



A STUDY ON THE WOMEN EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY

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ABSTRACT

Digital technology has revolutionized the world as never before. In the global scenario it undergoes transformation with undreamt rapidity. India is no exception and has witnessed an unprecedented growth in the field of Information Technology. This sector has emerged as one of the largest employers in the country. It is to be noted that this sector has not only created plentiful job opportunities but has also resulted in new types of challenging careers. As this sector gives more emphasis to knowledge alone it is non-discriminating in nature. It provides opportunities for the educated, middle class women to build their own dreams and excel in fields, which were earlier perceived to be male domains. Though they are not the majority, Indian women professionals are definitely on the rise and are paving the way for future generations. Indian women are becoming increasingly visible and successful in the professional and public sphere. The present study explores aspects like measure the level of satisfaction as perceived by the respondents - women employees on the varied determinants of work performance; identify the major factors that influences the work performance among various categories of women employees in Information Technology. Industry; measure the overall work performance of women employees irrespective of cadres. The conclusion has been given.

KEYWORDS: *Information Technology, Performance, Women Careers Opportunity, Women Employees.*

INTRODUCTION

Digital technology has revolutionized the world as never before. In the global scenario it undergoes transformation with undreamt rapidity. India is no exception and has witnessed an unprecedented growth in the field of Information Technology. This sector has emerged as one of the largest employers in the country. It is to be noted that this sector has not only created plentiful job opportunities but has also resulted in new types of challenging careers. As this sector gives more emphasis to knowledge alone it is non discriminating in nature. It provides opportunities for the educated, middle class women to build their own dreams and excel in fields, which were earlier perceived to be male domains. Though they are not the majority, Indian women professionals are definitely on the rise and are paving the way for future generations. Indian women are becoming increasingly visible and successful in the professional and public sphere.

Today, approximately one third of employees in Indian software companies are women. In fact, NASSCOM puts the figure at 38 per cent, which is higher than their western counterparts. One such reason for this attraction to the IT sector is India's education system.

In the Indian context, civil and mechanical engineering were considered male areas as the outdoor activities were considered unsuitable for the Indian middle class girls. They went for “softer skills” such as Electronics and Communication and Computer Science and therefore more number of women has graduated in these particular disciplines. Some women took up computer courses after their graduation in order to acquire the technical skills. Once they started they realized the potential in this area and went on to pursue their interest as a full time career. Since the demand for technical professionals continues to be strong in the IT industry, women are not seen as competitors to men as skill and experience are what really matter. Their visibility is not restricted to just India as several of them shedding their age-old shell show no hesitation in working abroad.

WOMEN EMPLOYEES IN INDIA

Women for ages have been subjugated and subordinated in Indian societies. Women are made to believe that they have taken birth to do all household chores and men are made to earn for the family. The different religions like Hinduism, Islamism, Jainism and so on proscribe women's freedom to undertake any job of women's choice. Therefore women were kept outside the purview of job market. The spread of literacy among women folk has revolutionized their thinking processes and unmindful of constraints so assiduously upheld for thousands of years, they feel free now to take up a career of their choice to work in a place they relish.

The literate women do not like to confine themselves to the houses. They tend to make use of their dormant potential for the pursuit of job or gainful profession. The soaring cost of living forces women both literate and illiterate to engage themselves in some job or other. In the aftermath of independence of our country, job opportunities became available aplenty. The doors were open for both the genders. As a consequence women folk started to take up jobs in banking, insurance, teaching, nursing and medical professions. The liberal loan assistance granted by many banks after nationalization of banks enabled the womenfolk to pursue micro

ventures in rural areas. The widespread of literacy after the privatization of education sector in our country, has transformed the employment scenario in India. The longing for technical education in preference to their traditional non-technical education has produced more number of technically educated women folk. The existence of women quota in job opportunities attracts more women to qualify themselves for various jobs.

The opportunity to pursue computer education after the advent of the I.T. revolution is catalyst in the development of technically literate women folk. The awareness of the rights created by women organizations, media, NGOs, Government etc... discouraged women from being in the comfort zone of the home. The fast spread of nuclear family concept and the consequent necessity to supplement the income of the family to meet the rising cost of living has transformed the attitude of the society towards women. The success of women CEOs, women administrators, women entrepreneurs etc.. has kindled their spirit to break the shackles of enslavement.

STATEMENT OF THE PROBLEM

The increasing number of women literates clamouring for greater freedom impels women to go either for jobs or for pursuing independent ventures. A number of technical education institutions offer related courses for doing technical course among the women. The need to climb up the economic ladder fast, need to be recognized as an entity, finding an outlet to release their innate potentials, etc.. force women to seek gainful employment in job market. The increasing presence of women has potential to break down the communal hierarchies in the society. It leaves its shadow on upgrading one's life style.

The close interaction between the male and female folk in the workplaces widens and deepens the thinking process of women employees. In the same vein the male counterpart is able to comprehend the value of womenfolk in the society. In this backdrop, an attempt is made to explore the plight of women in I.T. sector which accommodates more number of women employees in the organized sector of the country.

CHART 1 – FACET OF WORK PERFORMANCE OF WOMEN EMPLOYEES



TABLE 1 FACET OF WORK PERFORMANCE OF WOMEN EMPLOYEES

Sl. No.	Facet	Indicators
1.	Career opportunity	Opportunities for personal growth, opportunities to develop skills, opportunities to move between different functions, availability of career opportunities, career opportunities for qualified people, promotion, clarity of roles and responsibilities
2.	Recognition	Appreciation for my contribution, criteria for recognition
3.	Role Clarity	Work challenges me to use my knowledge and skills, mistakes are used to learning, company's mission and goals provide meaningful direction, interest in work, sufficient variety in the work, individual is consulted and explained well regarding new roles / assignments
4.	Compensation	Fair payment, impact on performance, understanding the pay changes, fair payment when compared to my peers and colleagues, sharing the financial success, salary is structured in the best possible manner
5.	Benefits	Better benefits program compared to other companies, benefit program are in line with the IT industry practices
6.	Work Life Balance	Check managers encourage me to find a healthy balance between work and personal commitments, fun place to work, appropriate control over my workload, flexibility to modify my work schedule to address personal situations; company has practices and programs that help me to address personal commitments
7.	Superior Subordinate Relationship	Managers are available to answer my questions or concerns, managers provide timely and constructive feedback on my performance, managers recognize my good work. I have confidence in the decisions made by my manager, manager develops a positive team atmosphere; manager actively works to resolve conflicts that I face
8.	Employee Satisfaction	Consulted during major changes, passionate about high performance, managers support and implement our people practices to good effect, developing a workforce that adapts well to change, attracting people to achieve more, promoting the people who are best equipped to meet the future demands, people genuinely appear to have a good time while working here

REVIEW OF LITERATURE

Rice (1985) emphasized the relationship between work satisfaction and quality of people's lives. He contended that work performance can affect person's general quality of life, both directly and indirectly through their effects on family interactions, leisure activities and levels of health and energy. The study conducted by Karrir and Khurana (1996) found significant correlations of quality of work performance of managers from three sectors of industry viz., Public, Private and Cooperative, with some of the background variables (education qualification, native/migrant status, income level) and with all of the motivational variables like job satisfaction and job involvement.

Being successful in the competitive markets depends on the level of satisfaction of the workers in the establishments. The satisfaction or dissatisfaction of the workers affects the performance of the organization. Also the job satisfaction provides positive attitudes and behaviors of the workers (Organ, 1997). New working practices and rapid technological advances are changing the nature of many jobs (Cooper, 1999). One of the most important factors that affect the behaviors of the workers in the establishments is the feeling of working satisfaction, that is to say, job satisfaction. There is growing evidence that current trends in employment conditions may be eroding levels of job satisfaction and directly damaging the physical and mental health of employees (Kenny et al., 2000).

Vittal (2003) observed that in order to empower women in the IT sector in the real sense, it is necessary to investigate the social impact of IT sector on women's community. The author has indicated the emergence of 'metro-sexual men', men who are sharing the responsibility of the family which might help women to be an active agent in the IT workforce. It is also observed that the dropout rates of women get increased with their marriage and childbirth. It is because childcare and housework remain women's responsibilities, irrespective of her income, educational level or employment. This places a great burden on women and restricts women's choices in terms of better job opportunities.

Yasbek (2004) in his research work highlights that to a large extent in the I.T. Sector, the employee is expected to be engaged on the job almost at all times. So the traditional distinctions between work-life and family-life have disappeared. Even during selection of employees for an organization, emphasis is placed on the attitudes the person exhibits, more particularly, whether the employee is flexible enough to be available for work at any time.

Malliga Dasgupta (2010) explored the relationship between psychosocial variables and emotional intelligence of women employees in Information Technology Industry. The psychosocial variables included in the study were Quality of Work Life, Work Family Role Conflict and Perceived Happiness of female IT professionals. The sample consisted of 30 female IT professionals of Kolkata. The findings positively correlated with Quality of Work Life and Happiness, indicating that it contributes toward achieving higher Quality of Work Life and greater perceived happiness and are negatively correlated with both the domains of Work family Role Conflict, indicating that Emotional Intelligence tunes down the perception of Role conflict and thereby reduces the stress produced by it.

In the light of above literature survey, it is very clear that a number of research works have been conducted in Indian and Western contexts. However, no research survey has been conducted on the work performance of women employees in Information Technology Industry. Therefore the present study has been conducted to bridge the gap.

OBJECTIVES OF THE STUDY

The study was undertaken with the following objectives:

1. To measure the level of satisfaction as perceived by the respondents - women employees on the varied determinants of work performance.
2. To identify the major factors that influences the work performance among various categories of women employees in I.T. Industry.
3. To measure the overall work performance of women employees irrespective of cadres.

METHODOLOGY

SAMPLING

The present study is confined to women employees of Information Technology Industry. Multi-stage random sampling was adopted for the present study. As the study is confined to Chennai city, the study is area specific. In the first phase all the 13 companies listed in the BSEIT Index were selected for the study. In the second stage 7 companies with a life span of more than 10 years having branches in Chennai were selected. In the final stage women employees alone were chosen from each company. The sample size of the present study has been fixed at 150 women employees by applying appropriate sampling formula.

PERIOD OF THE STUDY

The period of the study, the reference period i.e. period of data collection, was 2010 -2011.

COLLECTION OF DATA

This study being based on survey method, primary data on the varied dimensions of work performance were collected through a suitably framed questionnaire. Besides the responses received on the questionnaire, informal discussions were held with them to get insight on various matters connected with work performance.

FRAMEWORK OF ANALYSIS

Data collected have been presented in tabular form and analysis made, using simple percentage and mean score. Likert's five-point scale has been used to measure the attitude and opinions of respondents to ascertain the level of work performance on each determinant of job satisfaction.

LIMITATIONS OF THE STUDY

1. The study examines the work performance on the basis of opinions collected from various categories of women employees working in Chennai. There is a possibility of prejudice having entered into their perceptions.
2. The findings may not be the same all over India, since the perception of employees is likely to vary depending upon working environment and other dimensions influencing work life balance.

RESULTS AND DISCUSSIONS

TABLE - 1 CAREER OPPORTUNITY

Category of job	Rating points of respondents					Mean score
	5	4	3	2	1	
Entry Level (80)	40 (50)	25 (31)	5 (6)	6 (8)	4 (5)	4.14
Middle Level (58)	20 (35)	25 (43)	10 (17)	3 (5)	-	4.06
Higher Level (12)	6 (50)	4 (33)	2 (17)	-	-	4.33
Total (150)	66 (44)	54 (36)	17 (11)	9 (6)	4 (3)	4.13

Sources: Calculated from primary data, Figures in parenthesis indicate percentage.

Contemporary employees are not merely content with the level of compensation received (Sakthivel Rani et al., 2011). The absence of opportunity for upward mobility in the organization is one of the factors for higher incidence of attrition. The career advancement prospects enabled the employees to unleash their creative potentials and avoid burnout. Many companies put in place a number of performance measures to merit rate the employees and promote them to higher levels in the hierarchy based on their performance. In this context, this variable has been included in the study.

Table 1 displays the career opportunity available to three categories of the respondents. A casual perusal of the results reveal the fact that respondents across the category perceive that they have greater opportunity for career progression as the mean score stands at 4.13 on an average for the whole category of respondents.

TABLE - 2 RECOGNITION

Category of job	Rating points of respondents					Mean score
	5	4	3	2	1	
Entry Level (80)	45 (56)	30 (38)	5 (6)	-	-	4.5
Middle Level (58)	25 (43)	20 (35)	10 (17)	3 (5)	-	3.8
Higher Level (12)	2 (16)	5 (42)	5 (42)	-	-	3.75
Total (150)	72 (48)	55(37)	20 (13)	3 (2)	-	4.41

Sources: Calculated from primary data, Figures in parenthesis indicate percentage.

The recognition of contribution of employees is one of the powerful motivators of employee performance. The absence of reward and award makes the employees feel demoralized and demotivated. The recognition need not be in the form of cash. Even the non monetary recognition awards like promotion, man of the year award, commendation certificate, allowing perquisites, etc.. positively impel the employees to put in their optimum work performance. (Noraani Mustapha et al. (2010))

Table 2 reveals the perception of employees across categories. It can be seen from the table that the entry level employees numbering 75 constituting 94 per cent feel recognized for their work performance. Similarly middle level and higher level employees endorse the perception of entry level employees in the matter of recognition of their work performance. The overall mean score of 4.41 bears testimony to the fact of employees being recognized for their contribution of different hues to the organizational goals.

TABLE - 3 ROLE CLARITY

Category of job	Rating points of respondents					Mean score
	5	4	3	2	1	
Entry Level (80)	20 (25)	10 (13)	40 (50)	5 (6)	5 (6)	3.44
Middle Level (58)	15 (26)	18 (31)	15 (26)	10 (17)	-	3.66
Higher Level (12)	5 (42)	3 (25)	4 (33)	-	-	4.08
Total (150)	40 (27)	31 (21)	59 (39)	15 (10)	5 (3)	4.57

Sources: Calculated from primary data, Figures in parenthesis indicate percentage.

A thorough knowledge about the work, expectation from the jobholder, guidance from superiors, cooperation from subordinate and superiors, facilities required for effective performance, free flowing communication, etc.. drive superior work performance. Any flaw or any barrier obstacle work flow has a bearing on efficient and effective work performance. In order to investigate the perception of the employees about the various aspects of job, this variable has been included. A close observation of table 3 sheds light on the fact that the entry level employees moderately numbering 40 (50 %) are of the opinion that they get role clarity only to a moderate extent while middle level and higher level employees are highly satisfied with the various aspects of the work. In other words, they express that there is no confusion at all with regard to any aspect of the job namely role clarity, targeted performance, deadline to be observed, free flowing communication, the level of cooperation from various positions etc..

TABLE - 4 COMPENSATION

Category of job	Rating points of respondents					Mean score
	5	4	3	2	1	
Entry Level (80)	45 (56)	15 (19)	10 (13)	5 (6)	5 (6)	4.13
Middle Level (58)	18 (31)	21 (36)	13 (23)	6 (10)	-	3.62
Higher Level (12)	6 (50)	4 (33)	2 (17)	-	-	4.33
Total (150)	69 (46)	40 (27)	25 (17)	11 (7)	5 (3)	4.05

Sources: Calculated from primary data, Figures in parenthesis indicate percentage.

Though the pay itself is not a sole indicator of employee satisfaction, poor pay certainly makes the employee lose the morale. The compensation one receives should be commensurate with the efforts exerted and it should be in sync with industry standards. Any divergence from the industry standard and the feeling of inequity perceived and the matter of pay has potential to trigger employee attrition. Therefore the companies have to put in place a compensation system which is not only enabling the employee to lead a comfortable life but also to incentivise the extraordinary effort put in by the employee. In this context, it is intended to measure the level of employee satisfaction with regard to pay.

It is apparent from the table 4 that entry level employees as well as higher level employees are highly satisfied with the level of pay received as evidenced by the mean scores of 4.13 and 4.33 respectively while there is a moderate level of satisfaction among the middle level employees in the matter of pay as the mean score is 3.62. It was reported during the course of interview with middle level employees that the level of pay is not proportionate to the soaring responsibilities associated with the middle level jobs in the hierarchy. Perhaps the passion to learn the work outweighs the passion to earn more compensation at the beginning of one's

career. The need to be compensated more for the efforts after having gained sufficient work knowledge drives up the expectation of middle level employees. However it is comforting to notice that the employees at top layer are satisfied with the pay.

TABLE - 5 BENEFITS

Category of job	Rating points of respondents					Mean score
	5	4	3	2	1	
Entry Level (80)	36 (45)	20 (25)	10 (13)	8 (10)	6 (7)	3.91
Middle Level (58)	35 (61)	10 (17)	10 (17)	3 (5)		4.49
Higher Level (12)	8 (67)	3 (25)	1 (8)	-	-	4.58
Total (150)	79 (53)	33 (22)	21 (14)	11 (7)	6 (4)	4.08

Sources: Calculated from primary data, Figures in parenthesis indicate percentage.

Benefits are those paid to employees besides their salary. The main objective of the benefit is to shore up the morale of the employees. It reflects the concern of the employers for the employees. Further payment of benefits mirrors the empathy of the employer towards the employee. The contemporary companies provide a plethora of benefits like club membership, paid holidays, subsidized food, child care, recreation facilities, retirement benefits, etc.. Table 5 presents the level of satisfaction of the employees towards the benefits offered by the companies. It is clear from the table that the employees across the category have expressed high level of satisfaction towards the benefits awarded by the company as the overall mean score is 4.08. The Information Technology. firms offer a variety of benefits to attract and retain the employees. The benefits like flexi time, work home, paid vacation, child care, recreation facilities, perquisites, transportation, subsidized food stuff, tour facilities, children education assistance, medicare, insurance facilities etc.. are being paid by the companies. It was reported during the interview that all the employees irrespective of the cadre credit the companies for awarding the various benefits.

TABLE - 6 WORK LIFE BALANCE

Category of job	Rating points of respondents					Mean score
	5	4	3	2	1	
Entry Level (80)	43 (54)	28 (35)	3 (4)	4 (5)	2 (2)	4.33
Middle Level (58)	16 (28)	12(21)	14 (24)	10 (17)	6 (10)	3.37
Higher Level (12)	4 (33)	6 (50)	2 (17)	-	-	4.17
Total (150)	63 (42)	46 (31)	19 (13)	14 (9)	8 (5)	3.82

Sources: Calculated from primary data, Figures in parenthesi indicates percentage.

Indian women unlike their western counterparts are distinct in that they are bound by family values and ethos. Their presence in the jobs across industries is of recent phenomenon. Traditionally they were deliberately kept outside the realm of employment so that they can take complete control of the familial affairs and can bring up the children infusing in them all the values handed down from the forefathers. It was deeply felt that their taking to employment would undermine the sanctity of family institution due to the diluted attention. Many earlier studies (Morgan (2003), Yasbek (2004) Scholarios, D (2006)) have reported that the women executives in the I.T. sector are undergoing stress resulting from their inability to balance work and home life thanks due to the factors like inflexible working time, pressure to meet the dead line, inability to take off, need to take care of the elders and children, exploitative work culture, marriage, pregnancy, relocation, deputation on foreign assignments, ill health, dual responsibility, lack of support system etc.. In this context an attempt is made to investigate the perception of the respondents on work life balance.

A cursory glance at the table 6 displays that respondents at the entry level and those at higher level are better poised to balance the work and family than the middle level respondents as the mean scores of the former categories stand at 4.33 and 4.17 respectively. In other words 89 per cent of the entry level respondents (Mean Score 4.33) and 83 per cent of the higher level respondents (Mean Score 4.17) are capable of successfully balancing the dual responsibilities. Enquiry with the entry level employees who are in the age group of 20 – 30 reveal the fact that they do not have familial responsibility and therefore the question of balancing does not arise at all. As for high level employees, they have been given a lot of privileges like flexi time, telecommuting, paid vacations, recreational activities, tour facilities and choice of place to work, work autonomy, freedom to choose foreign assignments, etc enable them to strike a balance while the need to travel abroad on foreign assignments, restricted leave of absence, fixed hours

of work, mental agony to meet the dead lines, burnout, stress of parenting adolescent children, frequent relocation, lack of support system, passion to climb the organizational ladder etc. are stated to hinder the middle level employees from achieving the balance. Overall, 73 per cent of the respondents across the category could achieve work life balance to a moderately higher extent (Mean Score 3.82).

TABLE - 7 SUPERIOR SUBORDINATE RELATIONSHIP

Category of job	Rating points of respondents					Mean score
	5	4	3	2	1	
Entry Level (80)	40 (50)	30 (38)	5 (6)	5 (6)	-	4.32
Middle Level (58)	18 (31)	14 (24)	9 (16)	7 (12)	10 (17)	3.40
Higher Level (12)	4 (33.33)	4 (33.33)	4 (33.33)	-	-	4.00
Total (150)	62 (42)	48 (32)	18 (12)	12 (8)	10 (6)	3.94

Sources: Calculated from primary data, Figures in parenthesis indicate percentage.

The effective work performance is contingent upon the smooth relations obtaining between superiors and subordinates. The empathetic, influencing, inspiring and motivating leadership ensures outstanding work performance by subordinates. The free flow of communication between the two can break down the barriers hindering the relationship between the two. The delegation of authority by superior to subordinates is a win and win proposition in the sense that the employees delegated the work demonstrate the potentials and superiors after delegating the routine work can multiply the performance by focusing their undivided attention on core activities. The clarification provided to subordinates on the doubts expressed, clarity of roles assigned to subordinates, correcting the flaws of subordinates in the execution of the task assigned instead of criticizing the performance etc., pave way for smooth relationship. In this backdrop, this variable has been chosen for investigation.

A close scrutiny of the table 6 shows that entry level employees are of the opinion that they are very much satisfied with the smooth superior subordinate relationship. As many as 88 per cent of the employees have told that the relationship is smooth while middle level employees have told a contrary opinion that there is no smooth relationship between the superior and subordinate. The pressure from higher ups to meet the deadlines fixed for project execution and lack of cooperation from lower level management coupled with absence of adequate power to deal with non performers and slow performers, communication gap etc., are stated to be the factors vitiating the congenial work atmosphere. However, 66 per cent of higher ups perceive the relationship between the superior and subordinate to be smooth. One hundred and ten

employees (74 per cent) spanning the categories report a cordial superior subordinate relationship to a moderately high extent (Mean Score 3.94).

TABLE - 8 EMPLOYEE SATISFACTION

Category of job	Rating points of respondents					Mean score
	5	4	3	2	1	
Entry Level (80)	48 (60)	28 (35)	4 (5)	-	-	4.55
Middle Level (58)	18 (31)	15 (26)	11 (19)	8 (14)	6 (10)	3.53
Higher Level (12)	4 (33)	3 (25)	5 (42)	-	-	3.92
Total (150)	70 (47)	46 (31)	20 (13)	8 (5)	6 (4)	4.11

Sources: Calculated from primary data, Figures in parenthesis indicates percentage.

The employee satisfaction is a result and effect of many factors like existence of participative opportunity, career growth, equitable pay, award of various benefits, barrier free communication, smooth superior subordinate relationship, incentives, variable pay to reward extraordinary effort, exposure to various functional aspects, etc.. The high level of employee satisfaction ensures higher productivity, lower attrition, lesser wastage, higher morale, minimum absenteeism and smooth work relations.

In view of these positives, employee satisfaction has been taken for analysis. Table 8 displays the level of satisfaction of the employees of different categories. It is evident from the table that employees at entry level numbering 76 (95 per cent) are experiencing satisfaction to a greater extent (mean score 4.55) and employees at higher level too have reported to have derived a moderately higher level of satisfaction (mean score 3.92) while middle level employees numbering 33(57 per cent) perceive a moderately higher level of satisfaction (mean score 3.53). However, 14 employees (24 per cent) are dissatisfied with the job. As far as the employees as a whole are concerned there is a high level of job satisfaction prevailing among them to the extent of 78 per cent (mean score 4.11).

TABLE - 9 MEAN SCORES OF CONSTRUCTS OF WORK PERFORMANCE

Sl. No.	Work Performance Factors	Categories of job							
		Entry Level	Rank	Middle Level	Rank	Higher Level	Rank	Overall mean score	Rank
1	Career Opportunity	4.14	5	4.06	2	4.33	2	4.13	3
2	Recognition	4.50	2	3.8	3	3.75	8	4.41	2
3	Role Clarity	3.44	8	3.66	4	4.08	5	4.57	1
4	Compensation	4.13	6	3.62	5	4.32	3	4.05	6
5	Benefits	3.91	7	4.49	1	4.58	1	4.08	5
6	Work Life Balance	4.33	3	3.37	8	4.17	4	3.82	8
7	Superior Subordinate Relationship	4.32	4	3.40	7	4.00	6	3.94	7
8	Employee Satisfaction	4.55	1	3.53	6	3.92	7	4.11	4

Sources: Calculated from primary data, Figures in parenthesi indicates percentage.

Having analysed the various dimensions having a bearing on performance of women employees, an attempt is made to identify the factors facilitating job performance category wise. As for entry level workers, the factors like employee satisfaction, recognition, work life balance and superior subordinate relationship influence job performance. As regards middle level employees benefits, career opportunity, recognition and role clarity are performance drivers while role clarity, recognition, career opportunity and job satisfaction are major influencers at the top level. Hence, it is clear that the factors leading to job performance clearly vary among the categories.

TABLE - 10 OVERALL WORK PERFORMANCE OF EACH CATEGORIES OF EMPLOYEES ON THE BASIS OF SCORES

Categories of job	Level of satisfaction of No. of respondents					Total
	5	4	3	2	1	
Entry Level (80)	317 (49)	186 (29)	82 (13)	33 (5)	22 (4)	640 (100)
Middle Level (58)	165 (36)	135 (29)	92 (20)	50 (10)	22 (5)	464 (100)
Higher Level (12)	39 (41)	32 (33)	25 (26)	-	-	96 (100)
Total (150)	521 (43)	353 (29)	199 (17)	83 (7)	44 (4)	1200 (100)

Sources: Calculated from primary data, Figures in parenthesis indicate percentage.

Table 10 shows the overall perception of level of satisfaction across the dimensions cited above. Fifty per cent of entry level employees have been expressing satisfaction with regard to overall work performance and just 13 per cent of the aforesaid category have reported moderate level of satisfaction across the parameters of work performance. Similarly the level of satisfaction of middle level and higher level respondents experience greater satisfaction like the entry level respondents. However, miniscule minority 6 per cent entry level respondents and 15 per cent middle level respondents have expressed dissatisfaction over all the performance dimensions. It is also heartening to note that though the level of satisfaction of higher level response category is moderate for 26 per cent there is no trace of dissatisfaction at all. The overall employee satisfaction across all dimensions also confirms the aforesaid findings.

CONCLUSION

The present study on the level of satisfaction on the various performance metrics highlights the fact that entry level and higher level women executives have expressed a greater satisfaction over the majority of performance dimensions. The perceived higher salary, initial enthusiasm to learn the work, quest for career advancement, hunger for recognition and so on might have impelled them to put up a good show in various dimensions. The pressing need to maintain the recognition and reward awarded to them, sense of fulfillment, sustained motivation and the consequent higher morale, greater loyalty, higher commitment to the goals of organization and so on may be the drivers for their utmost satisfaction in the performance metrics. However, the absence of absolute satisfaction is evident in performance metrics like recognition, role clarity, compensation, work life balance, superior subordinate relationship and employee satisfaction. The factors like mounting pressure to meet the performance target before the given deadlines, complexity in balancing the work and profession, frequent relocation and the consequent dislocation in the family, absence of support system, feeling of powerlessness, to

deal with under performance are stated to be the reasons for low satisfaction on the parameters cited above. Nonetheless, the middle level respondents are in sync with the other categories on the dimensions like career opportunities and benefits. In this context, if efforts are initiated to address the dissatisfaction, it would fade away paving way for exemplary performance by virtue of higher productivity.

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