

# Influence Of Quality Of Work Life On Career Development Among Women Police In Tamilnadu

<sup>1</sup>Dr. N. Kanakaraj, <sup>2</sup>Mr. V. Balamurugan,

<sup>1</sup>Associate Professor, <sup>2</sup>Assistant Professor

<sup>1</sup>RVS Institute of Management Studies & Research, Coimbatore, Tamilnadu, India.

<sup>2</sup>Department of Management, Hindusthan College of Arts and Science, Coimbatore, Tamilnadu, India.

## Abstract

The article tries to find out Influence of quality of work life on career development among women police. Sample size was 419. This study has multistage sampling technique to collect data from women police employees from four districts (Chennai, Coimbatore, Trichy and Salem) in Tamil Nadu. Researcher designed questionnaire is with 5 point scale in the continuum of agreeing. Reliability of this tool is 0.84 and 0.82. Multiple regressions were used for data analysis. The analysis also found that there is no influence of dimensions of quality of work life such as adequate and fair compensation, growth and development, relation with other job, social assimilation and work itself on career development among the women police in Tamilnadu. It is also found that there is an influence of dimensions of quality of work life such as welfare activity and societal relevance on career development among the women police in Tamilnadu. Hence, it is recommended that Identification of highly contributing dimensions like adequate and fair compensation, growth and development, relation with other job, social assimilation, welfare activity, work itself and societal relevance helps management to improve more quality of work life of the women police.

**Keywords:** Quality of work life; Women Police; Multistage Sampling Technique and Multiple Regression.

## Introduction

Work is a significant constituent of an individual's life. Most people are expected to spend their waking hours engaged in work or career focused endeavors into the foreseeable future. Quality of work life has become the most important HR strategy for the retention of the employees and it influences the career development of the employees which in turn increases the effectiveness of the organization.

The total life space of human beings can be classified into three: family life, working life and social life. These three divisions of human life are interrelated and interconnected. Failures of any one or two affect the quality of the other / others badly. So, the total quality of life of the people depends on the quality of family life, work life and social life. In order to improve the total quality of life of the people, a balance between family life, work life and social life is essential. Management of a business is responsible to co-ordinate human and material resources for achieving organizational objectives. It is very easy to handle material resources. But without efficient use of human resources, management can never accomplish objectives of the undertaking. As a means the experience gained through work life helps workers to acquire excellence, high amount of civic competence and better skills which are necessary for the total development of man power.

## Quality of work life

Robbins (1989) defined QWL as "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work". Quality of work life is considered to be the most important factor to retain the employees in the organization. The women police having no specific educational background are not able to achieve their development in their career. The individuals have to move out of their native when they are placed out of their native. The individuals would have many challenges and difficulties to survive, whoever they may be including all the sector people, no exception for the women police. Even though the women police move out of their native for the job, it is clearly understood that the job security would also be not provided to the women police and salary would also be low. At the same time the work load for the women police would be more which in turn causes more stress to the women police. The women police have to concentrate highly on the public to retain them in their services and these difficulties would affect their quality of work life i.e.

personal life as well as the professional life, because of all these reasons they couldn't develop their career which affect their professional life and this would affect the effectiveness of the organization as well.

## Career Development

Career growth is indispensable for implementing career plans. It consists of activities undertaken by the individual employees and the organization to meet career aspirations and job requirements. The most important requirement of career development is that every employee must accept his/her responsibility for development. Career development involves the following steps:

- 1) Challenging Initial Job: Employees who receive challenging job assignment early in their careers do better of later jobs.
- 2) Dissemination of Career Option Information: Managers identify career path. The successful employees should follow it. So, the management must disseminate the information to employees relating to the best way for career growth.
- 3) Job Posting: To provide information to all employees about job openings, management can use job posting. The posting lists are abilities, experience, and seniority requirements to qualify for vacancies. Job posting provides a channel by which the organization let employees know what jobs are available and what requirements they will have to fulfill to achieve promotion.
- 4) Assessment Centers: By putting people through assessment centers, managers can obtain observable evidence of their ability to do certain jobs.
- 5) Continuing Education and Training: The education and training is an effective career advancement program.
- 6) Career Development Workshops: By bringing together groups of employees with their supervisors and managers, problems and misconceptions can be identified and resolved. These workshops include self-diagnostic activities for employees' diagnosis of the organization etc.
- 7) Periodic Job Changes: Job changes can take the form of vertical promotion lateral transfer or assignment. Experience in different posts through transfer and promotion will certainly build confidence in the mind of the employees. This encourages the employees to accept new challenges.
- 8) Sabbaticals (Leave granted at intervals): An extended leave can allow time for attending executive development conferences, uninterrupted reading, accepting a visit, lectureship at a university, or other such activities that may enhance one's career development.

## Review of Literature

**Lokanadha Reddy, et al. (2014)** assessed the quality of work life encompasses things that affect their well-being such as salary and benefits. Quality of work life is increasingly a significant part of the total benefits package. It is evident from the review of literature that the studies on quality of work life concerning banking sector, particularly of an inter-sectoral approach, are scanty and not adequate enough to arrive at meaningful inferences. It was an attempt on QWL in the organized public and private sector banks. It recognized the various factors involved in the quality of work life of employees in the banking sector and suggested that the higher authorities of banking industry shall initiate necessary steps for effective implementation of the insights of the policy of Quality of work life.

**Susila, et al. (2013)** has pointed out that Quality of work life comprises of several factors which are influencing the quality of work life in different dimensions. Quality of work life of cement industry is concerned about the safety, healthy work environment, adequate and fair compensation and social relevance are undedicated by the internal stakeholders (Employees). Also the lower level workers don't have that much amount of quality of work life that is why they don't have much involvement in their company. Hence to bring-up the expected level of involvement of the employees they must be provided enough amount of training and they must be given on par treatment while compared with the rest of the level of employees of their organization.

**Nicolas Gillet, et al. (2013)** described the importance of transformational leadership for nurses' well-being is increasingly acknowledged and studied the relationship between nurses' quality of work life and their work engagement. The study took place in 47 different hematology, oncology, and hematology/oncology units in France. Participants were nurses and auxiliary nurses. Participants: 343 nurses completed the questionnaire. Surveys were sent to all nurses working in the units. 95% were female; the average age was 36 years. Nurses were asked to rate their supervisor's transformational leadership style and their perceptions of distributive and interactional justice in the unit. They were also asked to evaluate their own level of quality of work life and their work engagement. Distributive justice and interactional justice were

found to fully mediate the relationship between transformational leadership and nurses' quality of work life. In addition, nurses' quality of work life positively related to their work engagement. Transformational leaders may help ensure nurses' quality of work life which in turn increase their work engagement. These leadership practices are thus beneficial for both employees and organization.

**Prem Singh Khetavath (2013)** described that Quality of Work Life refers to the degree to which employees of an organization are able to satisfy important personal needs through their experiences. Unless good Quality of Work Life is provided, the employees will not be motivated towards work. QWL covers economic, psychological, organizational and social aspects of work life. Walton, promoter of QWL, also assigns first place to monetary benefits in his eight-point criteria to measure QWL. Recognizing the importance of QWL it aimed to investigate the various factors associated with this. Data is collected from select public and private sector employees and analyzed. Quality of Work Life is playing a prominent role in the employees' work life and organizations are more concerned about their human assets. As per the statistical analysis, all the variables studied, such as, Working conditions and work complexity, Organizational and interpersonal relations, Employees' involvement and commitment, Security and Growth feeling opportunities, have a significant difference between the employees of public and private sectors.

### Career Development

**Mindi N. Thompson, et al. (2012)** tested a model based on Social Cognitive Career Theory (Lent, Brown, & Hackett, 1994) that placed perceived social status as an antecedent of career related learning experiences, self-efficacy, and outcome expectations. Gender was included in the present model and results indicated that gender related as expected to differential exposure to career-related learning experiences in Holland's (1997) RIASEC domains. After controlling for the effects of gender, results demonstrated that perceived social status related positively to learning experiences in the Investigative, Enterprising, and Conventional areas among 380 college students. Further, these enhanced learning experiences mediated the relationships between perceived social status and self-efficacy and between perceived social status and outcome expectations, for the Investigative, Enterprising, and Conventional areas. The findings highlighted the importance of perceived social status as a predictor of exposure to different types of career-related learning experiences that subsequently shape students' self efficacy, outcome expectations and interests in particular RIASEC areas. Results were discussed in terms of exposure to career-related learning experiences in RIASEC domains with differing levels of prestige and implications of these results for developing interventions to enhance the learning experiences of students who report lower levels of perceived social status are presented.

**Wen-Hwa Ko (2012)** explored the relationship among professional competence, job satisfaction and the career development confidence for chefs, and examined the mediators of job satisfaction for professional competence and career development confidence in Taiwan. The analytical results demonstrated that work attitude was the most influential construct for professional competence and culinary creativity had the lowest reported ratings. Job selection satisfaction showed higher ranking than current job satisfaction. The structural equation modeling results showed that professional competence significantly affects job satisfaction, and that job satisfaction predicts actual career development confidence. Additionally, job satisfaction mediated the influences of professional competence and career development confidence.

**Tzu-Ling Chen et al., (2012)** explored how internship programmed planning, industry involvement and student commitment influence student willingness to pursue a career in the hospitality industry after graduation. It applied Structure Equation Modeling (SEM) and employed a questionnaire to collect data from students at twenty universities to test seven hypotheses proposed in this study. It was found that internship programmed planning, industry involvement and student commitment positively influences overall satisfaction with internship experiences. In addition, intern- ship programmed planning and industry involvement have the most profound influence on students' willingness to stay in the hospitality industry after graduation.

**Danlami Sani Abdulkadir et al., (2012)** described that despite the recent research efforts into the antecedents of organizational commitment most especially in the developed economies; little empirical work has been conducted examining the effect of some human resource management practices such as performance appraisal system, career planning system and employee participation on organizational commitment. It is examined that the effect of these human resource management practices in explaining employee job commitment in the Nigerian banking sector. Based on a survey of 14 banks in Nigeria, the study applied regression analysis, correlation analysis and G-test in testing the hypotheses. Results indicated that performance appraisal system, career planning system and employee participation significantly

influence employee job commitment and that the level of organizational commitment of employees in the Nigerian banking sector is low. The study therefore, recommended that for employees to be genuinely committed to their jobs, organizations should make conscious efforts at strategically managing performance appraisal, career planning and employee participation with a view to ensuring effective implementation and achieving desired results.

## Research Methodology

### Research Design

To obtain better answer to the research question, a proper research design is to be framed (Cooper & Schindler 2001; Davis & Cosenza 1988). Based on the framed hypotheses of the research inferential statistics was adopted. Exploratory descriptive and casual designs are few research designs. The article tries to find out the influence of work related issues and family related issues on work life balance.

### Objective of the study

- The main objective of the study is to find out the influence of quality of work life on career development among women police.

### Hypothesis of the study

- There is no influence of quality of work life on career development among women police.

### Scope of the Study

Scope of the study is as follows

- The study is centered at four districts.
- Study is related only with women police employees.

### Population of the Study

The women police strength in India was 114338 in all ranks/posts in the year 2013. Maharashtra had 20570 women police strength in 2013. It was 17.99% of the total 114338 women police strength in India in 2013. Tamil Nadu had 18882 women police strength in 2013. It was 16.51% of the total 114338 women police strength in India in 2013. In the year 2013, these two states of Maharashtra and Tamil Nadu accounted for more than one-third i.e. 34.50% of the total 114338 women police strength in India.

### Sample Size Determination

Yamane (1967) provides a simplified formula to calculate sample sizes. This formula was used to calculate the sample size in this study.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size and e is the level of precision. A 95% confidence level and P = 0.5 are assumed. When this formula is applied this study,

$$n = \frac{18882}{1 + 18882(.05)^2}$$

$$n = \frac{18882}{391.205}$$

$$n = 391.7021$$

$$n = 392$$

Hence, the total sample size of 392 numbers which is above the prescribed number of sample has been maintained by the researcher throughout the study. In order to have variation within the sample area (four Blocks); among four sample units (Chennai - 141, Trichy - 106, Salem - 89 and Coimbatore - 98) have been identified.

### Reliability

For all the items in the questionnaire design, the alpha values ranged from 0.84 and 0.82. This indicates high reliability of the items in the questionnaire. With these results, consistency, dependability and adoptability are confirmed.

### Tool for data analysis

Multiple regression analysis was used for data analysis. The main purpose of the multiple regression analysis was used for influence of quality of work life on career development among women police.

### Analysis and Interpretation

**Table – 1: Multiple regression analysis shows influence of dimensions of quality of work life on career development among women employees**

R	R Square	Adjusted R Square	Std. Error of the Estimate	F	p
0.778	0.605	0.599	18.71724	89.221	0.000

#### Coefficients

S.No.	Factors	Un standardized Coefficients		Standardized Coefficients	t	p
		B	SE	Beta		
	Constant	64.833	4.658		13.917	.000
1	Adequate and fair compensation	.563	.761	.023	.740	.460
2	Growth and development	-2.043	1.684	-.062	-1.214	.226
3	Relation with other job	.922	1.900	.030	.485	.628
4	Social assimilation	-.878	1.743	-.028	-.504	.615
5	Welfare activity	16.865	2.050	.624	8.225	.000
6	Work itself	1.633	1.626	.056	1.004	.316
7	Societal relevance	8.134	1.326	.254	6.136	.000

Computed Primary Data Dependent Variable: Quality of work life

**H<sub>0</sub>: There is no influence of quality of work life on career development among women police in Coimbatore district.**

Table – 1 brings the effect of quality of work life on career development of the women police in Coimbatore district.

In order to examine the stated hypotheses, regression is applied. here, the quality of work life variables namely adequate and fair compensation, growth and development, relation with other job, social assimilation, welfare activity, work itself and societal relevance are considered as independent variables and career development is treated as dependent variable. From the F-statistic value (89.22) and p-value (0.00), it is inferred that the quality of work life significantly influence on dimensions of career development of the women police. Hence the hypothesis is rejected at one percent level.

The multiple regression analysis indicates that the independent variables, which are the most influencing variables on career development of the private bank employees. Among the quality of work life variables, welfare activity and societal relevance are the factors highly influencing the career development. The calculated adjusted R-Square value indicates that these variables are influenced by 60 percent on quality of work life of the women police.

The standardized co-efficient beta value indicates the relative importance of quality of work life variable to the predictor's level of career development of the women police. Welfare activity and societal relevance are the highly predicting variables of quality of work life of the women police. The corresponding p-value of these variables is significant at one percent and five percent level .so, these variables significantly influencing on the quality of work life.

Career development = 64.833 + 16.8 (welfare activity) + 8.13 (societal relevance)

The equation explained that the welfare activity and societal relevance have the positive impact on career development. To have one unit increase in career development, the welfare activity has to be increased by 16.8 levels when other factors remain constant. Similarly, 8.13 increases in societal relevance needed to have for one unit increase of career development.

### Findings of the Study

- From the F-statistic value (89.22) and p-value (0.00), it is inferred that the quality of work life significantly influence on dimensions of career development of the women police. Hence the hypothesis is rejected at one percent level. The calculated adjusted R-Square value indicates that these variables are influenced by 60 percent on quality of work life of the women police.

- The equation explained that the welfare activity and societal relevance have the positive impact on career development. To have one unit increase in career development, the welfare activity has to be increased by 16.8 levels when other factors remain constant. Similarly, 8.13 increases in societal relevance needed to have for one unit increase of career development.
- The analysis also found that there is no influence of dimensions of quality of work life such as adequate and fair compensation, growth and development, relation with other job, social assimilation and work itself on career development among the women police in Tamilnadu.
- It is also found that there is an influence of dimensions of quality of work life such as welfare activity and societal relevance on career development among the women police in Tamilnadu.

### Recommendations of the Study

- Police authorities should implement new techniques for enhances the quality of work life as well as the organizational effectiveness.
- Police authorities should give training programs that is needed by the employees to develop their career.
- Women police always want to spend some occasions with their family members. In most of the cases the women police could not do the same, Ergo the women police officials must focus on the employees need which would develop themselves as well as the organization.
- Identification of highly contributing dimensions like adequate and fair compensation, growth and development, relation with other job, social assimilation, welfare activity, work itself and societal relevance helps management to improve more quality of work life of the women police.

### Conclusion

The article tries to find out Influence of quality of work life on career development among women police. Sample size was 419. This study has multistage sampling technique to collect data from women police employees from four districts (Chennai, Coimbatore, Trichy and Salem) in Tamil Nadu. Researcher designed questionnaire is with 5 point scale in the continuum of agreeing. Reliability of this tool is 0.84 and 0.82. Multiple regressions were used for data analysis. The analysis also found that there is no influence of dimensions of quality of work life such as adequate and fair compensation, growth and development, relation with other job, social assimilation and work itself on career development among the women police in Tamilnadu. It is also found that there is an influence of dimensions of quality of work life such as welfare activity and societal relevance on career development among the women police in Tamilnadu. Hence, it is recommended that Identification of highly contributing dimensions like adequate and fair compensation, growth and development, relation with other job, social assimilation, welfare activity, work itself and societal relevance helps management to improve more quality of work life of the women police.

### Reference

- Abdulkadir, Danlami Sani (2012) "Influences of firm size, age and organizational climate on the adoption of strategic human resource management practices" *International Review of Business and Social Sciences* Vol. 1, No. 7 [22-36] ISSN: 2226-4124.
- Cooper, D.R. & Schindler, P.S. 2001, *Business Research Methods*, 7th edn., Irwin/ McGraw-Hill, Singapore.
- Davis, D. & Cosenza, R.M. (1988), *Business Research for Decision Making*, 2nd edn., PWS-Kent, Boston.
- Lokanadha Reddy.M, Dr. Mohan Reddy (2013) "Comparative Analysis of Quality of Work Life among Public and Private Sector Bank Employees" *African International Journal of Research in Management* Vol-01, Issue No-02, ISSN: Print- 2308-3034 Online-2308-1341.
- Mindi N. Thompson, Jason J. Dahling (2012) "Perceived social status and learning experiences in Social Cognitive Career Theory" *Journal of Vocational Behavior* 80, 351–361.
- Nicolas Gillet, Evelyne Fouquereau, Ange´ lique Bonnaud-Antignac, Rene´ Mokoukolo, Philippe Colombat (2013) "The mediating role of organizational justice in the relationship between transformational leadership and nurses' quality of work life: A cross-sectional questionnaire survey" *International Journal of Nursing Studies*.
- Prem Singh Khetavath (2013) "A Comparative Study of Quality of Work Life in Public and Private Sector Organizations: In Andhra Pradesh" Tenth AIMS International Conference on Management.
- Robbins, S.P. (1989), *Organizational Behavior: Concepts, Controversies, and Applications*, Prentice-Hall, Englewood Cliffs, NJ.

- Susila et al., (2013) “A study on Quality of Work Life of Cement Industry in Ariyalur District” *IJSR - International journal of scientific research* Volume :2 issue: issn no 2277-8179.
- Tzu-Ling Chen, Ching-Cheng Shen (2012) “Today’s intern, tomorrow’s practitioner?—The influence of internship programmes on students ‘career development in the Hospitality Industry” *Journal of Hospitality, Leisure, Sport & Tourism Education* 11, 29–40.
- Wen-Hwa Ko (2012) “The relationships among professional competence, job satisfaction and career development confidence for chefs in Taiwan” *International Journal of Hospitality Management* 31, 1004– 1011.
- Yamane, Taro. (1967). *Statistics: An Introductory Analysis*, 2<sup>nd</sup> Ed., New York: Harper and Row.

