FACTORS OF JOB INVOLVEMENT AND SATISFACTION OF WOMEN AT WORK: A CASE OF SELECTED WOMEN FROM CHENNAI, TAMILNADU

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1.0 Abstract:

Today work force composition of the organizations constantly is increasing with women executives across the sectors at executive level. The increased number of women at executive level requires a special work environment in terms of physical arrangements (Work scape factors) and the behavioural environment (Work cope factors) to perform the work in a smooth manner. The organizations are not focused in many such aspects. The work frame and targets are considered as parameters of performance. This leads to lower the level of job involvement and job satisfaction among the women in the sample. In this view, the present study is focused to identify the various factors of job involvement and job satisfaction in the form of work scape factors and work cope factors. For the purpose of study 1064 women employees working in different sectors are considered as sample and the descriptive methodology is used in the study. The data is collected by using a structured questionnaire. The results indicate that, career growth factors improves the 52.2 percent, employee engagement factors improves the 45.2 percent, and work life balance factors influences the 24.5 percent of the job involvement of the women working in the sample area. Similarly, employee engagement practices have a higher role in the job satisfaction; it is followed by work life balancing factors and career growth factors in the order of priority.

Key words: Work scape- Work cope- Career growth-Engagement-Work life balance.

1.1 Back ground to the study and Introduction

Organizations are looking for the employees with commitment attitude towards work to perform the jobs in international work environment. This is due to service quality expectations of the international clients and the success of business. The increased number of women at work is another factor of concern in the fulfillment of the service contracts and as per the time frame. The reasons behind the same could be the natural phenomena of women commitments towards family and lack of flexibility towards change in shift, place of work, interpersonal relationships, and training and development from time to time. Women are engaged with lot of house hold activity and require some amount of flexibility to cope with the job requirements. In fact, best organizations create liberal and flexible work environment to the higher level employees. The floor level activities are time bound and the flexibility is less and rigid. In this sense, lot of research work is focused on the role of work environment variables on the job satisfaction, work life balance, emotional intelligence, quality of work life, stress and its impact, performance and exit behaviour etc. but the assessment of work related variables and employee development variables on the job involvement and job satisfaction of women is less studied and focused. And hence, the present work is taken up for the study.

1.2 Research gap and statement of the problem

After liberalization of economy, it has seen rapid growth in female employment across all developing nations as well as the industrialized countries. However, in most countries, there is always a significant difference between the workforce participation rates of men versus that of women. Women were largely limited to low-paid and poor status occupations for the past two centuries and earned less pay than men for doing the same work. Globalization has forced business to transform the way they operate. Strategies dealing with work-life integration are an important implement in this transformation. Employee friendly practices such as work-from-home policies, part-time working, flexi-time working, job-sharing, job-splitting, sabbaticals, training and development, engagement, mentoring, involving them in decision making and improving the level of involvement can provide employees with the much needed integration between aspects of work and home.

In the recent past, many organizations in India have used the practice of modern management practices for Z generation women employees by providing flexible working arrangements. The factor of concern is work culture and work environment results in low levels

of job involvement and job satisfaction among the employees. Many reports show a significant relationship between the provisioning of flexibility, interpersonal relations, training, mentoring, career growth on the job involvement and job satisfaction. A massive ongoing area of policy development work for many employers around the world currently involves putting in place a formal procedure for considering employee requests for flexible working. Hence, the selected variables for the study is appropriate and the research is titled as the role of work scape environment and work cope environment factors on the job involvement and job satisfaction of women in Tamilnadu: a study with among the selected working women from Chennai.

1.3 Research design and Methodology used

The Present research selected is cross sectional design based on descriptive methodology. The data is collected from the various reports and literature and the primary data is collected through a structured questionnaire and ensured the reliability through a pilot study that the questionnaire and objectives of study are relevant and accurate. The questionnaire is distributed to women and collected from offices at frequent intervals. In the proposed analysis data is predominantly nominal, categorical and ordinal. However, to increase the reliability of data and findings of the study, the sample size is increased to above one thousand. The period of study is between July 2019 and March 2020.

1.4 Data collection tool and its method of collection

The data collection tool is having three major segments namely, Demographic data of working women from different sectors in Chennai. Experience of Work scape and work cope environment at work and Perception with regard to work scape and work cope factors on the job involvement and job satisfaction of women. The first 2 segments consist of close-ended questions, while the next segment uses a bipolar Likerts scale to measure attitudinal positions. Pilot testing of the questionnaire was conducted among 140 respondents and The Cronbach's alpha values ranges from .824 to .919 for different segments of data collection instrument as found suitable. For the purpose of sample survey, the targeted women employees are met at different offices from Chennai and 1600 questionnaires are given to them. Around 1326 filled in questionnaires are collected back. On physical verification of errors are observed and the

defective data sheets are removed and the 1064 is found suitable in all aspects and taken up for analysis.

1.5 Frame work of analysis

Inferential statistics are used to find out the relationship between the independent, mediating and dependent factors used in the study with regard to job involvement and job satisfaction of women at work. In order to understand the linear relationship between the factors multiple regression is used to obtain appropriate inferences.

1.6 Data Analysis and Results discussion

I. Analysis of impact of independent variables on the job involvement of women

In order to find out the influence of each of the selected factors on the job involvement of women, a regression analysis is carried out and the results are as follows. In this study, the dependent variable is **job involvement and** Independent variables are Job Flexibility factors (X_1), Interpersonal relations factors (X_2), Training and Development factors (X_3) Employee engagement factors (X_4) and Work life balance factors (X_5) and analysis are discussed as follows:

Table 1: ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	P value
1	Regression	7735.449	4	1933.862	110.107	.000(a)
	Residual	7744.868	437	17.723		
	Total	15480.317	441			

Table 2: Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t- value	P value
		B	Std. Error	Beta		
1	(Constant)	3.646	2.284		1.596	0.111
	Flexibility	.103	.056	0.091	1.832	0.068
	Interpersonal relations	.456	.045	0.436	10.167	0.001**
	Training & Development	.060	.042	0.072	1.420	0.156
	Employee engagement	.237	.047	0.238	5.043	0.001**
	Work life balance	0.256	0.37	0.312	9.125	0.004**

The multiple correlation coefficient is 0.807 measures the degree of relationship between the actual values and the predicted values of the impact of independent factors on the job involvement of women at work in the sample and the coefficient value of 0.807 indicates that the relationship between adjustment and the independent variables is quite strong and positive. The value of R square is 0.514 simply means that about 50% of the variation in adjustment is explained by the estimated SRP that uses Job Flexibility factors (X_1), Interpersonal relations factors (X_2), Training and Development factors (X_3) Employee engagement factors (X_4) and Work life balance factors (X_5) as the independent variables and R square value is significant at 1 % level.

The multiple regression equation is: $Y = 3.646 + 0.103X_1 + 0.456X_2 + 0.060X_3 + 0.237X_4 + 0.256x_5$. Here the coefficient of X_1 is 0.103 represents the partial effect of job flexibility factors, The coefficient of X_2 is 0.456 represents the highly significant level of effect and both the variables are statistically significant at 1% level and the co efficient of X_3 is 0.060 represents the nominal effect of influence of training and development on the job involvement of women at work and this coefficient value is not significant at 5% level with the observed p value of 0.156.

The co-efficient of X_4 is 0.237 represents the considerable level of effect of employee engagement in the job involvement of women at work. Finally, the co-efficient of X_5 with the observed score of 0.256 represents the confirmed level of effect of work life balancing factors in the job involvement of women at work and this co efficient is highly significant at 1% level.

II. Analysis of impact of independent variables on the job satisfaction of women

In this study, the dependent variable is job satisfaction; Independent variables are Job Flexibility factors (X_1), Interpersonal relations factors (X_2), Training and Development factors (X_3) Employee engagement factors (X_4) and Work life balance factors (X_5) and analysis are discussed as follows:

Table-3: Showing ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	P value
1	Regression	87.430	5	17.486	26.580	.000(a)

	Residual	245.454	331	.742	
	Total	332.884	336		

Table 4: Showing Coefficients(a)

		Unstandardized Coefficients		Standardized Coefficients	t- value	P value
		B	Std. Error	Beta		
1	(Constant)	-4.166	.672		-6.198	0.000**
	Flexibility	.212	.022	.244	5.145	0.002**
	Interpersonal relations	.235	.023	.290	5.965	0.000**
	Training & Development	.165	.020	.155	3.263	0.001**
	Employee engagement	.327	.018	.347	7.213	0.004**
	Work life balance	.279	.020	.189	3.952	0.000**

The multiple correlation coefficients is 0.632 measures the degree of relationship between the actual values and the predicted values of the independent variables on the job satisfaction of women in the sample and the coefficient value of 0.632 indicates that the relationship between dependent and independent variables is quite notable and positive. The value of R square is 0.343 simply means that about 34.3**%** of the variation in adjustment is explained by the estimated SRP that uses Job Flexibility factors (X_1), Interpersonal relations factors (X_2), Training and Development factors (X_3) Employee engagement factors (X_4) and Work life balance factors (X_5) as the independent variables and R square value is significant at 1 % level.

The multiple regression equation is Y= 4.166 +0.212X_1+0.235X_2+0.165X_3+0.327X_4+0.279X_5. Here the coefficient of X_1 is 0.212 represents the partial effect of job flexibility factors on the job satisfaction of women at work, The coefficient of X_2 is 0.235 represents the partial effect of inter personal relations on the job satisfaction, Coefficient of X_3 is 0.165 represents the partial effect of training and development on the job satisfaction, the coefficient of X_4 is 0.327 represents the notable effect of employee engagement practices and coefficient of X_5 is 0.279 represents the Predominant effect of work life balance on the job satisfaction of women employees in the sample and coefficient values are highly significant at 1% level.

III: Analysis of the impact of Mediating factors on the Job involvement of women at work

In this study, the dependent variable is Job involvement of women at work, Independent variables are Career growth factor, employee engagement factor and Work life balance factor and the impact of each of the factors on the Job involvement of women at work discussed as follows:

Table 5 : Showing ANOVA (b)

Model		Sum of Squares	df	Mean Square	F value	P value
1	Regression	53216.458	2	26608.229	845.291	.000(a)
	Residual	10419.282	331	31.478		
	Total	63635.740	333			

Table 6- Variables in the Multiple Regression Analysis along with Coefficients(a)

Variables	Unstandardized Coefficients		Standardized Coefficients	T value	P value
	B	Std. Error	Beta		
(Constant)	82.984	3.409		24.341	0.000**
Career growth factors	.522	.048	.429	12.858	0.000**
Employee engagement Factors	.452	.028	.548	16.415	0.001**
Work life balance Factors	.245	.031	.356	10.462	0.004**

The multiple correlation coefficient is 0.914 measures the degree of relationship between the actual values and the predicted values of the risk tolerance. Because the predicted values are obtained as a linear combination of career growth factors (X_1); Employee engagement Factors (X_2) and Work life balance Factors (X_3). The coefficient value of 0.914 indicates that the relationship between job involvement and the independent variables career growth factors (X_1); Employee engagement Factors (X_2) and Work life balance Factors (X_3). is quite strong and positive. The value of R square is 0.836 simply means that about 83.6 % of the variation in job involvement of women at work is explained by the estimated SRP that uses career growth factors (X_1); Employee engagement Factors (X_2) and Work life balance Factors (X_3).as the independent variables and R square value is significant at 1 % level indicating the strong bond between the factors selected to the study.

The multiple regression equation is $Y = 82.984 + 0.522X_1 - 0.452X_2 + 0.245X_3$. Here the coefficient of X_1 is 0.522 represents the major effect of career growth factors on the job involvement of women in the sample, The coefficient of X_2 is 0.452 represents the significant effect of employee engagement factors, and the coefficient X_3 is 0.245 represents the moderate level of impact of work life balance on the job involvement of women in the sample and coefficient values are highly significant at 1% level.

IV: Analysis of the impact of Mediating factors on the Job satisfaction

In this study, the dependent variable is Job satisfaction of women at work, Independent variables are Career growth factor, employee engagement factor and Work life balance factor and the impact of each of the factors on the Job satisfaction of women at work discussed as follows: F Value: 395.460 and P value: 0.000** indicates highly significant at 1% level.

Table 7- Variables in the Multiple Regression Analysis along with Coefficients (a)

		Unstandardized Coefficients		Standardized Coefficients	T value	P value
		B	Std. Error	Beta		
1	(Constant)	29.779	1.372		21.709	0.000**
	Career growth factors	1.045	.122	.379	8.580	0.000**
	Employee engagement Factors	1.376	.117	.521	11.800	0.000**
	Work life balance Factors	1.152	.119	.459	9.652	0.003**

The multiple correlation coefficient is 0.862 measures the degree of relationship between the actual values and the predicted values of the job satisfaction of women in the sample. The predicted values are obtained as a linear combination of Career growth, employee engagement and Work life balance factors. The coefficient value of 0.862 indicates that the relationship between job satisfaction and Career growth factor, employee engagement factor and Work life balance factors is quite considerable and positive. The value of R square is 0.715 simply means that about 71.5 % of the variation in job satisfaction of women is explained by the estimated SRP that uses Career growth factor, employee engagement factor and Work life balance factor as the independent variables and R square value is significant at 1 % level.

The multiple regression equation is : $Y = 29.779 + 1.045X_1 + 1.376X_2 + 1.152X_3$. Here the coefficient of X_1 is 1.045 represents the nominal level effect of career growth factor on the job satisfaction, The coefficient of X_2 is 1.376 represents the considerable level of effect of employee engagement factors, and the coefficient of X_3 is 1.152 represents the low level of effect of work life balance factors on the job satisfaction of women in the sample and this coefficient value is significant at 1% level.

1.7 Findings of the study

1. Role of independent variables on the job involvement of working women in the sample: the role of interpersonal relationships, work life balance and employee engagement practices of the firms are predominantly influences the job involvement and flexibility and training & development moderately influences the job involvement of women at work in the sample. This indicates the need for focusing on improving the interpersonal skills, work life balancing measures and employee engagement practices of the firms for better levels of women involvement at work and improved level of performance.

2. Role of mediating variables on the job involvement of working women in the sample: In simple, it is explained that career growth factors improves the 52.2 percent, employee engagement factors improves the 45.2 percent, and work life balance factors influences the 24.5 percent of the job involvement of the women working in the sample area.

3. Role of independent variables on the job satisfaction of working women in the sample: the factors influencing the job satisfaction of women employees in all the sectors in general are employee engagement with the score of 0.327; work life balance factors with the score of 0.279; interpersonal relation factors with the score of 0.235; job flexibility factors with the score of 0.212 and training and development factors with score of 0.165 in the order of priority respectively. Hence, organizational practices in terms of employee engagement and work life balancing of employees' influences the job satisfaction of the employees at work in the sample area.

4. Role of mediating variables on the job satisfaction of working women in the sample: By observing all the three factors role in the job satisfaction of women, employee engagement practices has a higher role in the job satisfaction, it is followed by work life balancing factors and career growth factors in the order of priority.

1.8 Summary and conclusion

It is clear from the above work, that the role of Flexibility, Interpersonal relations, Training & Development, Employee engagement and Work life balance has a definite role in the job involvement and job satisfaction of working women as higher than the normal working group. Similarly, the role of Career growth factors, Employee engagement Factors and Work life balance Factors as organizational factors acts as mediators in the job involvement and job satisfaction of women in the study. Hence, it is concluded that, job flexibility, Interpersonal relations, best training & development practices, good employee engagement, Work life balance, Career growth factors, has a definite role in the job involvement and job satisfaction of working women as higher than the normal working group. Hence, organizations need to focus on employee development along with inculcation of best work scape and work cope practices with customization. The adopted practices of employee engagement, career growth can help in improving the trust and loyalty of the employees towards the organization and there by increased level of work place participation, involvement and job satisfaction. This can help in improving the performance in terms of productivity and service quality. The mutual growth and development is possible through business continuity, sustainability across the sectors.

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