

Quality of Work Life of Women Employees in Private Sector Organizations in Ernakulam District of Kerala

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Abstract

Private sector organizations provide huge employment opportunities to women, and women make remarkable contributions to various organizations in the private sectors of the economy. This study analyzed the quality of work life of women employees in private sector organizations on the basis of their demographic factors, and 96 women employees working in various private sector organizations located in Ernakulam district of Kerala were purposively selected in a descriptive cross-sectional survey. Harvard Professor Richard E. Walton's eight-dimension scale was utilized to measure the quality of work life perception among women employees. Non-parametric tests such as Mann - Whitney *U* test, Kruskal - Wallis *H* test, and Pearson's correlation were used as the major data analysis tools in the present study. It was observed that a significant difference existed between marital status of the respondents for work and total life space; educational qualification for social relevance of work life; organization type for adequate and fair compensation, constitutionalism, and social relevance of work life; work experience for social integration in the work organization; and monthly income for adequate and fair compensation, opportunities to use and develop human capacities, opportunity for continued growth and security, and social relevance of work life. It was also revealed that there was a significant positive relationship between the overall quality of work life and the majority of each dimensions of QWL.

Keywords: women employees, private sector organizations, quality of work life, demographic factors, QWL

JEL Classification: J24, M12, M50

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Quality of work life (QWL) is defined as those significant personal needs perceived by the employees, which they try to accomplish by working in an organization. Its conceptual foundations were laid by the behavioural scientists, through an eminent work on personality and organization, which was backed by Argyris (1957). The socio-technical systems theory, introduced by the Tavistock Institute of Human Relations during 1960s in London, is considered as an important quality of work life (QWL) construct. Advancing one's job opportunities within the organization has been recognized as one of the significant QWL criteria. The 'Quality of work life' concept has become an area of concern for the recent organizations as among the factors of production, human resource is identified to be the most important one by which other factors exist and get utilized. It was the behavioural scientists who paved the way for providing due consideration for the feelings and emotions of the human resources instead of treating them merely as machines from the old way. It was identified that a good QWL of human resources brings extensive benefits to the organization (Ghosh, 2002). The terms - quality of work life, humanization of work, industrial democracy, and participative work are used interchangeably for the similar concept. The core of these concepts is linked to the development of human resources and is about the importance of treating people as human beings and emphasizing on their participation and development in decisions relating

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to work (Pareek & Rao, 1981). Quality of work life has obtained sociological relevance and has become a significant topic which covers largely the well-being and welfare of the people, their standard of living, their living conditions, and lifestyle (Mathur, 1989). According to Sirgy, Efraty, Siegel, and Lee (2001), employees perceive quality when basic expectations about their employment and workplace are adequately met. Employees recognize that they have a high QWL when there is an apparent existence of openness and trust between workers and management and when the workers are fearless of being misguided in job performance (Yeo & Li, 2011). Quality of work life is mainly related to productivity. Better working conditions lead to improved employee performance, which in turn leads to increasing the profits of the organization. Providing structural and individual support to employees helps them to balance both work and family life, which will, in turn, profit both of them (Aggarwal, 2010).

Sirgy et al. (2001) described the QWL satisfaction of the people in the workplace in seven major needs, which were grouped as needs with respect to health and safety ; economic and family ; social, esteem, actualization, knowledge, and aesthetic factors. Health and safety needs refer to security from poor health and hazard in the workplace and outside, and improvement of good health. Economic and family needs refer to factors with respect to compensation, job security, and family needs. Social needs mean social relations in the workplace and during off work leisure time. Esteem needs refer to appreciation and recognition within and outside the organization. Actualization needs relate to identifying one's perspective within the workplace as an employee. Knowledge needs mean learning to develop work and professional skills. And finally, aesthetic needs relate to creativity in the organization, and at the private life and general aesthetics. Lee, Singhapakdi, and Sirgy (2007) grouped these need dimensions under two main heads as lower order needs and higher order needs, in which lower-order needs refer to the health and safety needs and economic and family needs ; whereas, higher-order needs consist of social, self-esteem, self-actualization, knowledge, and aesthetic needs. Efraty and Sirgy (1990) pointed out that the employees bring their group of needs to the organization and are expected to enjoy high or low quality of work life to the degree that their needs are satisfied through their participation in the organization. Higher the satisfaction of the needs of the employees at the workplace, higher will be the QWL. Richard Walton introduced the QWL process with the help of eight broad criteria that cover all the factors of the work-related dimensions of the employees (Bhattacharyya, 2006).

QWL of women employees in private sector organizations is a topic of concern because of some of the inherent negative job features of private employment compared to public sector employment. The major problems of private employment are job insecurity, low pay, lack of advancement opportunities, and work-life balance issues as long as women are concerned, besides interpersonal conflicts with managers and co-workers, role conflict, etc. Female employees also experience higher level of family - work conflict (Kala, Jan, Subramani, & Banureka, 2017). Thus, the present study aims to assess the QWL of women employees working in private sector organizations on the basis of their demographic factors. In the previous QWL studies, demographic features of the respondents played a significant position. Bolhari, Rezaeean, Bolhari, and Bairamzadeh (2011) measured the QWL of IT staffs and investigated its relationship with their demographic factors. A significant relationship was observed between QWL and demographic factors of the staff such as age, work experience, and income as per the study. Swapna and Gomathi (2013) elicited QWL constructs among IT employees in Bangalore. It was observed that there was a significant correlation between age and work life balance ; a marginal relationship was observed between gender and working conditions, general well-being and career prospects : work - life balance, pay, training, and development ; and a marginal level of significance was found between work experience and working conditions as per the study.

Gupta and Hyde (2013) studied the QWL of nationalized bank employees of Indore district. It was observed that a significant difference existed among employees regarding age, experience, and income for QWL and no significant difference existed among gender of the employees for perception towards QWL. Moradi,

Maghaminejad, and Azizi - Fini (2014) investigated the QWL of nurses in educational hospitals. As per the study, a moderate quality of work life was observed among the respondents and a significant correlation was found between educational level, work experience, and type of hospital for QWL.

Toppo and Yadav (2015) compared the QWL perception on the basis of grades of employees of Bokaro Steel Plant, Maharashtra. Grade demographic was observed to have great effect on QWL among non-executives and it was inferred from the study that the level of satisfaction of the employees increased as the designation increased with respect to financial and welfare factors, job and involvement in management factors, etc. Nayak, Sahoo, and Mohanty (2015) identified the organizational factors that predicted the QWL of private and corporate healthcare organization employees in Odisha. From the study, a significant positive correlation was found among gender, age, marital status, designation, and work experience of the respondents for QWL except stress level. Stress level, role of supervisor, career prospects, work environment, and challenging job were observed to be significant in explaining the QWL as per the study. Role of supervisor was found to be the most significant contributor of QWL and challenging job was observed to be the least contributor as per the study.

Gupta (2015) studied the quality of work life on the basis of demographics among insurance sector employees of Indore city. The results revealed that there was a significant difference between work experience, age, and income for perception towards quality of work life among the insurance sector employees ; however, no significant difference was found between gender and QWL. It was observed that older people perceived higher quality of work life than younger people. It was also observed that employees who were availing higher salaries, and those who had higher work experience were more satisfied with their jobs and perceived high level of QWL. Maghaminejad and Adib - Hajbaghery (2016) investigated the QWL of faculty members. The study reported that the overall QWL was observed to be average and no significant differences were found between the QWL and place of work, living location, and scientific ranking of faculty members.

From the review of the literature, it is inferred that there is a research gap to be studied about the quality of work life of women employees in private sector organizations in Ernakulam district of Kerala. Based upon the theoretical arguments and empirical evidence, the following research hypotheses are framed :

☞ **H1** : There is a significant difference between demographic factors and QWL dimensions among women employees in private sector organizations.

☞ **H2** : There is a significant relationship between overall QWL and each dimension of QWL among women employees in private sector organizations.

Objectives of the Study

(1) To assess the quality of work life perception of women employees in private sector organizations on the basis of their demographic factors.

(2) To examine the relationship between overall QWL and each dimension of QWL among women employees in private sector organizations.

Methodology

(1) Research Design : I adopted cross-sectional descriptive survey design. A sample of 96 working women was purposively drawn from various private sector organizations located in Ernakulam district, Kerala, which is considered as one of the major districts to which local women from other districts migrate for employment. The

participants included both married and unmarried women employees belonging to different age groups. The primary data collection was carried out during the period between December 2017 to February 2018.

(2) Survey Instruments : Primary data were collected using a structured questionnaire, in which the first part consisted of demographic factors of the respondents which included : age, marital status, number of children, educational qualification, organization type, designation, work experience, and monthly income. The second part consisted of quality of work life measurement, which was based on the QWL dimensions of Walton (1973). This scale measures adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in the work organization, constitutionalism, work and total life space, and the social relevance of work life. This scale consists of 43 items tested on a 5-point Likert scale ranging from 1 for *level of disagreement* to 5 for *level of agreement*, respectively. The scoring was such that a low score indicates *non-agreement* of the item, while a higher score indicates *agreement*.

(3) Data Analysis Tools : The statistical analysis was done in two stages. In the first stage, descriptive statistics of the measurement items and the reliability of the QWL measure applied in this study was examined. The second stage consisted of testing the hypotheses. The data were analyzed using SPSS 20.0 for Windows. Non-parametric tests like Mann - Whitney *U* test and Kruskal - Wallis *H* test were used for comparison of the factors considered between different levels of the demographic variables. A level of 0.05 was used as *a priori* for deciding statistical significance, and finally, Pearson's correlation coefficient was used to examine the relationship between overall QWL and each dimension of QWL.

Data Analysis and Interpretation

(1) Demographic Profile of the Respondents : The respondents included married and unmarried women across different age groups. A total of 96 women employees whose age ranged from 20-52 years with mean \pm *SD* of 31.02 ± 8.499 years, in which majority belonged to the age group below 25 years (28 respondents; 29.2%) followed by those belonging to the 25 - 30 years and 30 - 35 years in equal proportion (20 respondents ; 20.8%) followed by those belonging to 35 - 40 years (8 respondents ; 8.3%), 40 - 45 years, and above 45 years in equal proportion (10 respondents ; 10.4%).

The majority of the respondents were married (62 respondents ; 64.6%) and had one child and two children in equal proportion (25 respondents ; 26%). The majority of them were graduates (46 respondents ; 47.9%) followed by post graduates (27 respondents ; 28.1%) and those with a higher secondary education (12 respondents ; 12.5%). Most of the respondents were employed in service organizations (63 respondents ; 65.6%) followed by trading (20 respondents ; 20.8%) and manufacturing type of organizations (13 respondents ; 13.5%).

When taking into consideration the designation of the women employees, it seems that the majority were working as front office assistants (45 respondents ; 46.9%), followed by office assistants (22 respondents ; 22.9%), accountants (16 respondents ; 16.7%), and accounts assistants (13 respondents ; 13.5%).

When taking into consideration the work experience of the women employees in the present organization, their work experience ranged from less than one year to 18 years in which majority of them had work experience ranging from 1 to 5 years (47 respondents ; 49%) and a minority of them had work experience of 15 years and above (4 respondents ; 4.2%). The majority of them were earning a monthly income ranging from ₹ 10,000 - ₹ 20,000 (50 respondents ; 52.1%) followed by those availing salaries below ₹ 20,000 (29 respondents ; 30.2%), ₹ 20,000 - ₹ 30,000 (14 respondents ; 14.6%), and only a limited percentage of them were earning salaries above ₹ 30,000 (3 respondents ; 3.1%).

Table 1. Reliability of Measures

QWL Dimensions	Cronbach's Alpha
Adequate and fair compensation.	0.863
Safe and healthy working conditions.	0.854
Opportunity to use and develop human capacities.	0.760
Opportunity for continued growth and security.	0.741
Social integration in work organization.	0.871
Constitutionalism in the work organization.	0.904
Work and total life space.	0.910
Social relevance of work life.	0.815
Overall quality of work life.	0.863

Table 2. Tests of Normality

QWL Dimensions	Kolmogorov - Smirnov ^a			Shapiro - Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Adequate and fair compensation.	0.085	96	0.087	0.965	96	0.012
Safe and healthy working conditions.	0.105	96	0.011	0.959	96	0.004
Opportunity to use and develop human capacities.	0.106	96	0.010	0.965	96	0.011
Opportunity for continued growth and security.	0.144	96	0.000	0.932	96	0.000
Social integration in work organization.	0.158	96	0.000	0.87	96	0.000
Constitutionalism in the work organization.	0.201	96	0.000	0.902	96	0.000
Work and total life space.	0.127	96	0.001	0.92	96	0.000
Social relevance of work life.	0.117	96	0.003	0.942	96	0.000

(2) Reliability Analysis : The reliability of the questionnaire was evaluated by using Cronbach's alpha and is presented in the Table 1. The results show that all the QWL constructs have reliability higher than 0.7, so further analysis is done. For analyzing the normality of the data, Kolmogorov - Smirnov test was applied (see Table 2). As the calculated values of all the dimensions of QWL except adequate and fair compensation is less than 0.05, statistical society normality is rejected. Therefore, non-parametric tests were used for analyzing the data in the present study.

(i) Testing the Difference in QWL Perception on the Basis of Marital Status : The influence of demographic control variables, that is, age, marital status, number of children, educational qualifications, type of organization, designation, work experience in the present organization, and income levels on the quality of work life perception of women employees was analyzed. The analysis were conducted by using Mann-Whitney *U* test and Kruskal-Wallis *H* test. The results which are significant in which the hypothesis H1 is accepted are presented below.

Firstly, marital status of the respondents was considered. Mann-Whitney *U* test was used to compare the mean

Table 3. QWL and Marital Status

QWL Dimensions	Marital Status	Mean Rank	Mann - Whitney <i>U</i> Test Statistics (<i>p</i> - value)
Work and Total Life Space	Married	44.13	783 (0.036*)
	Unmarried	56.47	

Note. *Significant at the 5% level.

scores of variables for two different groups of participants, that is, married and unmarried. The results of Mann-Whitney *U* test depicted in the Table 3 reveal that a significant difference exists among women employees on the basis of their marital status for perception towards work and total life space dimension of QWL, as the *p* - value in this case is less than 0.05. In most of the cases, the mean rank of unmarried women employees (56.47) is greater than that of married women employees (44.13), which indicates increased satisfaction of the unmarried women employees regarding the work and total life space dimension of QWL compared to married women employees, which implies that unmarried working women had fewer work-life balance issues.

(ii) Testing the Difference in QWL Perception on the Basis of Educational Qualifications : Kruskal - Wallis *H* test was used to compare the mean scores of variables for more than two groups of participants on the basis of educational qualifications. The results depicted in the Table 4 reveal that a significant difference exists among women employees on the basis of their educational qualifications for perception towards the social relevance of the work life dimension of QWL as the *p* - value in this case is less than 0.05. In most of the cases, the mean rank of respondents with a professional degree is greater when compared to respondents having other educational backgrounds, which indicates an increased level of satisfaction among professional degree holders (71.00) followed by PG holders (52.74) and degree holders (43.21) towards the social relevance of the work life dimension of QWL, which implies that higher the educational qualification, the higher will be the perception towards the social relevance of the work life dimension of QWL.

Table 4. QWL and Educational Qualifications

QWL Dimensions	Educational Qualifications	Mean Rank	Kruskal - Wallis <i>H</i> Test Statistics (<i>p</i> - value)
Social Relevance of Work Life	Higher secondary/Pre-degree	41.88	9.927 (0.042*)
	Degree	43.21	
	PG	52.74	
	Professional	71.00	
	Technical	32.00	

Note. *Significant at the 5% level.

(iii) Testing the Difference in QWL Perception on the Basis of Type of Organization : The results of Kruskal-Wallis *H* test depicted in the Table 5 reveal that a significant difference exists among women employees on the basis of the type of organization in which they are working for perception towards adequate and fair compensation, constitutionalism in the work organization, and social relevance of work life dimensions of QWL as the *p* - values in this case are less than 0.05. When taking into consideration the mean rank of respondents, with respect to adequate and fair compensation, women employees working in manufacturing organizations perceived higher satisfaction (56.42) ; whereas, with respect to constitutionalism and social relevance of work life dimensions, women employees working in service organizations (54.26 & 53.62, respectively) seemed to perceive higher satisfaction. The study clearly reveals that the level of satisfaction towards adequate and fair compensation, constitutionalism, and social relevance of work life dimensions of QWL varies with the type of organization in which the women employees were employed. It is also inferred that different type of organizations engaged in different business activities follow different wage policies, constitutionalism, and social responsibility, which in turn induces them to perceive differently towards such aforesaid QWL dimensions.

(iv) Testing the Difference in QWL Perception on the Basis of Work Experience of Women Employees : The results of Kruskal - Wallis *H* test depicted in the Table 6 reveal that a significant difference exists among women

Table 5. QWL and Organization Type

QWL Dimensions	Organization Type	Mean Rank	Kruskal - Wallis <i>H</i> Test Statistics (<i>p</i> - value)
Adequate and fair compensation.	Manufacturing	56.42	8.949 (0.011*)
	Trading	32.23	
	Service	52.03	
Constitutionalism in the work organization.	Manufacturing	42.54	8.796 (0.012*)
	Trading	34.23	
	Service	54.26	
Social relevance of work life.	Manufacturing	42.96	6.744 (0.034*)
	Trading	35.98	
	Service	53.62	

Note. *Significant at the 5% level.

Table 6. QWL and Work Experience of Women Employees

QWL Dimensions	Work Experience in the Present Organization	Mean Rank	Kruskal - Wallis <i>H</i> Test Statistics (<i>p</i> - value)
Social Integration in Work Organization	Less than a year	53.94	10.795 (0.029*)
	1 - 5 years	46.33	
	5 - 10 years	37.28	
	10 - 15 years	85.00	
	15 years & Above	64.50	

Note. *Significant at the 5% level.

employees on the basis of their work experience in the present organization for perception towards social integration in the work organization dimension of QWL as the *p* - value in this case is less than 0.05. Women employees with experience ranging from 10 -15 years (85.00) and 15 years and above (64.50) perceived high social integration in the work organization, which clearly implies that social integration in the work organization is one such factor, which contributes to employee satisfaction in an organization. Hence, it is concluded that social integration in the work organization is the most deciding factor contributing to the retention of women employees in private sector organizations.

(v) Testing the Difference in QWL Perception on the Basis of Monthly Income : The results of Kruskal - Wallis *H* test depicted in Table 7 reveal that a significant difference exists among women employees on the basis of monthly income for perception towards adequate and fair compensation, opportunity to use and develop human capacities, and opportunity for continued growth and security dimensions of QWL as the *p* - values in this case are less than 0.05. It is also observed that there is a significant difference among women employees on the basis of monthly income they were drawing for perception towards the social relevance of work life dimension of QWL as the *p* - value in this case is less than 0.01. With respect to QWL dimensions such as adequate and fair compensation and opportunity to use and develop human capacities, women employees who were earning a monthly income above ₹ 30,000 (77.33 & 63.83, respectively) and those who were earning ₹ 20,000 - ₹ 30,000 (62.89 & 58.14, respectively) perceived high agreement when compared to those belonging to other groups. However, women employees who drew a monthly income above ₹ 30,000 (61.67) and between ₹ 10,000 - ₹ 20,000 (54.52) seemed to have a high perception towards opportunity for continued growth and security dimension of QWL.

Table 7. QWL and Monthly Income

QWL Dimensions	Monthly Income	Mean Rank	Kruskal - Wallis H Test Statistics (p - value)
Adequate and fair compensation.	Below ₹ 10000	44.66	8.361 (0.039*)
	₹ 10000 - ₹ 20000	44.97	
	₹ 20000 - ₹ 30000	62.89	
	Above ₹ 30000	77.33	
Opportunity to use and develop human capacities.	Below ₹ 10000	37.19	8.028 (0.045*)
	₹ 10000 - ₹ 20000	51.44	
	₹ 20000 - ₹ 30000	58.14	
	Above ₹ 30000	63.83	
Opportunity for continued growth and security.	Below ₹ 10000	37.41	7.969 (0.047*)
	₹ 10000 - ₹ 20000	54.52	
	₹ 20000 - ₹ 30000	47.14	
	Above ₹ 30000	61.67	
Social relevance of work life.	Below ₹ 10000	58.02	16.147 (0.001**)
	₹ 10000 - ₹ 20000	38.77	
	₹ 20000 - ₹ 30000	55.32	
	Above ₹ 30000	86.83	

Note. *Significant at the 5% level, **Significant at the 1% level.

Table 8. Correlation Between Overall QWL and its Dimensions

QWL & its Dimensions		1	2	3	4	5	6	7	8	9
Overall QWL	Correlation Coefficient	1.00								
	Sig. (1-tailed)	-								
Adequate and fair compensation.	Correlation Coefficient	.765	1.00							
	Sig. (1-tailed)	.000*								
Safe and healthy working conditions.	Correlation Coefficient	.809	.674	1.00						
	Sig. (1-tailed)	.000*	.000							
Opportunity to use and develop human capacities.	Correlation Coefficient	.494	.317	.488	1.00					
	Sig. (1-tailed)	.000*	.001	.000						
Opportunity for continued growth and security.	Correlation Coefficient	.525	.276	.392	.664	1.00				
	Sig. (1-tailed)	.000*	.003	.000	.000					
Social integration in work organization.	Correlation Coefficient	.151	.005	.024	-.273	-.182	1.00			
	Sig. (1-tailed)	.072	.482	.409	.004	.038				
Constitutionalism in the work organization.	Correlation Coefficient	.791	.470	.494	.533	.605	-.081	1.00		
	Sig. (1-tailed)	.000*	.000	.000	.000	.000	.215			
Work and total life space.	Correlation Coefficient	.758	.465	.490	.277	.322	-.034	.648	1.00	
	Sig. (1-tailed)	.000*	.000	.000	.003	.001	.370	.000		
Social relevance of work life.	Correlation Coefficient	.777	.481	.514	.324	.402	.020	.696	.552	1.00
	Sig. (1-tailed)	.000*	.000	.000	.001	.000	.423	.000	.000	

Note. *Correlation is significant at the 0.01 level (1-tailed).

Social relevance of work life dimension was perceived highly by women employees drawing a monthly income above ₹ 30,000 (86.83) and below ₹ 10,000 (58.02). Thus, it is inferred that the satisfaction towards income varies among people, and it cannot be confirmed that higher income leads to higher satisfaction, and lower income leads to lower satisfaction. However, perception towards adequate and fair compensation and opportunity to use and develop human capacities is found to be related to the level of income received by the women employees. Finally, the perception towards opportunity for continued growth and security and social relevance of work life is not found to be related to the level of income earned by the employees.

(vi) Correlation Between Overall QWL and its Dimensions : The results of Pearson's correlation coefficient show that all the dimensions of QWL except social integration in the work organization are significantly correlated with overall QWL at the 1% level of significance as the p - value in these cases is less than 0.01 (see Table 8). Thus, hypothesis H2 is accepted in this case except for the correlation between overall QWL and social integration in the work organization dimension of QWL. The nature of correlation is positive for all the other significant cases as the coefficient values are positive. So, it can be inferred that an increase in these dimensions of QWL, that is, adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, opportunity for continued growth and security, constitutionalism in the work organization, work and total life space, and social relevance of work life contribute to an increase in overall QWL of women employees working in private sector organizations in Ernakulam district of Kerala.

Managerial Implications

The findings of the present study have several implications for researchers, employers, and practitioners. The present study reveals that unmarried working women have fewer work - life balance issues compared to married women employees. This issue may be resolved by providing necessary flexible working arrangements for women employees. It is revealed that higher the educational qualification and work experience, higher the perception towards social relevance of work life dimension of QWL among women employees in private sector organizations. Thus, the management(s) should take necessary steps to recruit employees with an adequate level of education who are also capable enough to enhance the social integration in the organization. It is also evident from the study that social integration in the work organization contributes to the retention of employees as it is observed that social integration was perceived highly by women employees with higher work experience in their present organization.

It is also revealed that the level of satisfaction towards adequate and fair compensation, constitutionalism, and social relevance of work life dimensions of QWL varies with the type of organization in which the respondents were working. It is also inferred that different types of organizations engaged in different types of activities such as services, manufacturing, and trading follow different wage policies, constitutionalism, and social responsibility, which induces the employees to have different perceptions with respect to the aforesaid QWL dimensions. Whatever the type of activity undertaken by an organization, the management should ensure that the women employees are paid reasonably as per their educational qualifications, work experience, workload, job demands, and skill or knowledge required for the job, which will enhance their perception towards QWL. Women employees must be treated with respect, and rule of law must be equally administered among all the employees irrespective of gender, which confirms constitutionalism in the organization. Giving importance to social responsibility of a business besides profitability will enhance the perception towards social relevance of work life dimension of QWL among women employees.

It is confirmed in the present study that the perception towards QWL dimensions such as adequate and fair compensation, and the opportunity to use and develop human capacities is related to the level of income received

by the women employees. It is obvious that the perception towards adequate and fair compensation dimension of QWL has a direct relation to the level of income earned by the women employees. In order to increase the perception towards the opportunity to use and develop the human capacity dimension of QWL, the managements may introduce other QWL programmes or job redesign techniques through training, job enrichment, job enlargement, and promotion on the basis of employees' experience, skill, and knowledge in their respective work fields.

Finally, it is also revealed that increase in QWL dimensions, that is, adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, opportunity for continued growth and security, constitutionalism in the work organization, work and total life space, and social relevance of work life contribute to an increase in overall QWL of women employees in private sector organizations. Thus, the managements of the private sector organizations should focus more on managing these QWL aspects by incorporating the suggestions given above in the company policies in order to enhance the QWL perception among women employees in private sector organizations.

Conclusion

This research contributes to the existing literature by assessing the role of demographic factors on the perception towards quality of work life among women employees in private sector organizations. It is observed in the present study that a significant difference exists among married and unmarried respondents for work and total life space ; educational qualification for social relevance of work life ; organization type for adequate and fair compensation, constitutionalism, and social relevance of work life ; work experience for social integration in work organization ; and monthly income for adequate and fair compensation, opportunities to use and develop human capacities, opportunity for continued growth and security, and social relevance of work life. However, no significant difference exists between age, number of children, and designation of women employees for perception towards QWL. The study also contributes to examining the relationship between overall QWL and each dimension of QWL among women employees in private sector organizations. It is observed that an increase in QWL dimensions such as adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, constitutionalism in the work organization, work and total life space, and social relevance of work life can lead to an increase in overall QWL among women employees in private sector organizations in Ernakulam district of Kerala.

Limitations of the Study and Scope for Further Research

The results of the present study limit the generalizability as the study is limited to only 96 women respondents working in private sector organizations situated in Ernakulam district of Kerala. So, a study can be conducted to generalize the current results to male employees at the same job levels. Further investigation should be conducted to confirm the findings by including sample respondents from other major districts of Kerala so that a comparative study can be done. Besides demographic factors, other constructs such as job insecurity, work-family conflict/family-work conflict, work-life balance, turnover intention, etc. may also be considered in future QWL studies.

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