

Job Satisfaction and Quality of Work Life among Women Employees in South Central Railways: A Path to Improved Policies

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Abstract-This research explores the factors influencing job satisfaction and quality of work life (QWL) among women employees in South Central Railways, a critical segment of the Indian transportation sector. Through a mixed-methods approach, the study assesses the impact of organizational commitment, life satisfaction, and diversity inclusion policies on the QWL. Quantitative data were gathered using a structured questionnaire distributed to 1,720 women across various departments, complemented by qualitative insights from focus group discussions. Statistical analyses, including correlation and regression, reveal that both organizational commitment and effective diversity policies are significantly correlated with higher QWL. Specifically, the inclusion of diversity policies in the predictive model accounted for approximately 30.6% of the variance in QWL, highlighting their substantial influence. The findings suggest that current diversity and inclusion policies, while moderately effective, require enhancement and rigorous implementation to fully support and improve the work life quality for women. Recommendations include strengthening these policies, fostering organizational commitment, and supporting flexible work arrangements to promote work-life balance. This study underscores the need for strategic policy revisions to foster a more inclusive, supportive, and productive work environment for women in South Central Railways.

Keywords: Job Satisfaction, Quality of Work Life (QWL), Diversity Inclusion Policies, Women Employees, South Central Railways

1. INTRODUCTION

In contemporary work environments, the evaluation of job satisfaction and the quality of work life (QWL) represents a critical area of study, particularly in

sectors traditionally dominated by male employees. Among these, the railway industry stands out, both for its pivotal role in national connectivity and its potential for gender-specific workplace challenges. This research focuses on the South Central Railways, a major railway zone in India, where the participation of women has been historically lower than that of men. Despite progressive policies aimed at improving diversity, significant gaps in job satisfaction and QWL between genders persist. This study aims to dissect these elements specifically among women employees, examining the multifaceted dimensions of their work life and satisfaction levels. Understanding the factors that contribute to job satisfaction and a high quality of work life is essential for crafting effective human resource policies. For women in the South Central Railways, these factors might include but are not limited to, equitable pay, work-life balance, fair treatment by coworkers and superiors, opportunities for professional growth, and a supportive work environment that respects and facilitates their needs, including those related to family responsibilities. Francis, J.S. and Fonceca, C.M. (2023¹).

The rationale behind focusing on women employees within this context extends beyond achieving workplace equality. Research indicates that job satisfaction and quality of work life directly influence organizational productivity, employee retention, and overall morale. By exploring the specific experiences of women in South Central Railways, this paper seeks to highlight areas where policy interventions could significantly enhance their professional lives, thereby improving operational efficiency and employee satisfaction across the board. This study is poised to offer valuable insights into the lived experiences of

these women, using both quantitative and qualitative data to paint a comprehensive picture of the current landscape. Through this approach, it aims to recommend refined, actionable policies that could serve as benchmarks for similar sectors striving towards gender equality and improved work environments for all employees. Fonceca, C. M., Elango, L., & Monisha, F. (2022²).

2. BACKGROUND OF THE STUDY

The railway sector in India is one of the world's largest and most complex transportation networks, serving as a backbone to the nation's economy and social structure. South Central Railways, a significant division of this network, plays a crucial role in connecting major cities and remote areas across several states. Within this sector, the workforce is diverse, yet the representation and experiences of women have been subjects of under-research, especially concerning their job satisfaction and quality of work life (QWL). Historically, the railway industry has been male-dominated, with cultural and structural barriers that have limited women's participation and advancement. Although there has been a global shift towards gender equality, women in this sector still face numerous challenges that affect their job satisfaction and work-life quality. These challenges range from gender-specific discrimination and lack of supportive facilities, such as childcare and healthcare, to limited opportunities for professional growth and leadership roles. Ollier-Malaterre, A., & Foucreault, A. (2017³). In light of these challenges, there has been an increasing recognition of the need to understand and improve the work conditions of women. Job satisfaction and QWL are critical indicators of an employee's engagement and well-being, influencing not only individual performance but also organizational productivity. For women, these factors are often compounded by additional responsibilities and expectations related to their roles outside of work. Studies suggest that improving job satisfaction and QWL for women can lead to higher job retention rates, better job performance, and greater overall organizational effectiveness. Moreover, with the advent of new policies aiming to enhance diversity and inclusivity, such as equal opportunity laws and work-life balance initiatives, it is crucial to examine their impact on women in the railways. This research

intends to fill the existing knowledge gap by focusing on how these policies are currently shaping the experiences of women employees in South Central Railways. It will explore various dimensions of job satisfaction and QWL, including job security, work environment, employee benefits, interpersonal relationships, and professional development opportunities. Kara, D., Kim, H., Lee, G., & Uysal, M. (2018⁴).

Understanding the status quo is essential for identifying the strengths of current policies and pinpointing areas that require strategic improvement. This study will provide empirical data that can be used to advocate for more effective policies, ensuring that they not only exist on paper but are implemented in ways that tangibly improve the lives of women employees. By addressing these issues, this research aims to contribute to the broader goal of achieving gender equality in the workplace, specifically within a traditionally male-dominated sector like the railways. The outcomes are expected to offer actionable insights that could guide policy revisions, enhancing women's work lives and, by extension, the organization's efficacy as a whole. Putri, E. M., Ekowati, V. M., Supriyanto, A. S. and Mukaffi, Z. (2019⁵).

3. THE PROBLEM STATEMENT

Despite ongoing efforts to improve workplace diversity and inclusivity, women employees in South Central Railways continue to face significant challenges that affect their job satisfaction and overall quality of work life (QWL). This discrepancy not only hinders these women's professional growth and well-being but also impacts organizational efficiency and effectiveness. The existing literature and previous studies primarily focus on broader workforce metrics, with insufficient attention to the nuanced experiences of women in this male-dominated industry. There is a critical gap in understanding the factors contributing to job satisfaction and QWL among women in the railways, such as equitable treatment, access to professional development opportunities, and support for balancing work and family responsibilities. Additionally, while policies aimed at enhancing diversity and inclusivity have been implemented, there is limited research on their effectiveness from the perspective of women employees. This study seeks to address these issues by identifying the key elements

influencing job satisfaction and QWL for women in South Central Railways, evaluating the impact of current policies, and recommending modifications to foster a more supportive and productive work environment for women. This problem statement underscores the need for a targeted investigation that could lead to more informed and effective policy decisions, ultimately contributing to a fairer and more equitable workplace. Badrianto, Y., Ekhsan, M. (2020⁶)

4. SIGNIFICANCE OF THE STUDY

The significance of this study lies in its potential to enhance understanding of the factors that influence job satisfaction and quality of work life among women employees in South Central Railways, thereby informing the development of more effective workplace policies. As the railway sector continues to be a vital component of national infrastructure and economic activity, ensuring that all employees, particularly women, are satisfied and well-supported in their jobs is essential. This research will provide valuable insights into the specific needs and challenges faced by women in this traditionally male-dominated field. By identifying gaps in current policies and practices, the study can recommend targeted interventions aimed at improving job satisfaction, reducing workplace discrimination, and promoting a more inclusive culture. Ultimately, the findings could not only lead to enhanced job retention and satisfaction among women but also improve overall organizational performance and create a model for other sectors to follow. In a broader context, this study contributes to the ongoing discourse on gender equality in the workforce, offering evidence-based solutions to foster an equitable work environment. Allam, Z., Shaik, A. (2020⁷).

5. RESEARCH OBJECTIVES

- ❖ To identify and analyze the key factors that influence job satisfaction and quality of work life for women employees in South Central Railways.
- ❖ To evaluate the effectiveness of existing workplace policies and their implementation regarding diversity inclusion and support for women in South Central Railways
- ❖ To develop recommendations for policy improvements that could enhance job satisfaction

and quality of work life among women employees in South Central Railways

6. THE HYPOTHESIS OF THE STUDY

- ❖ There is a significant relationship between workplace policies (such as flexible working hours, maternity leave, and anti-discrimination measures) and job satisfaction among women employees in South Central Railways.
- ❖ Existing diversity and inclusion policies within South Central Railways do not significantly enhance support for women employees, resulting in no substantial improvement in their perceived job satisfaction and quality of work life.

7. LITERATURE REVIEW

The research done by Anand S and Sharma M (2017⁸) revealed that women who were not employed had superior quality of life ratings compared to women who were employed across many domains. The research was carried out in Delhi NCR (National Capital Region), India, and included a cohort of 100 female participants aged 20 to 60 years. Out of the total, 50 women were employed while the other 50 were not employed. The findings of the research indicated that women who were not employed had notably superior quality of life ratings compared to women who were employed across all four areas. According to Ghosh's (2019⁹) research, it is posited that working moms in Kolkata, India may have a higher quality of life compared to their non-working counterparts. The research included a cohort of 200 female participants, including 100 employed moms and 100 unemployed mothers. The participants were chosen using a random selection methodology from various regions of Kolkata. A recent study conducted by Koonmee, K., Singhapakdi, A., Virakul, B., & Lee, D. J. (2010¹⁰) found that working women had higher scores in physical and psychological domains, while nonworking women had better scores in social and environmental domains. However, this difference was not statistically significant. The investigation was conducted among individuals aged 30 to 55 years. A research conducted by Chien, et.al (2020¹¹) found that there was no disparity in physical health between women who work and those who do not work. However, both groups exhibited variations in

psychological, social, and environmental factors. The psychological domain was shown to be more impacted in working women, while the other two domains were more affected in the nonworking population compared to the working population. Research was conducted on a sample size of 60 individuals within the age range of 45-55.

The primary motivating factor for employment is the pursuit of financial sustenance. Andrade, M. S., Westover, J. H., and Peterson, J. (2019¹²) emphasizes the need to include sufficient and equitable remuneration as a fundamental element in the implementation of Quality of Work Life (QWL) programmes. Defining and evaluating what qualifies as sufficient remuneration is challenging. The challenge arises due to the subjective nature of the notion, since its operational meaning is heavily influenced by the specific work context and the individual employee involved. According to Chung, H., and van der Lippe, T. (2020¹³), fairness may be assessed by using job assessment methods such as job ranking, job categorization, and factor comparison. Furthermore, there are other methodologies that may be used to ascertain the availability and demand for certain abilities and competences. These approaches also facilitate the establishment of average pay levels for these different categories, hence allowing the implementation of equitable compensation levels. Moreover, the use of benchmarks may facilitate the determination of appropriate profit allocation proportions for workers in various professions and across diverse categories within those occupations. In Easton, S., Van Laar, D., and Marlow-Vardy, R. (2013¹⁴) recognised wages as one of the five crucial elements of Quality of Work Life (QWL), but its category definition differs considerably that salary is a crucial factor in influencing quality of work life (QWL).

8. METHODOLOGY OF THE STUDY

The methodology for this research will employ a mixed-methods approach to comprehensively assess job satisfaction and the quality of work life among women employees in South Central Railways. Quantitative data will be collected through a structured questionnaire distributed to a random sample of women employees across various departments and levels of seniority within the organization. This survey will include scaled items to measure aspects of job

satisfaction and quality of work life, such as work environment, compensation, professional development opportunities, and work-life balance. Additionally, the survey will evaluate the perceived effectiveness of existing diversity and inclusion policies. For qualitative data, semi-structured interviews will be conducted with a selected subset of survey participants. These interviews aim to delve deeper into the personal experiences and perceptions of workplace policies, providing nuanced insights that quantitative methods might overlook. Data from these interviews will help in understanding the contextual factors influencing job satisfaction and work-life quality. Data analysis for the quantitative component will involve statistical tests such as correlation and regression analyses to identify significant relationships and effects. Qualitative data from the interviews will be analyzed using thematic analysis to extract major themes and patterns. This mixed-methods approach will enable a holistic understanding of the factors influencing job satisfaction and quality of work life among women in the railways and evaluate the actual impact of workplace policies on these dimensions.

9. RESEARCH DESIGN

This study adopts a descriptive and exploratory research design using a mixed-methods approach to systematically investigate job satisfaction and quality of work life among women employees in South Central Railways. The descriptive component aims to quantify job satisfaction and assess the prevailing conditions of the work environment. At the same time, the exploratory aspect seeks to uncover more profound insights into how workplace policies influence these factors. Initially, a cross-sectional survey will be administered to a representative sample of women employees, selected through stratified random sampling to ensure diverse representation across different job roles and departments. This survey will gather data on various factors related to job satisfaction and work life, such as compensation, job security, work conditions, and perceptions of organizational support. Following the survey, a series of focus groups will be conducted to explore complex issues more deeply, especially those related to the implementation and effectiveness of diversity and inclusion policies. These focus groups will comprise

participants from different operational levels and sectors within the organization to capture various experiences and perspectives. The qualitative data collected from these discussions will be instrumental in interpreting the quantitative findings, providing a comprehensive view of the challenges and opportunities faced by women in the organization. Together, this research design will highlight statistical trends and provide contextual understanding through qualitative narratives, facilitating a robust analysis of the current status and potential pathways for enhancing job satisfaction and quality of work life for women in South Central Railways.

10. DATA COLLECTION METHODS

The data collection for this study will be conducted using two primary methods: surveys and focus groups. To begin, a structured questionnaire will be developed, encompassing both Likert scale items and open-ended questions to measure various dimensions of job satisfaction and quality of work life. These dimensions will include work environment, compensation, relational dynamics, career development opportunities, and organizational support and inclusivity perceptions. The questionnaire will be distributed electronically to ensure a broad and efficient reach across the diverse employee population of South Central Railways. The target respondent group will include women across all employment levels, from entry-level to senior management, ensuring comprehensive coverage of experiences and perspectives.

In addition to the survey, focus groups will be conducted to gather qualitative data that provides deeper insight into the findings. Each focus group session will consist of 6-8 participants, stratified by job role and department to encourage diverse discussions and comprehensive insight into specific workplace contexts. These sessions will be facilitated by trained moderators who will guide the conversation towards understanding the effectiveness of current policies, the challenges faced in daily operations, and

Table 1A: Data Analysis using One-way ANOVA to identify Job satisfaction factors and Quality of work life

ANOVA					
QWL_C					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	555.888	17	32.699	2.291	.002
Within Groups	24292.323	1702	14.273		

the support systems available for women employees. Focus groups will be invaluable in identifying nuanced details and subtleties that are not easily captured through quantitative methods. Together, these data collection methods will provide a rich dataset that combines quantitative breadth with qualitative depth, facilitating a well-rounded analysis of the factors affecting job satisfaction and the quality of work life among women in South Central Railways.

11. DATA ANALYSIS PROCEDURES

Data collected through the surveys and focus groups will be analyzed using quantitative and qualitative methods to comprehensively understand the study's findings. For the quantitative survey data, statistical software will be employed to conduct descriptive statistics, correlation analysis, and multiple regression analyses. This will facilitate the identification of key factors influencing job satisfaction and the effectiveness of workplace policies. Descriptive statistics will summarize the demographic variables and central tendencies of respondents' scores, while correlation and regression analyses will explore the relationships and predictive values between different variables. For the qualitative data from focus groups, thematic analysis will be performed. This involves coding the transcribed data into themes that emerge organically during the discussions, allowing for the identification of recurring patterns or significant insights related to the participants' experiences. These qualitative insights will enrich and contextualize the quantitative results, providing a more nuanced interpretation of how workplace policies impact the quality of work life and job satisfaction among women in South Central Railways.

12. EMPIRICAL FINDINGS

Objective 1: To identify and analyze the key factors that influence job satisfaction and quality of work life for women employees in South Central Railways.

Total	24848.212	1719		
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Table 1A Interpretation:

The one-way ANOVA conducted to identify the key factors influencing job satisfaction and quality of work life (QWL) among women employees in South Central Railways reveals significant results. The table displays a between-groups sum of squares of 555.888 with 17 degrees of freedom, leading to a mean square of 32.699. This is compared against a within-groups sum of squares of 24,292.323 with 1702 degrees of freedom, yielding a mean square of 14.273.

The F-statistic calculated from these values is 2.291, with a significance level (Sig.) of .002, indicating statistically significant differences in QWL scores among the different groups studied. This result suggests that certain factors or conditions within the groups significantly affect the quality of work life of women employees.

The significant F-value suggests that the variance attributable to the interaction between different job satisfaction factors across the groups is greater than that of random chance. The p-value (Sig. = .002) is less than the conventional threshold of 0.05, further confirming that the observed differences in QWL among the groups are statistically significant and not likely due to random variation.

Given these findings, it can be concluded that specific factors related to job satisfaction or the work environment influence the quality of work life among the women employees in South Central Railways. These results warrant further investigation into which specific factors contribute to these differences, enabling targeted interventions to improve job satisfaction and quality of work life.

Objective 2: To evaluate the effectiveness of existing workplace policies and their implementation regarding diversity inclusion and support for women in South Central Railways

Table 2a: Descriptive Statistics

	Mean	Std. Deviation	N
QWL_C	44.3105	3.80198	1720
LS_C	21.5651	2.77577	1720
OC_C	21.0843	2.88189	1720
DIP_C	41.6488	5.61929	1720

Table 2b: Correlations

		QWL_C	LS_C	OC_C	DIP_C
Pearson Correlation	QWL_C	1.000	.012	.401	.456
	LS_C	.012	1.000	-.053	.013
	OC_C	.401	-.053	1.000	.211
	DIP_C	.456	.013	.211	1.000
Sig. (1-tailed)	QWL_C	.	.313	.000	.000
	LS_C	.313	.	.013	.299
	OC_C	.000	.013	.	.000
	DIP_C	.000	.299	.000	.
N	QWL_C	1720	1720	1720	1720
	LS_C	1720	1720	1720	1720
	OC_C	1720	1720	1720	1720
	DIP_C	1720	1720	1720	1720

Table 2c: Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	OC_C, LS_C ^b		. Enter
2	DIP_C ^b		. Enter

a. Dependent Variable: QWL_C
 b. All requested variables entered.

Table 2d: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.402 ^a	.162	.161	3.48307

2	.553 ^b	.306	.305	3.17055
a. Predictors: (Constant), OC_C, LS_C				
b. Predictors: (Constant), OC_C, LS_C, DIP_C				

Table 2c: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4017.912	2	2008.956	165.594	.000 ^b
	Residual	20830.300	1717	12.132		
	Total	24848.212	1719			
2	Regression	7598.367	3	2532.789	251.960	.000 ^c
	Residual	17249.845	1716	10.052		
	Total	24848.212	1719			

a. Dependent Variable: QWL_C
b. Predictors: (Constant), OC_C, LS_C
c. Predictors: (Constant), OC_C, LS_C, DIP_C

Table 2d: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	32.132	.925		34.729	.000		
	LS_C	.046	.030	.033	1.502	.133	.997	1.003
	OC_C	.531	.029	.403	18.191	.000	.997	1.003
2	(Constant)	23.758	.952		24.957	.000		
	LS_C	.033	.028	.024	1.186	.236	.997	1.003
	OC_C	.422	.027	.320	15.523	.000	.952	1.050
	DIP_C	.263	.014	.388	18.873	.000	.955	1.047

a. Dependent Variable: QWL_C

Table 2e: Excluded Variables^a

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	DIP_C	.388 ^b	18.873	.000	.415	.955	1.047	.952

a. Dependent Variable: QWL_C
b. Predictors in the Model: (Constant), OC_C, LS_C

Interpretation of Descriptive Statistics (Table 2a):
The mean scores for Quality of Work Life (QWL_C) and Diversity Inclusion Policies (DIP_C) among women in South Central Railways are 44.3105 and 41.6488, respectively, suggesting moderate perceptions of quality of work life and diversity policies. The relatively low standard deviations (QWL_C: 3.80198, DIP_C: 5.61929) indicate that responses were somewhat consistent among the sample, implying general agreement on these aspects across the respondent group.

Interpretation of Correlations (Table 2b):
The Pearson correlation coefficients show significant relationships between Quality of Work Life (QWL_C) and both Organizational Commitment (OC_C) and Diversity Inclusion Policies (DIP_C), with coefficients of .401 and .456, respectively, both

significant at the .000 level. This suggests that higher perceived organizational commitment and effective diversity policies are associated with better quality of work life. The correlations are positive, indicating that improvements in these areas could potentially enhance the work life quality.

Interpretation of Regression Analysis (Tables 2c and 2d):

- ❖ The regression analysis provides further insight into the impact of various factors on Quality of Work Life. Model 1, which includes Organizational Commitment (OC_C) and Life Satisfaction (LS_C), explains 16.2% of the variance in QWL (R Square = .162). The significant F statistic (F = 165.594, p < .000) confirms that these predictors significantly affect QWL.

- ❖ Model 2, which adds Diversity Inclusion Policies (DIP_C) to the predictors, shows an increase in the explanatory power, with an R Square of .306. This model explains approximately 30.6% of the variance in QWL, indicating a substantial impact. The inclusion of DIP_C improves the model significantly ($F = 251.960$, $p < .000$), underscoring the importance of diversity policies in influencing Quality of Work Life. Notably, DIP_C has a strong standardized coefficient (Beta = .388), suggesting it is a powerful predictor of QWL.

Implications of the Findings:

These results underscore the critical role that organizational commitment and diversity inclusion policies play in enhancing the quality of work life among women employees. The strong relationship between effective diversity policies and higher quality of work life indicates that initiatives aimed at improving inclusivity are perceived as beneficial and possibly essential for improving the overall work environment for women. The significant increase in explanatory power with the addition of diversity policies to the regression model highlights the importance of these policies in organizational strategies to improve employee satisfaction and retention.

13. FINDINGS OF THE STUDY

- ❖ Moderate Levels of Perceived Quality and Effectiveness: The study reveals that women employees perceive the quality of work life (QWL) and the effectiveness of diversity inclusion policies (DIP) as moderate. The consistent scores across the sample, as indicated by relatively low standard deviations, suggest a general agreement among employees about the adequacy of the current work conditions and policies.
- ❖ Significant Correlation between QWL and Organizational Support: There is a notable positive correlation between the quality of work life and factors such as Organizational Commitment (OC) and Diversity Inclusion Policies (DIP). These findings imply that higher levels of organizational support and well-crafted diversity policies are crucial for enhancing the quality of work life for women employees.

- ❖ Organizational Commitment and Life Satisfaction as Fundamental Influencers: The regression analysis (Model 1) indicates that organizational commitment and life satisfaction collectively account for 16.2% of the variance in quality of work life. This underscores the foundational role these factors play in shaping employees' work life quality, suggesting that efforts to boost organizational commitment and life satisfaction could lead to significant improvements in job satisfaction.
- ❖ Enhanced Impact of Diversity Inclusion Policies: The addition of Diversity Inclusion Policies (DIP) to the regression model (Model 2) substantially increases its explanatory power, accounting for about 30.6% of the variance in QWL. This significant result highlights the transformative potential of effective diversity policies in promoting a better work environment.
- ❖ Diversity Policies as Strong Predictors of Improved QWL: Diversity inclusion policies emerge as strong predictors in the regression analysis, with a high standardized beta coefficient. This finding emphasizes the importance of such policies in organizational strategies aimed at improving work life quality and suggests that robust implementation and continuous refinement of diversity policies are essential for achieving desired outcomes in employee satisfaction and retention.

14. RECOMMENDATIONS OF THE STUDY

- ❖ Develop and implement targeted programs aimed at boosting organizational commitment, such as recognition schemes, employee engagement activities, and transparent communication strategies. These initiatives should focus on fostering a sense of belonging and loyalty among women employees, which is crucial for improving their overall job satisfaction and quality of work life.
- ❖ Given the strong influence of diversity inclusion policies on quality of work life, it is recommended that South Central Railways expand these initiatives. This could include creating more inclusive recruitment policies, promoting equal opportunities for career advancement, and conducting regular diversity training sessions to

sensitize all employees to the benefits of a diverse workplace.

- ❖ Establish a systematic approach for continuously monitoring and evaluating the effectiveness of existing workplace policies. This should involve regular feedback loops with employees, using both surveys and focus groups, to assess the impact of various policies on job satisfaction and to identify areas needing improvement.
- ❖ Introduce more flexible working arrangements, such as telecommuting options and flexible hours, particularly for women balancing family and work responsibilities. Additionally, providing facilities such as on-site childcare can significantly enhance the work-life balance for women employees, leading to higher job satisfaction.
- ❖ Design and implement programs specifically aimed at the professional development of women. These could include leadership training, mentorship programs pairing women with senior leaders, and scholarships for further education relevant to their roles. Encouraging and facilitating career advancement for women not only enhances job satisfaction but also contributes to a more equitable workplace culture.
- ❖ As organizational dynamics and societal norms evolve, so too should diversity policies. Regularly review these policies to ensure they remain relevant and effective. This could involve adapting strategies to better meet the changing needs of the workforce and refining initiatives that are found to be less effective.

15. CONCLUSION

The study conducted on job satisfaction and quality of work life among women employees in South Central

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Railways has highlighted several key insights into workplace satisfaction dynamics and organizational policies' effectiveness. The findings reveal that while women perceive the quality of work life and the implementation of diversity inclusion policies as moderate, these factors have a significant impact on their overall job satisfaction. Notably, the positive correlations between quality of work life and both organizational commitment and diversity policies underscore the critical importance of these elements in enhancing workplace environments. The regression analysis further illuminated the substantial role that well-executed diversity policies play in boosting job satisfaction, suggesting that these policies are not just beneficial but crucial for fostering an inclusive and supportive work atmosphere.

The study conclusively shows that enhancing organizational commitment, continuously refining diversity policies, and supporting work-life balance are essential strategies for improving the quality of work life for women in the railways. By addressing these areas, South Central Railways can not only improve job satisfaction among their female workforce but also set a benchmark for gender inclusivity and employee satisfaction across the industry. It is evident that strategic investments in workplace policies that genuinely support and advance women's careers can lead to more motivated, engaged, and productive employees, ultimately contributing to the overall success and efficiency of the organization. This study provides a compelling case for the critical evaluation and robust enhancement of organizational policies to cultivate a workplace where women can thrive equally and fully.

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