and expectations of the family from the
social, obligatory emotional and psychological point of view and she works day in
and day out to maintain both the fronts.
She may not be able to give up her profession due to the fact that:

1. She adds to better economical and social status of family
2. She may be aware of her capability and potential and wants to develop herself
   for her better career prospects;
3. She may aspire to achieve some excellence and contribute to society and
   nation as a whole.

The policies have been positively oriented towards the development of women in the
banking sector and several facilities have been extorted in this regard. The work
environment is congenial and provides enough scope for all women and their success
depends on their individual competence and willingness to accept the challenges.
What is needed, is that the women are self-motivated, assert them and become
achievers. It is entirely up to women to exploit the opportunities presented to them and
to come forward to take up the challenge in larger numbers.

**Women in hotel industry**

The hotel industry is a service industry and is related to tourism. In the context of
national importance as a source of study of revenue generation as well as the
development of international understanding many hotels have been constructed in the
country. They have major economic effect, as it is a highly labour intensive service
industry. This particular feature makes it a very valuable source for recruiting and
employing people.
The study concerning women derives its relevance in the context of finding out the kind of jobs that are available to women in hotels, specialized training in hotel jobs is also useful to gear the staff towards efficiency and work specialization.

There are very few properly equipped training centers for women to take up the challenges in the hotel industry. The increasing number of women working in the hotel industry establishes the need of the women workforce in the industry. As you enter a hotel you see a number of women behind the receptionists desk, in the lobby and in the driving area working as stewards but these are not all there are a large number of women engaged in personnel and administrative divisions as well.

2.4 Work environment and its impact:

Almost every imaginable type of organization has been on the Fortune list, from Wall Street investment houses and mass market retailers to small nonprofit hospitals and consulting firms. (In Denmark, one of two dozen other countries where the San Francisco-based Great Place to Work Institute conducts similar best workplaces surveys, the national Department of Justice was named to the list of the best employers in that country.) The main variable is the attitude and behavior of the management rather than the type of organization. How the management relates to its employees is what makes the difference.

It is no different for correctional agencies. The most obvious reason is that everybody, whether a senior manager or frontline employee, would prefer to work in a good working environment. Since most people spend the majority of their waking hours at work, the quality of the work experience has a big impact on their lives. Everyone wants to look forward to going to work in the morning. And no one enjoys coming home from work feeling frustrated and discouraged from his or her experiences at work.

But there is more than quality of life involved with this issue. The quality of the workplace impacts directly on issues of customer service and productivity. The connection to customer service has been shown in numerous studies. A famous 1998 study published in the Harvard Business Review article “The Employee-Customer-profit Chain at Sears” showed that an increase in employee satisfaction at a store
resulted in an increase in customer satisfaction, which in turn resulted in higher profitability for the store. There have been similar studies in the hospital industry, showing that improvements in workplace environments result in better patient satisfaction.

The better the quality of the staff, the better able the staff will be in performing their duties. A less tangible — though equally important — reason organizations with great workplaces deliver better service and products is employee morale. Better morale translates into environments where employees are more likely to provide better service. This, too, has obvious parallels to the corrections industry where employee morale is extremely important in terms of maintaining discipline.

**Importance of Workplace Environment**

Many managers and supervisors labor under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee’s pay packet. Although this may be true in a minority of cases, numerous employee surveys have shown by and large this to be untrue. In fact, salary increases and bonuses for performance, in many instances, have a very limited short-term effect. The extra money soon comes to be regarded not as an incentive but as an "entitlement".

There are other factors that when combined provide a more powerful determinant of employee performance. When these other factors are missing or diluted, the employee does come to work only for a paycheck. In this case, the employee is present at work in body only, leaving their mind outside the gate.

It is the quality of the employee’s workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization appropriation, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job. Many studies have revealed that most employees leave their organization because of the relationship with their immediate supervisor or manager.
So, what are the workplace environment factors that need to be taken into consideration by any serious manager? Described below are the key factors and how each can be utilized by supervisors and managers to boost performance.

They have cycled respondents to give them their level of satisfaction from the top tow box view-satisfied across these multiple categories and measures related to retention. Based on the view of the respondents, the work environment is the highest rated category to impact overall retention. As a sub measure within this category, the 1 ranked area was related to peer groups. The specific question asked was for the respondent to rate their work environment and the manner in which they were treated by their peer group.

- 84% of respondents were satisfied / very satisfied with work environment related to peers.
- 76% were satisfied / very satisfied with work environment related to management.

The above study tells us the importance of a good work environment.
Workplace Performance Factors

Goal-setting

In involve employees in setting meaningful goals and performance measures for their work. This can be done informally between the employee and their immediate supervisor or as part of an organization’s formal performance management process. The key here is that each employee is actively engaged in the goal-setting process and takes ownership of the final agreed goals and measures.

Performance feedback

Regularly feedback to employee’s information on how they are performing. This should consist of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. The feedback needs to be as objective as possible and delivered with the appropriate interpersonal and conflict resolution skills. It can be a mix of both informal feedback and feedback delivered as part of a formal performance management cycle.

Role congruity

Work to ensure that the role that the employee is required to perform is consistent with their expectations on joining the organization and any subsequent training. The organization’s role expectations are typically reflected in formal documents, such as Job Descriptions and Role Specifications. These expectations should be consistent with tasks allocated by the employee’s immediate supervisor.

Defined processes

Many errors, defects and customer complaints are the result of poor process management. Constrain the variability of how work is actually performed through documenting processes and communicating such expectations to employees. Verify on a regular or random basis that the work is actually performed in the way required. Along with goal setting, getting employees to help define and improve processes is a powerful opportunity for engagement.
Workplace incentives

Determine what motivates your employees in particular and set up formal and informal structures for rewarding employees that behave in the way required. Rewards may consist of a mix of internal rewards, such as challenging assignments, and external rewards, such as higher compensation and peer recognition.

Supervisor support

Act as advocates for employees, gathering and distributing the resources needed by them in order for them to be able to do a good job. Immediate supervisors and managers need to display the interpersonal skills required to engage employees and enhance their self-confidence. This includes providing positive encouragement for a job well done.

Mentoring/coaching

Make available to employees skilled and respected people to help them perform better in their current role and to assist them develop further into a future role. Mentors and coaches may be internal to an organization or external. Either way, they will need to possess the necessary facilitation skills to assist employees apply existing skills and develop new skills.

Resource availability

The vast majority of employees takes pride in their work and tries hard to do a good job. Make sure that individual workloads and organizational systems and processes do not hinder employees from applying established skills or from practicing newly learned skills. Adequate time and material resources need to be available to enable them to perform to the best of their ability. Make their work easier and help minimize error rates and customer dissatisfaction by supplying job aids. These can include templates, guides, models and checklists.

Money is not a sufficient motivator in encouraging the superior workplace performance required in today’s competitive business environment. Managers and supervisors will need to be comfortable with working with the whole gamut of workplace factors that influence employee motivation. Skills required include the
ability to engage employees in mutual goal setting clarify role expectations and provide regular performance back. Time and energy will also need to be given to providing relevant performance incentives, managing processes, providing adequate resources and workplace coaching. Last but not least, to drive their organizations to peak performance managers and supervisors must put out front the human face of their organization. Paramount here is the human-to-human interaction through providing individualized support and encouragement to each and every employee.

2.5 Working Condition And Employee Efficiency:

Efficient role performance by an executive/ employee depends upon a number of things like, personal attributes, physical and social atmosphere of the organization. Much of the literature is one-sided emphasizing only the persons, only the processes or only the products related to effective working The models specifics that job behaviour is a function of an individual's personal characterizes (abilities) volition (motivation) and social and organizational characteristics (opportunity), efficiency and effectiveness seems to be a function of complex interactions between ability, motivation and opportunity variables and the nature of feedback incentive and reward system developed by organization policies and practices.

For appropriate performance of a role it requires a particular setting (Nadel, 1957), a setting which is congenial and helpful and facilitates the role incumbent to perform external internal his/her role effectively and efficiently. The scholars have recently shown renewed interest in studying the organizational environment to find out its impact on their functioning. Meyer and Scott argue that the nature of an organization is inextricably linked to both its physical and symbolic/, environment external & internal (Meyer and Scott, 1983)

It thus becomes essential to "understand the working conditions under which women executives work before we take up their working relationship with their subordinates, colleagues and super ordinates. It is assumed that in addition to the personal attributes of the actors the working conditions play a vital role in facilitating or jeopardizing role performance. As different types of organizations have different goals and procedures of work we do expect that working conditions in the private organization
would differ from the Government and Semi-government organizations. In a few studies it has been contended that working conditions and perception thereof differ from one national/cultural situation to another. In other studies on the public and private sectors it has been noted that in certain aspects of their work there is no difference between the sectors yet on other aspects there are significant differences.

Many enterprises limit their productivity enhancement of employees to the acquisition of skills. However, about 86% of productivity problems reside in the work environment of organizations. The work environment has effect on the performance of employees. The type of work environment in which employees operate determines the way in which such enterprises prosper.

**Benefits of a great work environment**

Creating a high relation work place has more to do with good managers than anything else. Yes, you have to pay people well. Sure, you have to provide decent benefits. But first it begins with leadership. Whether you are the CEO or the need of the department, creating a great place to work place to work where people have pride in what they do begins with you. Businesses can improve relation and make their organization the good place to work by following five step PRIDE model.

P – Provide a positive working environment  
R – Recognize, reinforce and reward individual efforts  
I – Involve and engage everyone  
D – Develop the potential of your work force  
E – Evaluate and hold managers accountable

➢ **Provide a positive working environment :**

Daniel Goleman, in his book, “Primal Leadership” said, “The climate created by the CEO among their direct reports predicted the business performance of the entire organization. In 75% of the cases, climate alone sorted companies into high versus low profits and growth.”
Indeed, one third of the executives surveyed by Robert Holf International Inc, say the work environment is the most critical factor in keeping an employee satisfied in today’s business world.

A key aspect is workplace flexibility. First Tennessee National Corporation started making workplace flexibility a top priority. They reshaped the rules they had forced employees to live under added many family friendly benefits, and sent managers through three and one-half days of intensive management training.

➢ **Recognize, reinforce and reward individual efforts** :

Money may attract people to the front door, but something else has to keep them from going back. People have a basic human need to feel appreciated, and recognition programs help meet that need.

A successful reward and recognition program does not have to be complicated to be effective. The equipment dealership in Louisville, Kentucky has almost eliminated turnover by their programs. The employees participate in a profit-sharing plan that could possibly mean close to a million dollars upon retirement. Other incentives and benefits they provide include:

- Every year employees celebrate their work anniversary with a cake and receive some token money for each year employed made out in a check to the Snap-On Tool company where they buy tools for the job.
- Twice a year employees’ children receive some savings bond when they bring their “All A’s” report card.
- They reward employees with a “Safety Bonus Program”. Each employee’s driving record is screened twice a year. Anyone who has a citation is removed from the program. Those employees remaining at the end of the year split some money.
- To minimize the “we-they” syndrome, every week-end employees rotate jobs for one hour. For example, the person in the parts department becomes a service technician. This builds a stronger team, and improves communication within the company.
➢ Involve and engage everyone:

Good organizations involve the ideas and suggestions of everyone. The Sony Corporation is well known for its ability to create and manufacture new and innovative products. In order to faster the exchange of ideas within departments, Sony’s Corporate Research Sponsors an annual “Idea Exposition”. During the exposition, scientists and engineers display projects and ideas they are working on. Open only to Sony’s employees, the exposition lets individuals share ideas across each department. This process creates a healthy climate of innovation and creativity at all levels of the organization.

➢ Develop the potential of your work force:

For many people, learning new skills is just as important as the money they make. In a study by Linleage, Inc. more than 40% of the respondents said they would consider better career development and greater challenges. The National Centre on the Educational Quality of the Workforce (EQW) found on an average, a 10% increase in workforce education level led to an 8.6% gain in total productivity. On the other hand a 10% increase in the value of equipment only increased productivity 3.4%.

➢ Evaluate and hold managers accountable:

“Show me a department with high turnover and I will show you a manager who needs help.” As part of your evolution and analysis process, start measuring the cost of turnover, employee attitudes and which manager or department does the best / worst with employee turnover. Find out why and then reward the good managers and fix the bad managers.

La Rosa’s company completes a cultural audit once a year, which measures employees’ feelings about pay and benefits, care and recognition, etc. Additionally, all employees evaluate their bosses twice a year using an Internal Customer Satisfaction Index (ICSI). The ICSI has only four questions and tasks the employees to give their managers a letter grade from A to D in four different categories.
2.6 **Work efficiency**

Efficiency is getting all your testing done in the shortest time possible with the least amount of resources. Effectiveness is doing the job right. Efficiency is a ratio of output to input while effectiveness of matching the output with business mission alignment. To my opinion both are very important but many times effectiveness takes precedence over efficiency. Effectiveness needs efficiency while efficiency may exists without effectiveness.

Work is an integral part of human life. It creates security, healthy living standards, happiness and pleasure. It is important for the physical, mental and moral development of an individual.

Over-work, has become the present trend, which contributes towards mental and physical exhaustion, rather than efficiency and effectiveness.

Efficiency in work may not result in quick promotion, but will definitely result in success. In order to improve and be efficient one has to have the right attitude, a desire to better things, be alert, desire to learn & grow, be hard working, patient, optimistic and be willing to co-operate.

Being organized is an important aspect of becoming efficient. A neat & tidy office enhances efficiency (a cluttered desk does not necessarily mean that the person is busy or hard working!). Have all the material you need next to you. Save time from constantly searching for things...

Prioritize - do what is most important first and then move on to other things.

Believe in yourself, be confident, respect authority, be true to yourself - all these will help get the right things done at the right time, in the right place.
Factors which affect the efficiency of workers:

1. Inheritance: Persons from good collection are bound to work professionally. The quality and rate of physical as well as mental development, which is dissimilar in case of different individuals is the result of genetic differences.
2. Climate: Climatic location has a definite effect on the efficiency of the workers.
3. Health of worker: worker’s physical condition plays a very important part in performing the work. Good health means the sound mind, in the sound body.
4. General and technical education: education provides a definite impact in the working ability and efficiency of the worker.
5. Personal qualities: persons with dissimilar personal qualities bound to have definite differences in their behaviour and methods of working. The personal qualities influence the quality of work.
6. Wages: proper wages guarantees certain reasons in standard of living, such as cheerfulness, discipline etc. and keep workers satisfy. This provides incentive to work.
7. Hours of work: long and tiring hours of work exercise have bad effect on the competence of the workers.

2.7 Work conditions and HRD climates:

The first requirement of teamwork is that each worker should understand clearly what his/her job is and how it relates to the jobs of the rest of the team. Job specifications may be unwritten, but they must be understood by all members of, a work team. Managers/executives especially must know what are their requirements from their workers to understand the effect of their actions upon the work. A method of communication is also essential for good teamwork. Information must constantly flow to workers explaining what is to be done, how it must be done, above all why it must be done. Information must also flow up the line as Recommendations and suggestions. An organization that has teamwork understands where it is going and why it moves in a given direction. No company can afford to let its workers be cut off from the information vital to the technical and other needs of the organization. The reactions of the workers, their suggestions, recommendations and grievances provide
top management with a valuable tool for improving the efficiency and effectiveness of the organization. With industry growing in size and complexity, there is a pressing need to coordinate effectively the activities of many people.

The successful functioning of an organization implies the setting of organizational goals and the reconciliation of these goals with the changing demands of the environment and with the goals of subordinate groups and individuals within the enterprise (Thompson and Mc Even, 1958). It also implies the establishment of administrative relationships, including the assignment of authority and responsibility and the development of a system of communications so that the need for action can be recognized, alternatives evaluated, orders transmitted, and the implementation of decisions controlled. Since organizations imply cooperative effort and hierarchical relations, there must be supervision and personal leadership, including the recruitment, training and development of personnel. As most writers on the subject have pointed out, the achievement of objectives through organizations require that there be planned coordination of the efforts of individuals. And since the cooperators in organizations are human beings, the element of 'human relations' of inducing loyalty to and identification with the organization and its goals - becomes an essential element in the efficient functioning of any organization.

This is more true in the case of executives because it is this group which would coordinate/guide the activities of the workers to attain the organizational goals and objectives. It is thus expected that women executives would be better acquainted with the organizational goals and objectives. This may, however, be not true in the case of women executives in the public sector because the government policies may not be known to each and every executive.

**Parameters of Effective Functioning**

Efficient functioning of employees in organization depends upon a "number of characteristics which the organization possesses. One such characteristic is her degree to which the individuals' goals and the organizations' goals are integrated. If the organization is not responsive to the individual needs, if the organization's goals are not shared by the members, if only a few of the members' needs are being satisfied by
the current organizational activities, the organization is not likely to be successful as participation will be half-hearted and there will be a minimum of satisfaction of the members. A second attribute that makes for an effective organization is that each member can take an appropriate role where it is needed. No one has to be told to do something that will contribute to the organization's effectiveness. When some particular function is to be carried out, each and every person is capable and willing to carry out that function or play the needed role, and then such coordination and role playing would contribute to its efficient performance. Giving support relates to a third aspect of effective and efficient organizational activity, namely appropriate communications of feelings and thoughts. Let us see to what extent our respondents working in different types of the organizations perceive the inter-department cooperation.
2.8 **Job satisfaction**:

Job Satisfaction is the favorableness or unfavorableness with which the employee views his work. It expresses the amount of agreement between one’s expectation of the job and the rewards that the job provides. Job Satisfaction is a part of life satisfaction. The nature of one’s environment of job is an important part of life as Job Satisfaction influences one’s general life satisfaction.

Job Satisfaction, thus, is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job under condition with such specific factors such as wages. Supervisors of employment, conditions of work, social relation on the job, prompt settlement of grievances and fair treatment by employer.

However, more comprehensive approach requires that many factors are to be included before a complete understanding of job satisfaction can be obtained. Such factors as employee’s age, health temperature, desire and level of aspiration should be considered. Further his family relationship, Social status, recreational outlets, activity in the organizations etc. Contribute ultimately to job satisfaction.

As per various employee satisfaction surveys, job satisfaction statistics for the year 2010 survey by a leading organization states that only 45% Americans are satisfied with their jobs and nearly 64% people under 25 years of age are not interested in their work! Probably, these statistics may be scary but the matter of fact is that this data is holistic and dependent on several factors. Job satisfaction attributes that people must consider before weighing if they're satisfied with their work or not is as follows. Answering the following questionnaire on employee job satisfaction can help you to know your current level of satisfaction with your profession.

We all talk about job satisfaction, what it means to us, to society and to the organization. But how many of us really know what job satisfaction is? The sad truth is not many of us know what Job satisfaction is all about. Researchers and psychologists have spent years in trying to find out what job satisfaction is, what affects it and whatnot. Job satisfaction means different things to different people; this
is because job satisfaction has a lot of do with motivation. People are motivated by
different things to do different things. While this is true, do not confuse and mistake
job satisfaction as being the same as motivation. A simple definition of Job
satisfaction " Job satisfaction is more an attitude, an internal state. It could, for
example, be associated with a personal feeling of achievement, either quantitative or
qualitative."

There are different aspects to job satisfaction, some will agree whole-heartedly to this
and some will disagree. So what are the different dimensions or aspects of job
satisfaction?

- **Individual elements** – this means personality, education, intellect, age and
  marital status. These individual elements play an important role in job
  satisfaction.
- **Social elements** – social elements are all things in the social environment of
  the work place, such as working relationship with colleagues, interaction and
  informal association with colleagues.
- **Cultural elements** – these are a person’s beliefs, attitude, values, and religious
  elements.
- **Organizational elements** – these are elements directly related to the
  organization like the size of the organization, structure of the organization,
  employee-employer relationships, management abilities, leaderships,
  delegation and all such things are factors affecting job satisfaction.
- **Environmental elements** – these are elements of influences on the environment
  around working, like economic, social, technical and even governmental or
  political influences.

All these factors, elements or dimensions are very different for each individual and his
or her perspective of job satisfaction. One of the best ways people have realized to get
a grip on job satisfaction is to establish the right kind of culture in their organizations;
this is often called corporate culture. Job satisfaction factors are really important to
consider if one has to sustain a job for long.
Employee Job Satisfaction Factors

What does job satisfaction mean? Something that gives the employee motivation to continue with the job? Something that makes him get up in the morning and actually want to go to work? Something that gives him a rush every time a new assignment or project comes your way? Yes, Yes, and Yes. That is the simple way of putting things, a very poetic way probably, and the questionnaires on employee job satisfaction agree. What are those factors that lead to this feeling of job satisfaction? Take a look.

Satisfactory Salary

This one would be the most basic factor that leads to taking up a job because it is the means to an end theory. The employee satisfaction surveys say; the pay that one gets and the growth pattern of that pay - periodic intervals for an appraisal or employee performance based appraisal will influence the job satisfaction to a great level. If the employee is happy with his pay, it will show in his work by increasing his productivity.

Personal Development

Other than the salary factor, job satisfaction factors statistics show that any worker will thrive in an environment that provides constant challenges. There needs to be something that keeps him on the go, constantly having to think and use his thinking powers and his skills, education and expertise to reach a solution. A job that is not monotonous and provides for a challenging environment that allows an employee to prove herself over and over again leads to greater job satisfaction.

Recognition and Encouragement

A job that has a good evaluation system whereby the employee's work is duly recognized and he is therefore encouraged and motivated to continue contributing to the firm is one of the major job satisfaction factors as well. An employee who knows that his efforts will be duly recognized with praise or by providing better opportunities for the future will find his job much more satisfying than someone who
has lost interest in work or finds it a task because no matter what the amount of effort he puts in, no one even takes cognizance of the same. Thus proper recognition and encouragement are important factors to look into.

Meeting of Goals

There are certain goals that every person has formulated for himself. These goals have to do with professional growth. A job that provides for opportunities such that there is a scope for his goals to be met will naturally provide greater job satisfaction than one which forces him to be stuck in a rut.

Working Conditions

The ergonomics in the workplace which includes the working conditions like lighting, space and other such and such as well as interpersonal and intra-personal relations with fellow colleagues, management and other authority figures also plays a major role in determining the degree of job satisfaction. If there is mutual respect and regard among employees and management as well as among employees themselves, it will show in the work. A person will want to go to work if he enjoys being with the others there and they provide for an encouraging environment. In short if there is good workplace communication as opposed to negativity and job stress due to miscommunication or other problems in the workplace.

Job satisfaction factors are several as we can see. And each of them plays a major role in determining how happy and satisfied the employee is with his job and overall duties. Job satisfaction cannot come about if due importance is not given to these job satisfaction factors and that will in turn have a direct effect on the performance of the employee. So if you want your business to prosper, make sure that the employees are happy.

Job satisfaction is simply one of the most thought over and discussed terms in the professional world. There have been numerous questions and theories on job satisfaction. Nonetheless, job satisfaction is such a term that can't be confined in any fixed words or few sentences. It's as unique as every individual. Job satisfaction
attributes that you consider to be important to you may not be equally crucial for somebody else. Still, when holistically analyzed by extracting the summary of numerous theories on job satisfaction by great management gurus, there are certain job satisfaction attributes that are considered important for everyone. Put forward simply, the answer to the million dollar question, ‘what is job satisfaction’ can be summed up in following points:

- You enjoy doing your work. It gives you an internal feeling of happiness and though the time spent in your office can be sometimes boring, but overall, you love your work.
- Although, everybody in this world wants a pay hike, you're fine with your pay scale and you're making sustained efforts to get it increased in the future. This means your performance drives your pay scale.
- You enjoy your working area and office.
- You feel more confident and happy about your professional life.

Job dissatisfaction has been particularly found in cases of excessive job stress, long traveling hours, extra work load, inadequate pay scales, poor working relationships, unhealthy working conditions and job insecurity.

**Factors influencing job satisfaction :**

The major factors influencing job satisfaction are presented below:

**Supervision**

To a worker, Supervision is equally a strong contributor to the job satisfaction as well as to the job dissatisfaction. The feelings of workers towards his supervisors are usually similar to his feeling towards the company. The role of supervisor is a focal point for attitude formation. Bad supervision results in absenteeism and labor turnover. Good supervision results in higher production and good industrial relations.
Co – Workers

Various studies had traced this factor as a factor of intermediate importance. One’s associates with others had frequently been motivated as a factor in job satisfaction. Certainly, this seems reasonable because people like to be near their friends. The workers derive satisfaction when the co-workers are helpful, friendly and co-operative.

Pay

Studies also show that most of the workers felt satisfied when they are paid more adequately to the work performed by them. The relative important of pay would probably changing factor in job satisfaction or dissatisfaction.

Age

Age has also been found to have a direct relationship to level job of satisfaction of employees. In some groups job satisfaction is higher with increasing age, in other groups job satisfaction is lower and in other there is no difference at all.

Marital Status

Marital status has an important role in deciding the job satisfaction. Most of the studies have revealed that the married person finds dissatisfaction in his job than his unmarried counterpart. The reasons stated to be are that wages were insufficient due to increased cost of living, educations to children etc.

Education

Studies conducted among various workers revealed that most of workers who had not completed their school education showed higher satisfaction level. However, educated workers felt less satisfied in their job.

The result of various studies shows that working condition is an important factor. Good working atmosphere and pleasant surroundings help increasing the production of industry. Working conditions are more important to women workers than men workers.
Job Satisfaction and Performance

Among several job satisfaction attributes, one that has been mostly weighted by management scholars is the performance of employees. As such, there is no convincing data that establishes the fact that job satisfaction and performance are quite interrelated however, generally, we tend to observe in our workplace that an employee interested in his job performs better. This observation is obvious because an employee who loves the job and is satisfied with various job satisfaction factors that make him love his work, has hardly any reason for not performing.

- Are the leaders in your workplace positive role models?
- Are your views and values given recognition? Are you given the right to put forward your opinions?
- Do you enjoy your work relationships with the people around you?
- Do you get recognition and rewards for your outstanding works and contributions?
- Do you like your work responsibilities and you think you've been awarded right set of duties, as per your ability?
- Are you able to maintain a healthy balance between work and play?
- Does fulfilling your responsibilities gives you a feeling of personal achievement?
- Are you happy with your overall job security?
- Does your compensation match your work responsibilities?
- Do you feel happy working in your company?
- Do you love various activities in your firm and love participating in them?
- Are you comfortable in carrying out your responsibilities?

Sometimes, we just stay in a job because we can't quit a job owing to financial constraints. In such cases, we don't have any option but to try and love our job. You have to learn ways of satisfying yourself on the job by becoming more interested in your work. Job satisfaction attributes help employers to decide if their employees are happy with their work and accordingly, it helps them to improve working conditions so that employees love doing their work.
2.9 Organizational Conditions and Job Satisfaction:

Working conditions have helped in generating a feeling of job satisfaction among the women executives and would provide us an opportunity to evaluate the 'situational theory'.

Organization is a system of consciously coordinated personal activities (Barnard, 1938). The successful functioning of an organization implies the planned and conscious coordination of the efforts of a group of persons toward a common set of goals. The secret of his/her success is his/her lifelong knowledge both of the process with which he/she works and the people for whom they work. Above all, as the leader, before passing the order, she should have all the information pertaining to the job undertaken. To support this the observational studies of the Swedish top executives showed that the executives spend between a third and two-fifths of their time getting information about their organizations, while the self-estimating naval officers and American wholesale co-operative executives had to invest a major share of their time in simply getting information, suggesting (a) that they may be genuinely isolated from their organization (an often-made observation, Drucker, 1946), this heavy investment in getting information being necessary in order to help overcome this isolation and (b) that executives may be particular victims of dependency on flows of information within their organizations such that their decisions may be readily affected by what is fed to them or withheld by the subordinates. No executive will be able to perform his/her role properly if one does not have the required information. An adequate system of communication is essential to the human body.