

Factors Affecting Quality of Work Life: An Analysis in Women Employees of Private Limited Companies in and around Chennai

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Abstract

Quality of work life is a critical concept with having lots of importance in women employee's life. Quality of work life indicates a proper balance both in work and personal life which also ensure organizational productivity and women employee's job satisfaction. This research study attempted to find out the factors that have an impact and significance influence on quality of work life of women employees in private limited companies of Chennai. To begin with the factors are identified through literature review and current context of Chennai. Seven factors were found and a quantitative research was done. After developing a questionnaire, survey was conducted among 100 women employees. The outcome of the research is that six out of seven factors (work load, family life, transportation, compensation policy and benefits, working environment, working hours and career growth) have significant influence on quality of work life. The study concluded that an appropriate organization culture, compensation policy, career growth and relative facilities can leads to a satisfied women employee's mindset which ensure the overall organization productivity.

The term refers to the favorableness or unfavorableness of a total job environment for people. QWL programs are another way in *which organizations recognize their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organization*. The elements in a typical QWL program include – open communications, equitable reward systems, a concern for women employee job security and satisfying careers and participation in decision making. Many early QWL efforts focus on job enrichment. In addition to improving the work system, QWL programs usually emphasize development of women employee skills, the reduction of occupational stress and the development of more co-operative labor-management relations.

Keywords: Quality of work life; Job satisfaction; Organization Productivity, Career development, Organization Culture.

Introduction

In Chennai a good number of people are working in private sector and they contribute a certain level of valuable time to their companies. In there, they give their best effort to get an appreciation and for company's goodwill. But quality of work life is such a concept which needs a certain balance both in professional and personal life. This research is all about identifying the factors that directly affects one's quality of work life. It is very important to have a positive quality of work life experience if someone wants to give her 100% effort to the company. Quality of work life is a philosophy or set of principals which holds that people are trustworthy, responsible and capable of making valuable contribution to the organization. However, quality of work life is directly influenced by job satisfaction and external environment and personal like. There should have be a proper level of balance in work life and total life space. In my research, I have identified some major factors that may directly affect the quality of work life experience and the factors are, work load, working condition and career growth, compensation and benefits, working environment which are directly influence the job satisfaction. These factors are controllable by the company. Besides, family life and transportation facilities are the other factors that directly influenced individual's mental motivation in Chennai. However, the meaning of quality of work life may vary to different people. So the primary objective of this research is to test the reliability of identified factors that influenced the quality of work life and the insights are captured from the women employees of private limited companies in Chennai. Based on the primary objective and data evaluation, a recommendation has been drawn in my research.

- **Quality of Working Life** is a term that had been used to describe the broader job-related experience an individual has.
- Whilst there has, for many years, been much research into job satisfaction, and, more recently, an interest has arisen into the broader concepts of stress and subjective well-being, the precise nature of the relationship between these concepts has still been little explored. Stress at work is often considered in isolation, wherein it is assessed on the basis that attention to an individual's stress management

skills or the sources of stress will prove to provide a good enough basis for effective intervention. Alternatively, job satisfaction may be assessed, so that action can be taken which will enhance an individual's performance. Somewhere in all this, there is often an awareness of the greater context, whereupon the home-work context is considered, for example, and other factors, such as an individual's personal characteristics, and the broader economic or cultural climate, might be seen as relevant. In this context, subjective well-being is seen as drawing upon both work and non-work aspects of life.

- However, more complex models of an individual's experience in the workplace often appear to be set aside in an endeavor to simplify the process of trying to measuring "stress" or some similarly apparently discrete entity. It may be, however, that the consideration of the bigger, more complex picture is essential, if targeted, effective action is to be taken to address quality of working life or any of its sub-components in such a way as to produce real benefits, be they for the individual or the organization.
- Quality of working life has been differentiated from the broader concept of Quality of Life. To some degree, this may be overly simplistic, as Elizur and Shye, (1990) concluded that quality of work performance is affected by Quality of Life as well as Quality of working life. However, it will be argued here that the specific attention to work-related aspects of quality of life is valid.
- Whilst Quality of Life has been more widely studied, Quality of working life remains relatively unexplored and unexplained. A review of the literature reveals relatively little
- On quality of working life. Where quality of working life has been explored, writers differ in their views on its' core constituents.
- It is argued that the whole is greater than the sum of the parts as regards Quality of working Life, and, therefore, the failure to attend to the bigger picture may lead to the failure of interventions which tackle only one aspect. A clearer understanding of the inter-relationship of the various facets of quality of working life offers the opportunity for improved analysis of cause and effect in the workplace.
- This consideration of Quality of working Life as the greater context for various factors in the workplace, such as job satisfaction and stress, may offer opportunity for more cost-effective interventions in the workplace. The effective targeting of stress reduction, for example, may otherwise prove a hopeless task for employers pressured to take action to meet governmental requirements.

Definition

- Hackman and Oldham (1976) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified; Skill variety, Task Identity, Task significance, Autonomy and Feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life.
- In contrast to such theory based models, Taylor (1979) more pragmatically identified the essential components of Quality of working life as; basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including; individual power, employee participation in the management, fairness and equity, social support, use of one's present skills, self development, a meaningful future at work, social relevance of the work or product, effect on extra work activities. Taylor suggested that relevant Quality of working life concepts may vary according to organization and employee group.
- Warr and colleagues (1979), in an investigation of Quality of working life, considered a range of apparently relevant factors, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety. They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, Warr et al. found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety.

- Mirvis and Lawler (1984)(8) suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.
- Baba and Jamal (1991)(9) listed what they described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also explored routinization of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

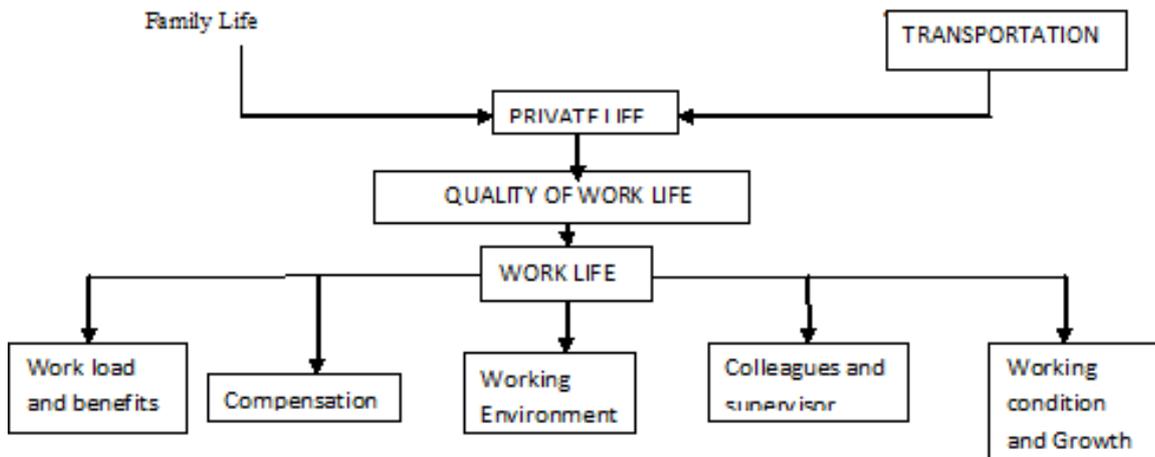
Applications

- Regular assessment of Quality of Working Life can potentially provide organizations with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the home-work interface. Studies in the UK University sector have shown a valid measure of Quality of Working Life exists (19) and can be used as a basis for effective interventions.
- Worrall and Cooper (2006) recently reported that a low level of well-being at work is estimated to cost about 5-10% of Gross National Product per annum, yet Quality of Working Life as a theoretical construct remains relatively unexplored and unexplained within the organizational psychology research literature.
- A large chunk of most peoples’ lives will be spent at work. Most people recognize the importance of sleeping well, and actively try to enjoy the leisure time that they can snatch. But all too often, people tend to see work as something they just have to put up with, or even something they don’t even expect to enjoy.
- Some of the factors used to measure quality of working life pick up on things that don’t actually make people feel good, but which seem to make people feel bad about work if those things are absent. For example, noise – if the place where someone works is too noisy, they might get frequent headaches, or find they cannot concentrate, and so feel dissatisfied. But when it is quiet enough they don’t feel pleased or happy - they just don’t feel bad. This can apply to a range of factors that affect someone’s working conditions.
- Other things seem to be more likely to make people feel good about work and themselves once the basics are OK at work. Challenging work (not too little, not too much) can make them feel good. Similarly, opportunities for career progression and using their abilities can contribute to someone’s quality of working life.

II. Background of the Study

It is very important forewomen employees to have a sound mindset in their work field in order to utilize their full potential and to add value to the organization. A satisfied women employee is an asset for a company as she will ensure the full productivity. To begin with, quality of work life is such a concept that directly related to the satisfaction. My point of view, quality of work life is a major concern for women employees and how organizations compact

Figure 1: A Conceptual frame work of Factors affecting Quality of Work Life



With this issue is both of academic and practical consequence. Therefore, job satisfaction and satisfaction in private life both are important for having a positive quality of work life experience. Mostly the quality of work life considers the work life and it is to change the climate at work along with human-technological-organizational interface (Luthans, 1995). According to (Davis, quality of work life is not only enhancing the company’s productivity but also women employee identification and a sense of belonging and pride in their work. Based on various researches we can identify some determinants of quality of work life which are adequate and fair compensation, safe and health work environment, opportunity for career growth and security, social integration in the work organization which relates to freedom of speech, work and total life space and the social relevance to the work.

In Chennai candidate’s supply is more than the demand therefore it is difficult to find one’s suitable job in the market. Though the private companies are increasing but women employee satisfaction is still a major concern for quality of work life. Along with that, in Chennai, women employee satisfaction can be hampered by private life also. Transportation engagement is a major part of private life and in Chennai lack of transportation facility is a vital issue for late coming in the office. In this study I have included family life and transportation facility in to the quality of work life concept. These two factors are also related to mental health of women employees and a sound mental health is very important to gain enthusiasm in the work. However, I also included some other factors which works inside the organization and also related to quality of have work life of women employees. In the context of quality of work life, organizations have policies and benefits for proper women employee valuation. Quality of work life is often considered in two direction, one is to removal of negative aspects of work and working conditions and other direction is the modification of work and working conditions to enhance the capability of women employees and to promote behavior which important for individual and society. In my point of view, quality of work life was seen as the level to which women employees are able to satisfy their personal needs not only in terms of material matters but also of self-respect, contentment and an opportunity to use their talents make contribution and for personal growth. So it is very important for an organization to provide women employee’s proper valuation which will satisfy them and will ensure the productivity.

III. Research Objectives

❖ Broad Objectives

- Determining the Factors Affecting Quality of Work Life: An Analysis on women Employees of Private Limited Companies in Chennai.

❖ Specific Objectives

- Determining the variables that affect the quality of work life of women employees.
- Determining which variable plays the most significant role on quality of work life.
- Establishing hypothesis on the basis of the research work.
- Drawing a qualitative and quantitative conclusion on the basis of the survey.

Objective of Study

Primary objectives:

- To find out the quality of work life an analysis in women employees of private companies in Chennai.
- To study the attitude of women employees towards various welfare measures provided in the unit under study.
- To find out women employee problems and offer suitable suggestions on the basis of the findings.
- To know whether quality of work leads to improved productivity of the organization.
- To study whether quality of work life motivates the women employees to learn further for present and future roles.

Secondary objectives:

- To identify measures to overcome these drawbacks.
- To know the real situation of the women employees.
- To collect women employees opinion about this matter.
- To understand the relationship between quality of work and women employee Satisfaction.
- To know the level of women employee satisfaction.
- To study about benefits of individual women employees from high quality of Work-life in organizations.

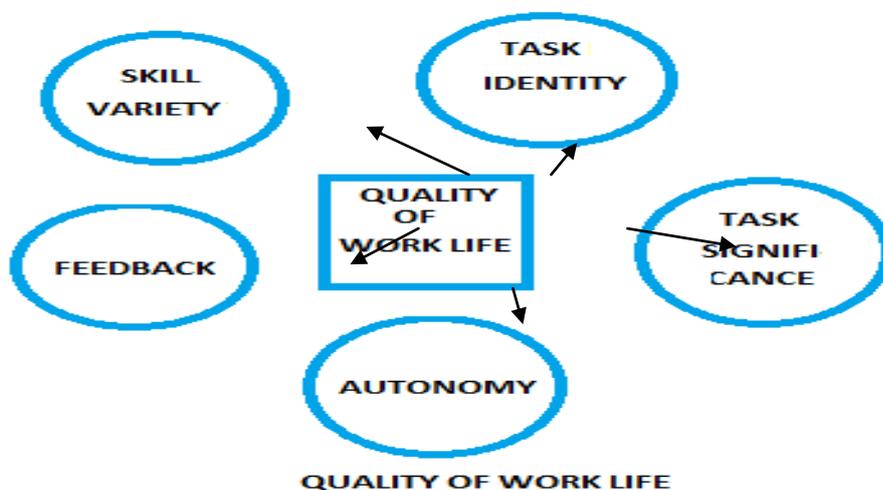
The factors that influence and decide the quality of work life:

Factors that influence and decide the quality of work life are

- Attitude
- Environment
- Opportunities
- Nature of Job
- People
- Stress Level
- Career Prospects
- Challenges
- Growth and Development
- Risk Involved and Reward

Major issues in quality of work:

They are seven critical factors which will affect the quality of work life during the years ahead. These are **pay, employee benefits, job security, alternative work schedules, occupational stress, participation and democracy in the workplace.**



IV. Literature Review

Based on researchers analysis numerical articles have been written on quality of work life. In case of Chennai the research article on quality of work life is very few. In this study I have tried my best to introduce some concerning factors that affects the quality of work life of those people who are working in private sector of Chennai. I do believe several advantages are associated with my study. Quality of work life is such a concept that indicates a balance both in personal and professional life of an individual. Therefore; it can be hampered if someone is not satisfied with his or her work life or family life. However; positive quality of work life experience is very important and it is directly interrelated with job satisfaction and productivity. It is a fact which also controls the mental health. According to Plug, Louow mental health is a state of relative good alteration that is escorted by feeling of satisfaction, a zest for life and the actualization of potential skills as well as absence of psychopathological conditions. So to have a positive quality of work life experience, a good quality of life is very important. Mendola and Pellingrini (1979) summarized quality of life as it is the individual's accomplishment of a satisfactory social situation within the limits of apparent physical ability. Every human has a concern about their life and quality comes out when it the concentrations ends with some specific points. According to Shin and Johnson(1978) Quality of life is the ownership of resources necessary for the satisfaction of individual needs, wants and desires, participation in the activities permitting personal development and self-actualization and satisfactory comparison between oneself and others. Moreover, a proper balance in quality of work life can generate more productivity for an organization. A satisfied women employee can give more than 100% contribution to his or her company. If we consider the whole organization as an internal environment then it becomes very important to have optimum work pressure, accurate benefits and enough facility along with career development within the company. All of these interrelated with the job satisfaction and therefore quality of work life. Besides, if we consider the external environment then family life, social status and transportation will be the vital factors. So having a proper balance in these areas is also important. In Chennai a great amount of people are working in private limited companies and the number of private company is increasing day by day. Considering the large number of population, in Chennai the human resource supply is more than the demand. Therefore, the bargaining power is more for company where candidates are having less bargain power. On the other hand, lots of women employees are not running on their suitable jobs. It seriously affects their career development. Most of the women employees consider compensation package and benefits, position, work load and career development as their satisfaction benchmark. However, in Chennai transportation facility is another very important factor that directly affects women employee's mental health. Based on this, universities have developed their own culture and working environment. Besides, a good compensation package and benefits are offered by them. All of these are important for job satisfaction and finally quality of work life. In Chennai, companies are mainly performance oriented and their organizational culture and work pressure may be the reason of dissatisfaction in quality of work life. As human supply is more so high turnover rate and high competition is also a major concern regarding quality of work life. Quality of work life has been defined in various ways. According to Rose, Beh, Uli and Idris (2006); quality of work life is a philosophy or set of principles, which holds that people are trustworthy, responsible and capable of making a valuable contribution to the organization. It also involves respect and the elements that are relevant to an individual quality of work life include task, working environment, organizational culture, administrative system and the relationship between on the job and off the job life. Serey (2006), define quality of work life as it is a certain and best meet the existing work environment along with meaningful and satisfying work. It also includes:

- (a) An opportunity to implement one's talents and abilities to face challenges that require independent initiative and self direction.
- (b) An activity thought to be valuable by the individual's involvement.
- (c) An activity in which the role of individual in achievement of some overall goals is understandable.
- (d) A sense of taking pride in what one is doing and in doing it well.

Lau, Wong, Chan and Law (2001) measures quality of work life as the favorable working atmosphere that chains and promotes satisfaction by giving women employees with rewards, job security and career development opportunity. Therefore quality of work life and its relationship with women employee health and performance has become an explicit objective for many of the human resource policies in modern organizations (Dolan et al., 2007). Heskett, Sasser and Schlesinger (1997) summarize quality of work life as the outlook that women employees have towards their job, colleagues and organization that light a chain leading to the organization's growth and profitability. Quality of life is such a concept which is basically associated with satisfaction mainly in the work life and Mirvis and Lawler (1984)

highlighted that salary, working hours, working condition, safe working environment and opportunities for advancement describes- the basic components of a good quality of work life. Hackman and Oldhams (1980) suggest the constructs of quality of work life in relation to the interaction between work environment and personal needs. Along with structural modification good relation between supervisor and subordinates is important for a good quality of work life (Bertrand and Scott, 1992). Quality of work life refers the quality of life that is associated with job characteristics and work conditions as well as capability of shaping a job with a women employee's option, interest and needs (Lawler, 1982; Beukema, 1987; Datta, 1999). Katzell et al. (1975) defined quality of work life more broadly as an individual's valuation of the outcome of the work relationship. They observed women employee can have positive quality of work life if he has positive feelings towards his job, if he is motivated with his private life and if he has a balance between the two terms of his personal values. To conclude, most of the studies on quality of work life are focused on personality and job satisfaction in where some studies also focused on motivation, organization culture and individual's needs and desire. In the context of Chennai the most important factors that directly affect the quality of work life are work load, compensation and benefits, colleagues and supervisor, working condition and career development, working environment, family life and transportation facilities. After evaluation of studies and considering the nation these factors individually has an impact on quality of work life.

V. Conceptual Framework

Conceptual framework has been developed (Figure 1) that is one of the relative construct of this study.

VI. Hypotheses Development

Based on research question following hypotheses has been developed for the study- *H1*= Word load has an impact on quality of work life of the employees *H2*= Family life affects the quality of work life of the women employees *H3*= Transportation facilities affect quality of work life of the women employees *H4*= Compensation and benefits affects quality of work life of the women employees *H5*= Colleagues and supervisor relationship affects quality of work life of the employees *H6*= Working environment has an impact over quality of work life of the employees *H7*= Working condition and career growth opportunities affects quality of work life of the women employees

VII. Research Methodology

The type of research used in this article is of descriptive nature. Through this descriptive research, the article sought to determine the answers to why, what, where and how questions of the existing women employees in public sector of Chennai and their expectations. It also involves collecting information that explain people's beliefs, knowledge, attitude and behavior (Fink, 1995, Sommer & Sommer, 1996). Primary data was collected through telephone and online survey for analysis and secondary data was be used as a support tool. A total of 100 sample size considered to be adequate for my study. Each and every response is checked thoroughly for incomplete and missing response. The questionnaire has two parts in were the first part contains some demographic information. Table1 gives a proper summary of this sort of information. In the second part, the questionnaire contains 32 items to construct the seven independent variables along with a dependent variable in my study. The selected independent variables are: work load, compensation and benefits, colleagues and supervisor, working environment, working condition and career growth, family life and transportation. A five point Likert scale (1= Strongly Disagree to 5= Strongly Agree) was used to collect data from the respondents. The questionnaire was outlined in English and understandable. Reliability analysis was done to identify the reliability of my study. Beside this, regression analysis, hypothesis testing was done for a proper justification and to draw an appropriate recommendation in my study.

VIII. Data Analysis and Findings

AGE	%	POSITION	%	YEAR OF EXPERIENCE	%
21-30	94	Executive	28.00	1-2	43.00
31-40	04	Sr.Executive	4.00	3-4	24.00
40-AND ABOVE		Sr.Officer	11.00	5-6	25.00
		Officer	12.00	7-8	6.00
		Manager	6.00	8-AND ABOVE	2.00
		Asst.Manager	16.00		
		Merchandiser	3.00		
		Asst.Territory Officer	6.00		
		Territory Officer	3.00		
		Management Trainee	2.00		
		Teacher	5.00		
		Specialist	4.00		

a) Demographic Data Analysis My study contains (Table 1). Among them 94%respondent’s age is in between 21-30 years and rest of 6% respondents is under 31-40 years of age. However, 24% respondents already have 2-3 years of professional experience in where 25% respondents have 3-5 years of experience. Moreover, some fresher’s are having 1-2years of experiences are also included in my study and the percentage is 43%.

b) Secondary Data Analysis reliability analysis is commonly used to identify the internal consistency of the variables. However, Cronbach’s alpha is commonly used to test the reliability and the range of alpha coefficient value is in between 0 to 1. The higher value indicates the higher reliability (Hair, et al., 1992). A value more than .70 is significantly good measure for sufficient scale of reliability (Cronbach, 1951, Nunnally, 1987). According to the Cronbach’s alpha test the value of alpha in my study is 0.832 (Table 2 & Table 3) which is higher than

Minimum acceptable value. Therefore, 73.20% of data are reliable in my study. This reliable analysis has been done for all dependent and independent variables and so far I am satisfied. Besides, this reliability test contains42 items based on which I make my hypothesis test. A mean scores of the factors of QWL with standard deviation also shown (Table 4) in my study.

RELIABILITY STATISTICS

Cronbach’s alpha	Cranach’s alpha based on standardized	No. Of items
0.832	0.880	42

RELIABILITY TESTS

FACTOR'S NAME	ITEMS	VALUES
Quality of work life(dependent)	4	0.886
Work load(independent)	4	0.471
Family life (independent)	4	0.809
Transportation (independent)	4	0.821
Compensation and benefits	4	0.526
Colleagues and Supervisor (Independent)	4	0.927
Working Environment (Independent)	4	0.60
Working Condition and Career Growth (Independent)	4	0.796

I.Hypotheses Testing

To conduct the hypothesis test a regression analysis has been done and seven factors which have

An effect in quality of work life is considered. However, details of the influence of independent variable over dependent variable have been shown in Table 7. First hypothesis was *H1*, Wordload has an impact on quality of work life of the women employees. According to the analysis, the significance value for the hypothesis is 0.000, which is less than level of significance $\alpha = 0.05$. So, null hypothesis is rejected and *H1* is accepted. Second hypothesis was *H2*, Familylife affects the quality of work life of the women employees. According to the analysis, the significance value for the hypothesis is 0.000, which is less than level of significance $\alpha = 0.05$. So, null hypothesis is rejected and *H2* is accepted. Third hypothesis was *H3*, Transportation facilities affect quality of work life of the women employees. In this case, the significance value for the hypothesis is 0.007, which is less than level of significance $\alpha = 0.05$. So, null hypothesis is rejected and *H3* is accepted. My fourth hypothesis was *H4*, Compensation and benefits affects quality of work life of the women employees. Here, the significance value for the hypothesis is 0.000, which is less than level of Significance $\alpha = 0.05$. So, null hypothesis is rejected and *H4* is accepted. My fifth hypothesis was *H5*, Colleagues and supervisor relationship affects quality of work life of the women employees. According to the analysis, the significance value for the hypothesis is 0.432, which is greater than level of significance $\alpha = 0.05$. So, null hypothesis is accepted and *H5*, is rejected. Sixth Hypothesis was *H6*, working environment has an impact over quality of work life of the women employees. The significance value for the hypothesis is 0.014, which is less than level of significance $\alpha = 0.05$. So, null hypothesis is rejected and *H6* is accepted. Final hypothesis was *H7* working condition and career growth opportunities affects quality of work life of the women employees. The significance value for the hypothesis is 0.009, which is less than level of significance $\alpha = 0.05$.

ii. Regression Analysis

From the regression analysis (Table 5), I found the R square value to be 0.425 meaning 42.5% of the variability in the quality of work life of women employees in the private limited companies in Chennai can be explained by these seven independent factors. In this case the independent variables are work load, family life, transportation, compensation policy and benefits, colleagues and supervisor, working environment and working condition and career growth. From the ANOVA table we see that the significance value is 0.000 (Table6), thus proving that the model is valid and significant. However, among 7 factors six of them (work load, family life, transportation, compensation policy and benefits, working environment, working condition and career growth) have positive and significance influence on quality of work life. Only single

MODEL	R	R.SQUARE	ADJUSTED R. SQUARE	STD ERROR OF THE ESTIMATE
1	0.652(a)	0.425	0.381	0.48604

a. Predictors: (Constant), Working Condition and Career Growth, Work Load, Transportation, Compensation Policy, Family Life, Colleagues and Supervisor, Working Environment

Factor named colleagues and supervisor has no significance impact on quality of work life. Probably, respondents have given less notice on it.

iii. Limitation

This research study has some limitation and the major limitation factor for this report is complexity of the topic. Since the survey will be conducted on questionnaire therefore it is a great challenge to ensure the actual validity of the response. In some cases, the topics were not understood by the women employees who have minimal idea about the quality of work life. Respondents are selected only from Chennai city; therefore this research does not reflect the perception of women employees of each corner of Chennai. However unwillingness of respondents was another limitation of my study. Moreover, R Square (0.425) is comparatively low which means that other factors can also influence the quality of work life of women employees in private limited companies of Chennai.

iv. Conclusion and Recommendation

This research study is tried to examine the factors that have an impact on quality of work life of

Women employees of private limited companies in Chennai. The seven factors are work load, family life, transportation, compensation policy and benefits, colleagues and supervisor, working environment and working condition and career growth. The outcome of the research indicates that six out of seven factors (workload, family life, transportation, compensation policy and

Benefit, working environment and working condition and career growth) have significant influence on quality of work life and the remaining factor (colleagues and supervisor) has no significant influence on quality of work life. From the finding, it can be recommended that

Quality of work life is such a critical concept that might be disturbed due to dissatisfaction of mind set. However, the companies can focus on their employee’s welfare by providing them a better and attractive compensation policy, optimum work load and by providing a superior work environment. The private companies should create a career growth opportunity within their environment that may lead to a better performance and therefore a better productivity. Moreover, participation management will increase the enthusiasm of women employees as they will have an opportunity to participate with their ideas. So the private companies of Chennai can focus on it. On the other hand, transportation is such a factor which is seriously involve in mental satisfaction. Therefore, if the companies can provide a transportation facility then they might grab a positive impression from women employees and the women employees may not need to harass by external environment. However, the Municipality of Chennai can take some steps to provide adequate and affordable transportation facilities for the local people. Finally, I think if the company could manage our work life along with the transportation facility, our family or

Private life could be managed as we will be mentally happy.

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