

A Study on Quality of Work Life balance among the Women Employees in Tamilnadu Secretariat in Chennai

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Abstract

Quality of work life (QWL) is the quality of the content of relationship between employees and their working environment with human dimensions added to the usual technical and economical factors. Government sector in India has several distinguishing features its high degree of integration and social status, In Tamilnadu secretariat employees are highly educated "knowledge workers". The major problems for working women arise out of the dual responsibilities of the working woman - domestic work as well as office work. The main objectives of the study are: To analyze the level of employee support provided and work load and stress of the women employees working to the women employees in Secretariat, To measure the level of job satisfaction provided to the women employees in Secretariat, To study the attitude of the women employees towards their job and their work place so as to improve the Quality of work life. Factor analysis is a very useful method of reducing data complexity by reducing the number of variables being studied. In the present study, the factor analysis has been administered to narrate the variables in the important factors related to training and development programmes. It is inferred that, they generally feel medical and health care facilities are taken care by the organization 94.87% of Yes and 5.13% of No. Organization provides necessary food outlets within the campus 94.87% of the respondents are said Yes and 5.13% of the respondents are said No. The significantly and positively influencing components of work life balance on the overall opinion of the

respondents are Attitude towards job, Attitude towards secretariat, Leadership qualities of superiors, workload and stress and level of job satisfaction.

Keywords: *Quality of work life (QWL), Tamilnadu Secretariat, Women employees*

I. INTRODUCTION

Quality of work life (QWL) is the quality of the content of relationship between employees and their working environment with human dimensions added to the usual technical and economical factors. Quality of work life of employees is the degree to which employee's value relationship between working culture and concern of welfare of others. In Human resources development, the working condition plays an important role. The elements that are relevant to an individual's Quality of work life includes the physical work environment, social work environment within the organization, administrative system and relationship between on and off the job, task which are the common factors in any type of organization. Due to advancement in industrial sector, employees are given priority to the organizations which provides better working environment. Present research emphasis on the satisfaction among the women employees towards parameters of Quality of work

life. Quality of work life comes out from a collective bargaining process. In other words, it is a commitment of management and union to support localized activities and experiments to increase employee participation in determining how to improve work.

Quality of work life is a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed so as grant employees more autonomy, responsibility and authority. A high quality of work life is essential for organizations to continue, to attract and retain employees (Sandrick 2003). It is a comprehensive program designated to employee's satisfaction, strengthening work place learning and helping employees. Many variables contribute Quality of work life which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that

the enables an individual to develop all his/her capacities.

Quality of work life (QWL) influences the performance and commitment of employees in various industries including government, education, and health care (Huang, Lawler, & Lei, 2007; Nembhard, 2001). A high QWL has been reported to attract new employees and retain a workforce (Akdere, 2006). Thus, health organizations are actively seeking ways to ensure a high QWL for their employees (Akdere, 2006). Improved QWL as defined by employee satisfaction and overall happiness can result in many advantages for the employee, the organization, and consumers (Nadler & Lawler, 1983). Some of these benefits include strengthened organizational commitment, improved quality of care, and increased productivity for both the individual employee and the organization (Golubic, Milosevic, Knezevic, & Mustajbegovic, 2009; Rossi, 2006; Royuela, López-Tamayo, & Suriñach, 2009; Sale, 2007; Saraji & Dargahi, 2006). In its broadest sense, QWL has been defined as the way in which work is good for the individual and how the employee would evaluate his or her job (Van Laar, Edwards, & Easton, 2007). Its distinguishing elements include the impact

of work on people and organizational effectiveness, as well as participatory organizational problem solving and decision making (Nadler & Lawler, 1983). QWL affects not only job satisfaction, but also satisfaction in other life domains including: leisure, family, financial well-being, health, housing, friendships, education attainment, community engagement, neighborhood interactions, spiritual well-being, the environment, and cultural and social status (Macik-Frey, 2007). Furthermore, the association between work, non-work life domains (Loscocco & Roschelle, 1991), and work-related stress (Killian, 2004) is also a factor in QWL (Van Laar et al., 2007). Evidence has demonstrated that a negative quality of work-life situation is related to lack of work-life balance (Pino & Rossini, 2012; Spreitzer, 1995; Van Laar et al., 2007).

TAMILNADU SECRETARIAT

Government sector in India has several distinguishing features its high degree of integration and social status, In Tamilnadu secretariat employees are highly educated “knowledge workers”. Employees tend to go where the jobs are, rather than settling down in one city and then looking for work there. In addition, employees are liable to be shifted between different

Departments and those in services in different ministry and involving political intervals for their assignments, despite secretariat employment even among the Government employment services still have a fairly high proportion, in which employees are located at the secretariat campus. The Secretariat consists of all apexes of the heads of department of the Government of Tamil Nadu. For example the Revenue department formulates the head for the following heads of department. (i.e) Commissioner of Revenue administration, Commissioner of Land Administration, Commissioner of Survey and Settlement, Commissioner of Land Revenue, Commissioner of Urban Land Tax and Ceiling. Likewise various departments are functioning under the guidance of the concerned departments.

NEED AND SCOPE OF THE STUDY

The major problems for working women arise out of the dual responsibilities of the working woman - domestic work as well as office work. Though more and more women are coming out in search of paid employment and their families also need their income, the attitude towards women and their role in the family has not undergone much change. Women continue to be perceived as weak, inferior, and second-class citizens. Even today, looking

after the family and children is generally perceived to be the primary responsibility of the man. It is possible to accept that as more and more women have entered the workforce, there is no longer a solid family-support at home (Schwartz, 1992). "Women have increased their participation in paid employment considerably during the past 30 years, but men have not increased their participation in housework to the same extent" (Evertsson and Nermo, 2004). Women still perform majority of the care giving role and juggling of work in the family. Gender is seen as a significant determinant of negative job spill-over because employed women are expected to carry out the responsibility for family services and still be able to smoothly handle their work roles (Delgado and Canabal, 2006). Although husbands have taken on more domestic work than they did in earlier generations, this gain for women has been offset by "escalating pressures for intensive parenting and the increasing time demands of most high-level careers" (Eagly and Carli, 2007).

The Quality of Working in relation to job satisfaction and overall performance in the organization. But now-a-days employees are dissatisfied with the several functions of the job and dealing with social relationship in the organization consequent

upon in the highest institution in administration like Secretariat, Additionally disregard by others and less utilization of skills caused stress and disappointment among the workforce. They experience alienation, which may result from poor design of socio-technical systems. Poor quality of work life may lead to increased absenteeism, stress and ultimately job dissatisfaction. Therefore, organizations are required to adopt a strategy to improve the employees 'quality of work life'(QWL) to satisfy both the organizational objectives and employee needs.

The present study therefore aims at finding out if women face challenges in the workplaces which pose problems for them, and what are those particular challenges that women face working in the various sectors and what credible solutions and coping mechanisms can be offered to help them lessen such problems, so that women can understand their own value and ability to face problems in different ways. The study also aims at finding the problems of different age group working women and different categories of women like Assistants, Assistants Section Officers, Under Secretary, Deputy Secretary, Joint Secretary and Additional Secretary and all level profile of the women workers.

Understanding the problems in a clear way would assist us in finding

OBJECTIVES OF THE STUDY

The study attempts to address the following research objectives

- 1) To analyze the level of employee support provided and work load and stress of the women employees working to the women employees in Secretariat.
- 2) To measure the level of job satisfaction provided to the women employees in Secretariat.
- 3) To study the attitude of the women employees towards their job and their work place so as to improve the Quality of work life.
- 4) To offer possible solutions policy suggestions for improving judicious and overcome the problems that they face in the workplace and to ensure better quality of work life.

Research design basically refers to the planning of scientific inquiry. It elicits the strategy to find or explore a phenomenon. Tamilnadu Secretariat's women workers

selected for the present study. The secretariat has 37 departments

The list of all in the departments furnished in the report constitutes the sample frame. The total number of departments in secretariat is 37. The questionnaire was tested by a pilot study in one Department, after the pilot survey, a few changes were incorporated in the questionnaire, Thirteen to fifteen samples were presumed from each department. A total of Thirty seven departments in Secretariat in 2014, 4475 persons are working and Out of which 2859 are males and 1616 are females in various categories, 28.96 per cent of the

sample was selected from total female staffs from each department in secretariat. Of which nearly thirty percentages of samples were collected from each departments. The selection of sample was done through using purposive random sampling. The selection of sample was made on the basis of designation in the department. Keeping in view of the time and cost and time involved, the present study has limited the size of the sample in to 468 samples which forms nearly 30 per cent of the total number of female staffs in all departments. The distribution of sample respondents is given in the Table 1

TABLE 1 Distribution of Sample Profile in the Secretariat

<i>Designation</i>	<i>Total No. of Samples</i>	<i>Total No. of Sample in the Departments (in %)</i>
Assistants	91	19.4
Assistant Section Officer	166	35.5
Under Secretary	61	13.0
Deputy Secretary	63	13.5
Joint Secretary	55	11.8
Additional Secretary	32	6.8
Total	468	100%

Source: Primary data collection

PERIOD OF THE STUDY

The duration of the study relates to three calendar years i.e., 2016-2017 in respect of primary data.

DATA BASE

Primary Data

The study utilized primary data regarding age composition, salary, medical & health care benefits, child care facilities, sporting recreation, active staff welfare association, grievances resolutions, training provided by the department, independency in work, seniority efficiency, gender discrimination, work satisfaction, senior/higher officers approaches, respect and dignity, higher officials irritations, stress management and stress reduction programme, leave faces, facilities other workers benefit schemes and security and safety and rest room facilities socio-economic and general characteristics, details were collected from the sample respondents from the women employee from the secretariat.

FRAMEWORK OF ANALYSIS

The data after collection have to be processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan. The collected data were analyzed with the help of appropriate statistical tools according the relevance of information required and

the nature of the scale of data. The applied statistical tools and tests are shown below:

Exploratory Factor Analysis

Factor analysis is a very useful method of reducing data complexity by reducing the number of variables being studied. It is good way of resolving the confusion and identifying latent or underlying factors from an array of seemingly important variables.

In a more general way, factor analysis is a set of techniques which, by analyzing correlations between variables, reduces their number into fewer factors which explain much of the original data, more economically.

In the present study, the factor analysis has been administered to narrate the variables in the important factors related to training and development programmes.

Discriminate Analysis

Discriminate analysis is a technique for analyzing data when the criterion or dependent variable is categorical and the predictor or independent variables are interval in number.

Discriminant analysis techniques are described by the number of categories

possessed by the criterion variable. When the criterion variable has two categories, the technique is known as two-group discriminate analysis.

The discriminate analysis model linear combinations of the following form:

$$Z = b_0 + b_1 X_1 + b_2 X_2 + \dots + b_n X_n$$

Where Z = Discriminate Score

$X_1, X_2, \dots, X_n$ = Independent Variables

$b_1, b_2, \dots, b_n$ = Discriminate co-efficient

The relative contribution of the independent variables in the total discriminant function was calculated by

$$I_j = b_j (X_{j1} + X_{j2})$$

Where I_j = The important value of the j^{th} variable

b_j = Independent Variables

X_{jk} = Mean of the j^{th} variable for the k^{th} group

The relative importance weights were computed by

$$R_j = \frac{I_j}{\sum_{j=1}^n I_j}$$

The Wilks Lambda was calculated as a multi-variant measure of group difference over discriminating variables. Its value varies between 0 and 1. Large values of Wilks Lambda indicate that group means do not seem to be different. Small values of Lambda indicate that the group means seem to be different. The confusion or prediction matrix contains the number of correctly classified cases and misclassified cases by the estimated discriminant function.

In the present study, the discriminant analysis was used to identify the important discriminant aspects among the medical (MSS) and administrative staffs (ASS).

RESULTS AND DISCUSSION

Work – life Balance of women employees has become an important subject since the time

Work-life balance

A comfortable state of equilibrium achieved between an employee's primary priorities of their employment position and their private lifestyle. Most psychologists would agree that the demands of an employee's career should not overwhelm the individual's ability to enjoy a satisfying personal life outside of the business environment. A balanced life is one where

we spread our energy and effort - emotional, intellectual, imaginative, spiritual and physical – between key areas of importance. The neglect of one or more areas, or anchor points, may threaten the vitality of the whole. Work life balance is a person's control over the responsibilities between their work place, family, friends and self. A successful Work Life Balance strategy reduces stress levels and raises job satisfaction in the employee while increasing productivity and healthcare costs for the employer.

An individual's life can be divided into six basic quadrants - workplace, family and friends, community, hobbies, sleep and sport/exercise. An integral part of our lives is our profession. Just as there is responsibility and opportunity in life, our careers are also guided by opportunities and responsibilities. We must ensure that these two factors don't work at cross-purposes. Quality of life is something we all covet. Over the past twenty-five years there has been a significant intensification of work place.

Trust, long-term loyalty and a sense of corporate community have been eroded by a performance culture that expects more and more and offers little security in return. Balance should guide all our

activities, including our professions. A satisfied and motivated work force will act more responsibly, not only towards the professional requirements, but also towards nature in general. One of the many ways to instill this sense of motivation is put to in the place of concept of Work Life Balance in the work place.

Work Life Balance (WLB) is not a new concept. The change in the pattern of work and the concept of the workplace after the industrial revolution in the second half of the 18th century gave a new dimension to the concept of WLB. As time progressed, nuclear families increased. A later change was the fading away of the "ideal home" in which the earning member's spouse took care at the home. With improved education and employment opportunities today, most homes are ones in which both parents work, because of the necessity and the desire to augment incomes.

The need to congenial conditions in which employees can balance work with their personal desires became a factor that companies had to take note of both to retain them as well as to improve productivity.

However, it is not easy to find many references to Work- Life Balance policies

and issues in India. This is not to discount their existence in the country, but it does indicate its relative unimportance as a strategic business issue in the country. It is indeed hurting to see a majority of Indian companies still wedded to the old style presenter's philosophy instead of offering managers opportunities to strike a healthy Work-Life Balance.

Work life balance – special emphasis on women and family

Today's career women are continually challenged by the demands of full-time work and when the day is done at the office, they carry more of the responsibilities and commitments to home. The attitude of female workers has also changed.

Women are growing more ambitious as they become key players in the world of work, contributing to major company successes. The impact of the female boss is considerably more powerful than ever before. The pressure for women to achieve drives them to work harder and for longer, especially when wanting to prove themselves against their male counterparts.

Majority of women work 40-45 hours per week. Their lives were a juggling act that included multiple responsibilities at work,

heavy meeting schedules, and business trips, on top of managing the daily routine responsibilities of life at home. "Successfully achieving work/life balance will ultimately create a more satisfied work force that contributes to productivity and success in the work place."

Although, common QWL strategists lay emphasis more on job redesign, formation of autonomous work groups and worker participation in management, there exist wide differences among the pioneers in these areas as to what should be construed as QWL factors.

Age Structure

Age is an important criterion in the estimation of quality life of a human being. Age connects the qualities like, physical development, innovative thinking and adoption of changes, work experience, income and promotion of the employee. In general, in an individual and age of a person are proportionate with each other. Table 4.1 reflects the age-wise distribution of sample respondents with their designations.

Table: 2

Designations	Age of the Respondent (in years)							Total
	Below 30	31-35	36-40	41 -45	46-50	51-55	55 above	
Additional Secretary	0.0%	11	1	13	0	3	4	32
Assistant	12	37	16	10	0	16	0	91
Assistant Section Officer	6	72	43	31	11	3	0	166
Deputy Secretary	0	0	11	29	6	16	1	63
Joint Secretary	0	0	1	23	12	19	0	55
Under Secretary	0	25	14	13	3	6	0	61
Total	18 (3.85)	145 (30.98)	86 (18.38)	119 (25.43)	32 (6.84)	63 (13.46)	5 (1.04)	468 (100.00)

TABLE: 3 Age-wise Distributions of the Respondents

Total	18 (3.85)	145 (30.98)	86 (18.38)	119 (25.43)	32 (6.84)	63 (13.46)	5 (1.04)	468 (100.00)
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Source: Primary Data.

Table 2 reflects that out of 468 samples of the women respondents 30.98 per cent of them fall in the age group of 31-35 years followed by 25.43 per cent in the age group of 41-45 years. It is found that the age group of 31-35 years and 36-40 years are in the position like Under Secretary and Additional Secretary and the accounts of 25 respondents and 14 respondents are respectively.

Among the hierarchy of the Tamilnadu Secretariat, the Assistant Section Officers

are high in number in all the age groups, totally 166 respondents, in the age group below 30 (6), between the age group 31-35 (72), between the age group 36-40 (43), between the age group 41-46 (31) samples and 11 respondents in the 46-50 age groups. It is interesting to note that the women working as a Assistant in all the age groups substantially, the above counts 91 respondents among the randomized sample respondents.

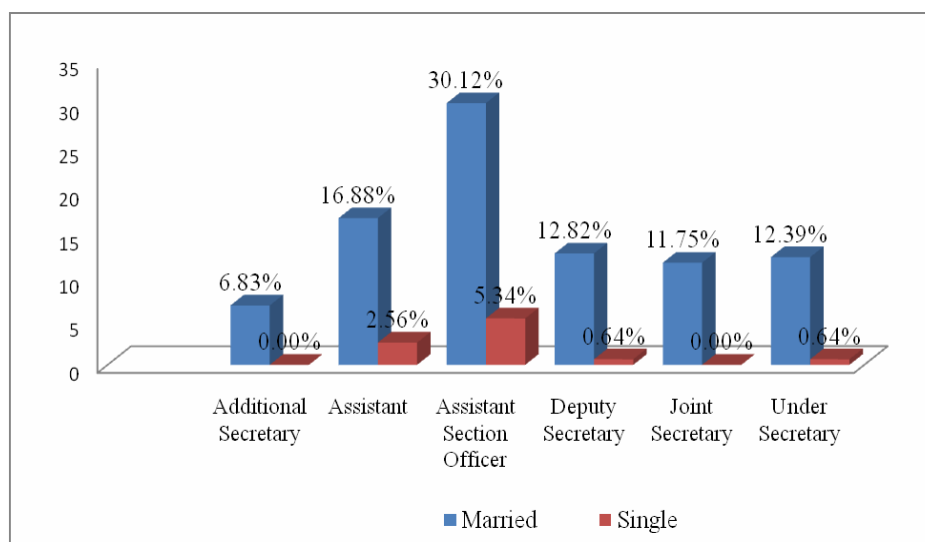


Fig. 1: Marital Status of the Respondent

TABLE 4

Distribution of Sample Respondents according to their Years of Experience

No. of Respondents

Designation	0-5 Years	6-10 Years	11-15 Years	16-20 Years	21-25 Years	25-30 Years	Above 30 Years	Total
Additional Secretary	0	12	0	0	0	0	20	32
Assistant	61	30	0	0	0	0	0	91
Assistant Section Officer	104	42	7	13	0	0	0	166
Deputy Secretary	0	3	24	24	12	0	0	63
Joint Secretary	4	9	14	0	19	3	6	55
Under Secretary	28	24	6	3	0	0	0	61
Total	197 (42.1%)	120 (25.6%)	51 (10.9%)	40 (8.5%)	31 (6.6%)	3 (6%)	26 (5.6%)	468 (100.0%)

Source: Primary Data.

Figures in parenthesis are percentages to total.

Table 3 depicts that 468 sample respondents belonging to their respective designation and experience, in which, 104 respondents have least experienced with 1 month to up to 5 years by the Assistant Section Officer and followed by Assistant and Under Secretary level 61 respondents and 28 respondents respectively. And

highest level of experience at above 30 years by the Additional Secretary Level.

INCOME PATTERN

Income is an important factor, which determines the standard of living and development of human being in all aspects. The following Table (4.7) presents data on annual income of the sample respondents in the secretariat. Income category is presented in their designation wise.

TABLE 4 Distribution of Sample Respondents according to their Income wise.

No. of Respondents

Designations	Below 2 Lakhs	2.0-3.0 Lakhs	3.0-4.0 Lakhs	4.0-5.0 Lakhs	5.0-6.0 Lakhs	6.0-7.0 Lakhs	Above 8 Lakhs	Total
Additional Secretary	12	0	0	0	0	0	20	32
Assistant	0	91	0	0	0	0	0	91
Assistant Section Officer	0	0	166	0	0	0	0	166
Deputy Secretary	0	0	0	0	63	0	0	63
Joint Secretary	0	0	0	0	0	55	0	55
Under Secretary	0	0	0	61	0	0	0	61
Total	12 (2.6%)	91 (19.4%)	166 (35.5%)	61 (13 %)	63 (13.5%)	55 (11.8 %)	20 (62.5%)	468 (100 %)

Source: Primary Data.

Table 4 shows that, out of 468 sample respondents, interestingly here noted that at Additional Secretary Level, minimum and maximum income level was recorded at this designation level, of 20 respondents annual income of Rs. more than 8 Lakhs and 12 respondents annual income less than 2 Lakhs rupees. It is found that the majority of respondents (166) are belonging to the Assistant Section Officer

and their annual income level range between 3 to 4 Lakhs, followed by the 63 respondents at their level of income of 5 to 6 Lakhs by the Deputy Secretary Level, 61 respondents at their level of income of 4 to 5 Lakhs by the Under Secretary Level and 55 respondents at their level of income of 6 to 7 Lakhs by the Joint Secretary Level.

TABLE 5

Results of Determinants of Quality of Work Life Balance in Tamilnadu Secretariat

		Sum of Squares	df	Mean Square	F
Medical & Health Care facilities	Between Groups	70.487	4	17.622	20.170
	Within Groups	404.511	463	.874	
	Total	474.998	467		
Necessary Food Outlets available in the campus	Between Groups	230.803	4	57.701	105.119
	Within Groups	254.144	463	.549	
	Total	484.947	467		
Sporting and Recreation facilities	Between Groups	55.754	4	13.938	18.795
	Within Groups	343.366	463	.742	
	Total	399.120	467		
Safety of the employee in the campus	Between Groups	13.675	4	3.419	3.835
	Within Groups	412.707	463	.891	
	Total	426.382	467		
Active Staff Welfare Association	Between Groups	81.361	4	20.340	20.948
	Within Groups	449.562	463	.971	
	Total	530.923	467		
Grievance resolution procedures are followed	Between Groups	32.431	4	8.108	9.830
	Within Groups	381.868	463	.825	
	Total	414.299	467		

From the above table it is inferred that, They generally feel medical and health care facilities are taken care by the organization 94.87% of Yes and 5.13% of No. Organization provide necessary food outlets within the campus 94.87% of the respondents are said Yes and 5.13% of the respondents are said No. In case of sporting and recreation facilities 94.87%

of the respondents are said Yes and 5.13% of the respondents are said No. Take special initiatives to provide safety of the employees in the campus 94.87% the respondents are said Yes and 5.13% of the respondents are said No. 94.87% of the respondents agree that there is staff welfare association and the case is similar for grievance resolution procedures.

Table 6 Results of Determinants of Encouragements and Threats

Determinants		Sum of Squares	df	Mean Square	F
My superior encourages me to do the best I can	Between Groups	57.699	4	14.425	7.004
	Within Groups	953.498	463	2.059	
	Total	1011.197	467		
My superior treats people equally	Between Groups	132.193	4	33.048	41.630
	Within Groups	367.557	463	.794	
	Total	499.750	467		
My superior trains me appropriately to take the responsibility	Between Groups	75.738	4	18.935	20.461
	Within Groups	428.459	463	.925	
	Total	504.197	467		
My superior never irritated me by his activities	Between Groups	85.661	4	21.415	23.697
	Within Groups	418.414	463	.904	
	Total	504.075	467		

From the above table it is inferred that, the superior encouragement to do the best one can is 46.37% of Yes and 53.63% of No. Superior treats people equally is 46.37% of the respondents said Yes and 53.63% of the respondents are said No. Superior trains everyone appropriately to take the responsibility 46.37% of the respondents said Yes and 53.63% of the respondents are said No. The superior never irritates employees by his activities is 46.37% the respondents said Yes and 53.63% of the respondents said No.

TABLE 7 ANOVA Results of Determinants of Stress and Remedies

		Sum of Squares	df	Mean Square	F
Stress in my official work affect my non-work life directly	Between Groups	55.359	4	13.840	12.255
	Within Groups	522.872	463	1.129	
	Total	578.231	467		
My organization is giving regular stress management/stress reduction programmes	Between Groups	139.800	4	34.950	54.238
	Within Groups	298.346	463	.644	
	Total	438.145	467		
Whether leave facilities could be availed at times of need?	Between Groups	122.932	4	30.733	9.906
	Within Groups	1436.476	463	3.103	
	Total	1559.408	467		
I am suffering from stress related disease like back pain, sleeplessness, headache, body pain, fatigue etc.,	Between Groups	86.225	4	21.556	30.451
	Within Groups	325.637	460	.708	
	Total	411.862	464		
I am doing yoga, meditation etc., to get relieve from stress	Between Groups	71.631	4	17.908	22.918
	Within Groups	361.778	463	.781	
	Total	433.408	467		

The table 4.13 inferred that, stress is my official work affect my non-work life directly is 82.05% of Yes and 17.95% of No. My organization is giving regular stress management/stress reduction programmes is accepted by 82.05% of the respondents and 17.95% of the respondents don't accept. Leave facilities availed at times of need is 82.05% of the respondents has accepted and 17.95% of

the respondents doesnot accept. The employees suffering from stress related disease like back pain, sleeplessness, headache, body pain, fatigue etc., is 82.05% the respondents say Yes and 17.95% of the respondents say No. 82.05% of the respondents agree that they follow yoga, meditation etc., to get relieve from stress where 17.95% respondents don't follow any of the methods.

TABLE 8 ANOVA Results of Determinants of Responsibility and Opportunity

		Sum of Squares	df	Mean Square	F
The amount of responsibility I am given	Between Groups	25.864	4	6.466	11.954
	Within Groups	250.444	463	.541	
	Total	276.308	467		
Opportunity to use my ability	Between Groups	36.448	4	9.112	13.452
	Within Groups	313.627	463	.677	
	Total	350.075	467		
Encouragement for creativity and innovation	Between Groups	31.206	4	7.802	11.891
	Within Groups	303.774	463	.656	
	Total	334.981	467		
Overall level of satisfaction	Between Groups	17.269	4	4.317	7.150
	Within Groups	279.558	463	.604	
	Total	296.827	467		

The above table presents the amount of responsibility I am given is 94.66% accept and 5.34% say No. The opportunity to use my ability is 94.66% of the respondents say it is maximum and 5.34% of the respondents say it is minimum. The encouragement for creativity and innovation is 94.66% of the respondents say Yes and 5.34% of the respondents say No. The overall level of satisfaction of the employees is 94.66% which is maximum and 5.34% of the respondents say dissatisfied.

EMPLOYEE SUPPORT

- The respondents generally feel medical and health care facilities are taken care by the organization 94.87% of Yes and 5.13% of No.
- Organization provides necessary food outlets within the campus are accepted by 94.87% of the respondents and 5.13% of the respondents said No.
- In case of sporting and recreation facilities 94.87% of the respondents are said Yes and 5.13% of the respondents are said No.
- Take special initiatives to provide safety of the employees in the campus 94.87% the respondents are said Yes and 5.13% of the respondents are said No.
- 94.87% of the respondents agree that there is staff welfare association and the case is similar for grievance resolution procedures.

TRAINING AND DEVELOPMENT

- The training provided by the department is enough for the work is agreed by 55.34% of the respondents and 44.66% of them have said No.
- In case of Organization provides necessary training to all employees periodically 55.34% of the respondents have said yes and 44.66% of the respondents have said No.
- In case of Eagerness to undertake further in-service/refreshment/updated training for future development 55.34% of the respondents have said yes and 44.66% of the respondents have said No.

ATTITUDE TOWARDS JOB

- The role is well defined and has no conflict is 41.45% of Yes and 58.55% of No.
- The job has a better future and likely to enhance employees social status is 41.45% of the respondents said Yes and 58.55% of the respondents are said No.
- A genuine performance appraisal is given by the supervisors 41.45% of the respondents said Yes and 58.55% of the respondents are said No.
- The satisfaction level of salary package provided to the employees only 41.45% the respondents said Yes and 58.55% of the respondents said No.

41.45% of the respondents agree that the feedback received from superiors is useful for developing skills and abilities where 58.55% respondents disagree. The case is similar for seniority and efficiency considered for promotions and also for division of labor and span of control are well defined and maintained-41.45% agree and 58.55 % disagree.

ATTITUDE TOWARDS SECRETARIAT

The thought of quitting work at secretariat is 78.42% of Yes and 21.58% of No.

There is no discrimination on race or ethnic origin among the supervisors or subordinates is 78.42% of the respondents said Yes and 21.58% of the respondents are said No.

The employees are neither harassed sexually nor threatened by anyone in workplace 78.42% of the respondents said Yes and 21.58% of the respondents are said No.

Secretariat is one of the best place where people are treated with respected and dignity 78.42% the respondents said Yes and 21.58% of the respondents said No.

LEADERSHIP QUALITIES OF MY SUPERIORS

The superior encouragement to do the best one can is 46.37% of Yes and 53.63% of No.

Superior treats people equally is 46.37% of the respondents said Yes and 53.63% of the respondents are said No.

Superior trains everyone appropriately to take the responsibility 46.37% of the respondents said Yes and 53.63% of the respondents are said No.

The superior never irritates employees by his activities is 46.37% the respondents said Yes and 53.63% of the respondents said No.

WORK LOAD AND STRESS

Stress is my official work affect my non-work life directly is 82.05% of Yes and 17.95% of No. My organization is giving regular stress management/stress reduction programmes is accepted by 82.05% of the respondents and 17.95% of the respondents don't accept.

Leave facilities availed at times of need is 82.05% of the respondents has accepted and 17.95% of the respondents doesn't accept.

The employees suffering from stress related disease like back pain, sleeplessness, headache, body pain, fatigue etc., is 82.05% the respondents say Yes and 17.95% of the respondents say No.

82.5 % of the respondents agree that they follow yoga, meditation etc., to get relieve from stress where 17.95% respondents don't follow any of the methods.

LEVEL OF JOB SATISFACTION

The responsibility I am given is 94.66% accept and 5.34% say No. The opportunity to use my ability is 94.66% of the respondents say it is maximum and 5.34% of the respondents say it is minimum. The encouragement for creativity and innovation is 94.66% of the respondents say Yes and 5.34% of the respondents say No. The overall level of satisfaction of the employees is 94.66% which is maximum and 5.34% of the respondents say dissatisfied.

SUMMARY AND CONCLUSION

The significantly and positively influencing components of work life balance on the overall opinion of the respondents are Attitude towards job, Attitude towards secretariat, Leadership qualities of superiors, workload and stress and level of job satisfaction.

The changes in the perception of values in case of, feedback received from superiors in developing their skill is not accepted by majority of the respondents which reveals, the superior and subordinate relationship is not up to the level. This is being accepted by the values in the leadership qualities of superiors. The major factor which reveals that there is no work life balance among women employees is confirmed by

majority of the respondents by stating that stress in their work affects their non work performance and majority of the respondents are suffering from stress related disease like back pain,, Headache, Body pain and Fatigue, Sleeplessness etc.,

The analysis of pooled data reveals the importance of providing necessary In service training, Improved superior subordinate relationship, and providing a stress free environment in the determination of overall job satisfaction and the work life balance of the women employees,.

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