

# A Study of Women Employees' Potential in Service Sector with special reference to Gujarat State, India

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**Abstract**— Service sector is one of the growth engines of the Indian economy. As there are a variety of service providers available in this sector, day by day this sector spreading its wings. The main base of the sector is the employees working in this sector, because the service sector is a core subjective sector and depend upon a person (professional), who is providing that service, so this research aims to focus on the employees potential especially the women employees working in this sector, because women employees having some other commitments other than their job responsibilities. So, for this purpose the study intended to collect the data on subject human resource practices follow by the company, quality of work life balance of the women employee working in the service sector to derive the conclusion about the potential of women employee in the service sector.

**Keywords**— HR Practices, Quality of Work Life, Service Sector, Women Employee potential.

## I. INTRODUCTION

IN the 1980's scenario changed from industrial to knowledge based economies and continues from tangible to intangible assets such as brand, knowledge and talent. Along with the change, competition in the business surrounding has increased severely. Due to globalization, deregulation and rapid advance in technology with shorter product life cycles make it more difficult to succeed in the marketplace. Firstly, the overall supply of employees diminishes in several European countries due to demographic changes, the shrinking of the population; second, there are shortages of well-educated and managerial talent as well as a lack of skill in specific vocational fields, such as mathematics, natural sciences, engineering, and techniques. Differentiation from competitors in international business surroundings relies increasingly on intangible assets such as managerial talent and services provided by employees. Basically the preferences of potential employees should be considered when determining the employer value proposition. "There's always a market for top performers. They are the employees whose contributions are recognized. High performance employees are the one who moves the business forward."

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### *Employee potential all over the world:*

Unemployment may be at an all-time high, but companies both in the United States and the worldwide struggle to attract and retain high potential and critical skill employees, according to a survey from Towers Watson. The Towers Watson study discovered that 72 per cent of companies worldwide have problems attracting critical skill employees, while 60 percentages have trouble attracting high potential employees and 59 percent have issues attracting top performing employees. The Global Talent Management and Rewards Survey also found that employees are working longer hours, experiencing more stress and becoming increasingly disengaged from their organizations. In the United States alone, 61 percent said they experienced difficulty attracting critical skill employees, while more than half had problems retaining critical skill, high potential and top performing employees. Top performing employers will always be in demand, according to Laura Sejen, global leader of rewards at Towers Watson. Companies are not taking advantage of the opportunity to offer these desirable employees the rewards that are most important to them, according to the Towers Watson study.

### *Background of the study:*

There has been a lot many studies conducted on employee potential with different aspect like, by a PricewaterhouseCoopers' 2014 survey of CEOs in 68 countries, 63% of respondents said they were concerned about the future availability of key skills at all levels. The Boston Consulting Group cites proprietary research showing that 56% of executives see critical gaps in their ability to fill senior managerial roles in the coming years. Still, there are very few studies which emphasis on working women employee potential. Because as women are responsible for dual roles. Basically a study is conducted to analyze the effect of various variables on women's potential. Variables like satisfaction from job, family and life will directly have an impact on performance. Being a housewife do they really like to do the job or it's a need for family which forces them to carry on the job along with family responsibilities. Do they really enjoy their life; do they really live the life which is close to the best as per their own thinking? If they are fed up with either family responsibility or from a job, they wouldn't be able to give their best at their work. Various literatures have been reviewed for

the same, but a gap is there to analyze the impact on women employee potential due to family and social responsibility.

## II. SCOPE OF THE STUDY

The study is basically concerned for the women who are married and also working in the service sector in the State of Gujarat. As now a day's women empowerment has been increasing in the corporate world, organizations can get an idea about the impact of family responsibilities on the working. Beyond that concept of equality for the ratio of men as well women employee is also taken in the consideration in the today's era. The study will indicate the factors which should be considered while analyzing the women's employees' potential.

## III. REVIEW OF LITERATURE

**Nicky Dries et. al. (2001)** analyzed the relationship between high potential and learning agility in their research. They briefed that to what extent assessment of learning agility will be able to predict being identified as a high potential. They also discussed the career variety which is positively associated with learning agility which directly effects to the high potential as well. As per their research paper corporate should emphasize on measures of learning agility into their high potential identification and development process. Furthermore, they also reflected HRM Practices which might enhance the high potential's career variety and commitment. According to the contemporary strategic HRM literature by **Wright et. al. (2001)**, organizations have to be adequately equipped to survive and face the fast changing competition and economy, so their human capital "the cornerstone of competitive advantage has to act accordingly. Corporate needs to focus on "workforce in high learning agility" in the process of recruitment, training, selection, development and deployment of a workforce that is willing and able to engage in continuous learning. The study was conducted in a sample of seven best practice organizations in the field of high potential identification and development, examines the extent to which a measure of learning agility is able to predict being identified as a high potential. Furthermore, it investigates whether employee learning agility can be developed by organizations, by giving the opportunity of multidimensional work and also to what extent employee can adopt that change. **Karaevli & Hall (2006)** argued in their research that employee adaptability (a component very similar to learning agility) develops from career variety over the span of a person's career. They conclude in their research paper that the learning agility can be increased over time through exposure to varied career experiences and HRM intervention like job rotation, international assignment can influence employee learning agility directly. **Doug Readyet et. al. (2010)** have observed in their research that, companies have long been interested in identifying high potential employees, but few firms know how to convert top talent into game changers — people who can shape the future of the business. According to the research, corporate need to find 'X factors' that can convert their high

potential into a strong competitive advantage. A list of the high potential employees is the most valuable asset for the companies. Over the past 20 years, they have studied a variety of company initiatives to identify and develop high-potential leaders in order to learn what processes work best. They have interviewed human resource managers and other executives in a range of companies to gain insights about the experiences they provide for high-potential employees and about the criteria for getting and staying on their lists. **Stephen A. et. al. (2010)**, in their survey of 4811 employees, they reported the relationship between human resource practices and career success, performance and potential. The effectiveness of these HR practices influences employees' perception and to a lesser extent, organizations related performance and potential. They focused on HR Practice of professional development which includes the opportunities for enabling employees to develop through training and job assignment, linking performance management to development opportunities and using high potential programs for talent development and retention. They analyzed that as the demand for professional talent has increased faster than supply, the cost of attracting employees and difficulties in acculturating them have increased. They concluded that all the three HR Practices impacts on career success, performance and potential positive. So, entire paper throws a focus on the importance of the HR practices adopted by the organizations. Harvard Business Review on "Emerging best practices in managing your company's future leaders" by **Claudio Fernández-Aráoz et. al. (2010)** have given an opinion in the area of employee potentials and explains that the "war of talent" is going on in all sectors. According to them "potential indicates whether someone will be able to succeed in a bigger role in the future or not". According to their global study, only 15% companies in North America and Asia believes that they have enough qualified successors for key positions, but in Europe less than 30% of European companies feel confident about the quality and the amount of talent they have in their pipeline. Battle strategy is going on for "high potential" programs- the people that will become future leaders. But they demonstrate the risk that if the selected employees are not higher potential than they will not live up to the expectations. According to the research no one yet studied the process of "high potential" from end to end.

## IV. OBJECTIVES OF THE STUDY

1. The main objective of the research is to study employee potentials of married working women's in the Service Sector in State of Gujarat.
2. The study also analyzes the effects of family responsibilities on working efficiency, effects of stress on the potentials and the level of involvement of the women employees' in the organization.

## V. RESEARCH METHODOLOGY

The entire research basically focusing on the variables associated with the family responsibilities which has a direct or

indirect impact on women's employees' potential. Women, those are working in the service sector in the state of Gujarat have been targeted for the same. And data collected through close ended questionnaire survey. Moreover to that data have also been collected through the literatures from the reputed journals, company brochures and websites and other from such other secondary sources of the data.

**Research Design:**

As this research basically analyzes the women's employees' potential on the basis of several variables. And it's all about the variable study, which concludes the variable effects on the working women potentials. So for this purpose *Descriptive Research design* have been used to conduct the research and get the resultant characters affect to the working Womens' potential in terms of different variables.

**Sampling Plan:**

Research has targeted the women are married and those working in the service sector companies. For the purpose of study 150 married women employees from the different companies in the area of the service sector of different cities of Gujarat like Ahmedabad, Surendranagar, Mehsana, and Gandhinagar have been drawn-out as a sample. These samples have been selected as per the convenience of those employees so that convenient sampling adopted for drawing a sample from the entire population.

**Data Collection:**

This research utilizes both the data like primary as well as secondary data. Secondary data collected from the published sources like web sites, literature in the area of employee potentials and company periodicals, etc. Structured close ended questionnaire prepared for the purpose of collecting the primary data from the married working women from the service sector.

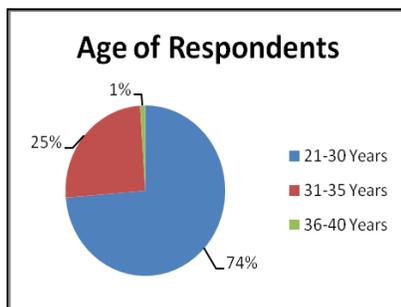
**VI. ANALYSIS AND DISCUSSIONS**

*1. Age Group of the Respondents:*

On the bases of the analysis of the data collected through the questionnaire, it has been observed that there are 74% Respondents who are falling in the age group of 21-30 years, 25% respondents falling in the age group of 31-35 years and 1% respondents falling in the age group of 36-40 years. So this can become to observe that maximum respondents from the service sector are young in their age.

*2. No. of Children Respondent Have:*

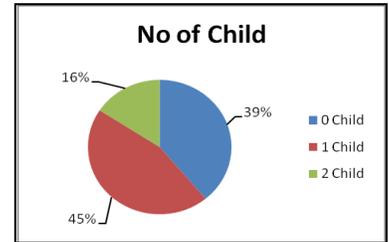
As this survey basically targeted to the women, those who are working in the service sector and also married to know the potential level of them. So research observed that out of the total respondents, 39% respondents having no child, another 45% respondents



having 1 child and the rest of the 16% respondents having 2 children. So it has been noted that highly proportionate of respondents falling in the No child, and 1 Child category which is 84%.which can enhance the efficiency towards work as a result of lesser responsibility of the child.

*3. Stress Managing activity by the Respondents*

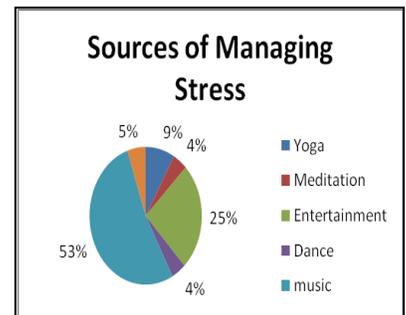
As we know that basically working women handling household as well job responsibility, so there is maximum chances of occurrence of stress condition so research



observed some of the activities carried by the respondents to release that stress level rise as a result of the house as well as job responsibility. Out of the total respondents, 53% are managing their stress by listing music. 25% are taking Entertainment as a stress releasing activity and the rest of the respondents also adopt Yoga, meditation and dance as a stress releasing activity.

*4. Opinion Towards work life balance Policy:*

To have an idea about the balancing the house activity as well as job activity, research taken an opinion about the work life balance policy of the organization. So as a result, it has been



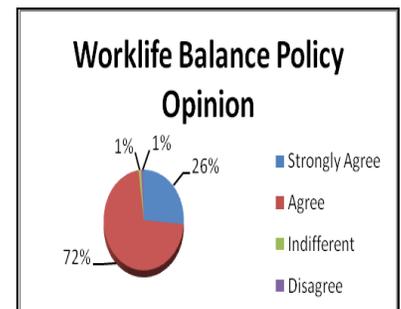
observed that 72% respondents agree to Customize work life balance policy for the working women in the organization 26% respondents strongly agree about the customized work life balance policy in the organization. And the rest of the 1% is indifferent and disagree towards the customization of work life balance policy of the organization.

**Chi Square Analysis:**

*1. Personal Worries and distraction and Employee Engagement*

$H_0$  = Personal Worries and Distraction has no effect on the Employee Engagement

$H_1$  = Personal Worries and Distraction has an effect on the Employee Engagement



	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	38.904	4	.000
Likelihood Ratio	29.780	4	.000
Linear-by-Linear Association	32.921	1	.000
N of Valid Cases	150		

Above Analysis shows the Chi Square Value 38.904 and Significance 0.000 which is lesser than the 0.05. So it we cannot accept the null hypothesis and concludes that Personal Worries and Distraction has an effect on the Employee Engagement.

2. *Employee Efficiency and Stress Arise Due to Family Responsibility*

**H<sub>0</sub>** = There is no significant relation between stress arises due to family responsibility and employee efficiency

**H<sub>1</sub>** = There is a significant relation between stress arises due to family responsibility and employee efficiency

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	50.477	12	.000
Likelihood Ratio	36.874	12	.000
Linear-by-Linear Association	28.753	1	.000
N of Valid Cases	150		

It has been observed on the basis of the analysis (Chi Square Static) which shows a chi square value 50.477 and is less than the level of significance 0.05. So that null hypothesis cannot be accepted because stress arises due to family responsibility has a significant impact on employee efficiency

3. *Level of Stress and Working Hours at Job*

**H<sub>0</sub>** = There is no Significant Relationship between level of Stress at Work and Working Hours

**H<sub>1</sub>** = There is a Significant Relationship between level of Stress at Work and Working Hours

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	66.104	12	.000
Likelihood Ratio	59.167	12	.000
Linear-by-Linear Association	39.398	1	.000
N of Valid Cases	150		

On the bases of the above analysis (Chi Square Static) which shows a chi square value 66.104 and its significance p value is 0.000 which is less than the level of significance 0.05. So that null hypothesis cannot be accepted and it can be concluded that there is a Significant Relationship between level of Stress at Work and Working Hours.

4. *Work life Balance Policy and Stress Level*

**H<sub>0</sub>** = There is no effect of Work life Balance policy on the level of Stress

**H<sub>1</sub>** = There is a significant effect of Work life Balance policy on the level of Stress

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.936	9	.048
Likelihood Ratio	13.221	9	.153
Linear-by-Linear Association	.240	1	.624
N of Valid Cases	150		

Here the above analysis (Chi Square Static) which shows a chi square value 16.936 and its significance p value is 0.048 which is less than the level of significance 0.05. So that null hypothesis cannot be accepted and it can be concluded that there is a Significant Relationship between level of Stress at Work and Working Hours.

**Regression Statistics:**

MODEL SUMMARY  
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.363	5	9.073	26.685	.000
Residual	30.259	89	0.34		
Total	75.621	94			

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.996	0.36		2.773	0.01
Do you reach at office on time as you are responsible for household work too ?	-0.14	0.06	-0.162	-2.34	0.02
Do the responsibilities at home reduce the effort you can devote to your job ?	0.434	0.09	0.405	4.843	0
Does stress at home make you irritable at work ?	0.41	0.1	0.352	4.071	0
Do you ever miss out any important work of job because of Responsibility of Family ?	-0.34	0.1	-0.252	-3.39	0
Do you often lose your temper at work due to personal commitments?	0.28	0.11	0.202	2.565	0.01

Dependent Variable: Do you feel your family responsibility effects on your work efficiency?

*Interpretation:*

From the above Regression analysis, it has been concluded that the above factors having an effect on the Work efficiency as the above p value is less than 0.05 and among which the

highest variation in the dependent variable can be caused by the following factors

- Responsibilities at home reduce the effort, you can devote to your job? (Sign. 0.000)
- Does stress at home make you irritable at work? (Sign. 0.000)
- Do you ever miss out any important work of the job because of Responsibility of Family? (Sign. 0.001)

#### VII. MAJOR FINDINGS

- As the analysis shows that around 53% respondents managing their stress by listening music in the spare time.
- 98% respondents agreed that Work life balance policy should be customized for the working women and out of that 26% strongly agreed to the same.
- It has been observed in the research, due to personal commitments like. Child and house responsibility employees are less motivated to get involved in extra activities of organizations. (As proved in the Chi Square Statistics - 1 & 2)
- Stress arises from the family responsibility has an effect on their working efficiency as it has been observed and analyzed. (As proved in the Chi Square Statistics - 2)
- Amount of time which women have to give at work has a significant impact on the level of stress. (As proved in the Chi Square Statistics - 3)
- The study reveals that customized work-life balance policy has a significant relation to the level of stress at work. (As proved in the Chi Square Statistics – 4)
- Family responsibility reduces their job effort
- ts which have an effect on their working efficiency.
- Due to family responsibilities women miss out some important work of the job as per analysis.
- Age segment 21-30 contributes major proportion in the service sector that is 74% & 45% women who are working in the service sector are having at least one child.
- Music is considered the best way to manage their stress, which arises from the job as well as household responsibilities.

#### VIII. IMPLICATIONS OF THE STUDY

- An organization needs to customize work life balance policies for the working women.
- There must be some events and activities organized for the relaxation of the employee where employee can relax and release their stress.
- Periodical observation for the stress related matters in the organization by personal discussion with the employee or employee feedback system.

#### IX. CONCLUSION

As we know that now a day's women's role is not limited up to household responsibilities, but it has also reached into the corporate. As observed in the research there are so many service sector companies where women's are dominating and

performing well. This study represents the potential of the women employee for those who are working in the service sector and married too. As per the research there are several observations came out that the working efficiency of the women employee has been reduced due to house responsibility and stress. And majority women are adopting music as a stress releasing activity. The study also finds out that those women having an age group 21-30 years having more efficiency in work due to lesser house responsibility and due to not having the child responsibility or having single child responsibility. Further research concludes that there must be a customized work life balance policy for the women employees' which can enhance their efficiency towards the work and which can lead to increase the performance of the working women.

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