

A STUDY ON CONTRIBUTION OF WORKING WOMEN IN ORGANIZATIONAL DEVELOPMENT WITH REFERENCE TO SELECTED SERVICE SECTOR INDUSTRIES IN NASHIK CITY

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ABSTRACT

In recent years, the global workforce has witnessed a significant transformation with the increasing participation of women across various sectors. This shift has not only contributed to gender diversity but has also brought new perspectives, skills, and leadership capabilities into organizations. The increasing participation of women in service sector industries such as banking, healthcare, education, IT, and hospitality has significantly influenced organizational growth and development. This study examines the contribution of working women towards Organizational Development (OD) in selected service sector industries in Nashik City. The study incorporates two perspectives: the perspective of working women and the perspective of Management Representatives, to obtain a comprehensive understanding of women's contribution and organizational support. A total of 127 respondents were included in the study, comprising 60 working women and 67 Management Representatives. The study examines factors influencing Organizational Development, practices undertaken by women employees, challenges faced by working women, Management Representatives perception about women's contribution to Organizational Development, and Organizational Development initiatives undertaken by organizations to enhance the performance of women employees. The findings indicate a positive perception regarding the contribution of working women towards Organizational Development, while also highlighting challenges such as work-life balance and gender bias. The Management Representatives' perspective further provides an organizational view of women's contribution and the initiatives undertaken to support their performance and development.

Keywords: Working Women, Organizational Development, Service Sector, Organizational Effectiveness, Work-Life Balance.

INTRODUCTION

The changing economic and social environment has significantly transformed the composition of the modern workforce. One of the important developments has been the growing participation of women in professional and managerial roles, particularly in the service sector. Women today are not only participating in employment in greater numbers but are also becoming an important part of organizational functioning, decision-making, and growth.

Organizational Development (OD) refers to a systematic and planned process of improving organizational effectiveness by strengthening organizational practices, processes, people, and their ability to respond to change. It focuses on the continuous development of organizations through improved employee capabilities, participation, organizational culture, and effective management practices. Since employees are central to organizational functioning, their capabilities and involvement become important elements in the process of Organizational Development.

The service sector is largely people-oriented and knowledge-driven, where organizational success depends considerably on the capabilities, involvement, and performance of employees. In this context, the increasing presence of women brings diverse perspectives, competencies, and approaches to the workplace. Their participation therefore needs to be understood not merely in terms of employment, but also in terms of the value they create for organizations and their contribution to Organizational Development (OD).

At the same time, women's contribution does not take place independently of the organizational environment. The opportunities, policies, culture, and support provided by organizations can influence the extent to which their capabilities are effectively utilized. Hence, understanding women's contribution requires consideration of both the employee perspective and the organizational perspective.

This study focuses on the contribution of working women towards Organizational Development in selected service sector industries in Nashik City, considering the perspectives of working women as well as Management Representatives.

LITERATURE REVIEW

Kulkarni A. & Mishra M. (2021): in the paper titled 'Aspects of Women's Leadership in the Organization: Systematic Literature Review' highlighted that women play a significant role in organizational growth through their leadership capabilities, communication skills, and collaborative approach. The study also identified barriers such as the glass ceiling, gender discrimination, and lack of opportunities, which restrict women's full participation in organizational development.

Zulkifli S & Hamzah H (2024): in the paper titled 'Work Outcomes and Well-being Among Working Women: A Systematic Literature Review' observed the relationship between work outcomes and the well-being of working women. The study found that factors such as work stress, work-life balance, workplace support, and organizational policies significantly influence women's performance and contribution. It also revealed that poor work conditions negatively impact productivity and retention of women employees

Bhardwaj S & Sharma J (2025): in paper titled 'A Women's Work-Life Balance in Hybrid Working Mode' emphasized on work-life balance among working women, especially in modern work environments. The study concluded that flexible working conditions improve employee satisfaction and performance, but issues like long working hours and blurred boundaries still create challenges. The research emphasized the importance of organizational support systems for improving women's efficiency.

Ely, Ibarra, and Kolb (2011) focused on women's leadership development and argued that leadership development for women needs to consider the organizational and gender-related conditions affecting their career advancement. Their work highlights the importance of organizational support and appropriately designed leadership development initiatives for strengthening women's participation in leadership roles. Your paper already includes this source in its reference list, although it is not currently discussed in your literature review.

Shah, Raval, Bhatia, and Thanki (2025) investigated work-life balance and job satisfaction among middle-level female employees in the service sector. The study found that better work-life balance was associated with higher job satisfaction and emphasized the importance of workplace support and gender-inclusive HR policies. The authors also noted the comparatively limited research focusing specifically on female employees in the Indian service sector

RESEARCH METHODOLOGY

Problem identification

The participation of women in the workforce has increased considerably, particularly in service sector industries such as banking, healthcare, education, IT/BPO, hospitality, and telecommunications. Women employees are increasingly involved in various organizational activities and contribute through knowledge sharing, teamwork, innovation, problem-solving, acceptance of responsibilities, and achievement of organizational goals. However, despite their growing participation, the extent and nature of their contribution to Organizational Development (OD) have received comparatively limited attention.

Existing studies have largely focused on specific issues concerning working women, such as work–life balance, employee well-being, leadership, gender discrimination, career advancement, and organizational support. While these studies provide valuable insights into women's workplace experiences, there is a need to understand their contribution from a broader Organizational Development perspective. In particular, the contribution of working women towards organizational effectiveness, innovation, teamwork, responsibility, and achievement of organizational objectives requires further examination in the context of service sector organizations.

At the same time, women employees may experience challenges such as work–life imbalance, gender bias, and limitations in career growth, which can influence their ability to contribute effectively. Organizations undertake various initiatives such as training and development, recognition, promotional opportunities, leadership development, and flexible working arrangements to support and enhance the performance of women employees. Therefore, understanding organizational support along with women's workplace contribution becomes important.

Further, examining only the perceptions of women employees may not provide a complete organizational perspective. Hence, the study incorporates the views of both working women and Management Representatives to obtain a broader understanding of women's contribution and organizational support. The study therefore attempts to examine the contribution of working women to Organizational Development, the challenges faced by them, the perception of Management Representatives regarding their contribution, and the organizational initiatives undertaken to enhance their performance, with reference to selected service sector industries in Nashik City.

OBJECTIVES OF STUDY

- To understand the concept of Organizational Development.
- To study various factors influencing OD in selected service sector organizations in Nashik city.
- To study the practices undertaken by working women contributing to organizational development.
- To study the challenges faced by working women.
- To Study the perception of HR Professionals regarding contribution of working women towards organizational development
- To study the Organizational Development initiatives undertaken by organizations to enhance the performance of women employees.

HYPOTHESIS OF STUDY:

- **H₀: (Null Hypothesis)** There is no significant relationship between working women's contribution and organizational development.

- **H₁:(Alternative Hypothesis)** There is a significant relationship between working women's contribution and organizational development.

LIMITATIONS OF STUDY

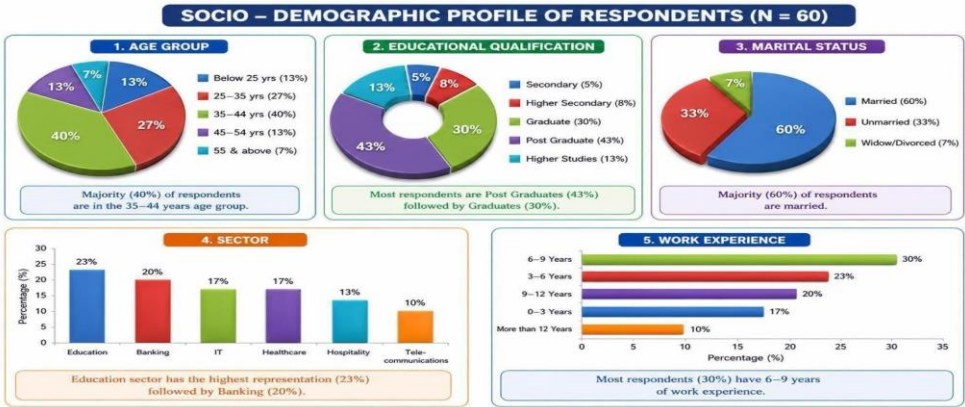
- The study is geographically limited to Nashik city and therefore the findings may not be generalized to other regions of India
- The study focuses only on selected service sector organizations, and the results may differ in manufacturing or other sectors.
- Time constraints and availability of respondents may have affected the depth and accuracy of data collection.
- Some respondents may have been hesitant to provide complete or accurate information due to confidentiality concerns.

DATA ANALYSIS AND INTERPRETATION

Table 1: Socio – Demographic Profile of Women in Nashik City

Profile Variable	Category	Frequency	Percentage
Age Group	Below 25 yrs	8	13%
	25-35 yrs	16	27 %
	35-44 yrs	24	40%
	45-54 yrs	08	13%
	55 & above	04	7%
Educational Qualification	Secondary	03	5%
	Higher Secondary	05	8%
	Graduate	18	30 %
	Post Graduate	26	43.%
	Higher Studies	08	14%
Marital Status	Married	36	60%
	Unmarried	20	33%
	Widow/Divorced	04	7%
Sector	Education	14	23%
	Information Technology	10	17%
	Banking	12	20%
	Hospitality	08	13%
	Healthcare	10	17%
	Telecommunications	06	10%
Work experience	0-3 Yrs	10	17%
	3-6 Yrs	14	23%
	6-9 Yrs	18	30%
	9-12 Yrs	12	20%
	More than 12 Yrs	06	10%

Figure. No. 1: Socio – Demographic Profile of Women in Nashik City

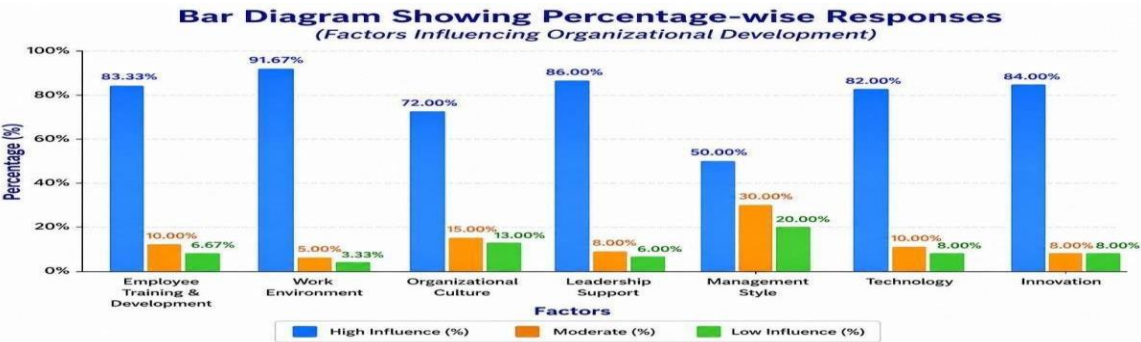


The socio-demographic profile reveals that the majority of respondents belong to the 35–44 years’ age group (40%), followed by 25–35 years (27%), indicating that most women respondents are in their active professional stage. In terms of educational qualification, 43% respondents are Post Graduates and 30% are Graduates, reflecting a well-qualified workforce. The marital status analysis shows that 60% respondents are married, while 33% are unmarried. Sector-wise, the highest participation is from the Education sector (23%), followed by Banking (20%), while Information Technology and Healthcare sectors each represent 17% of respondents. Regarding work experience, 30% respondents possess 6–9 years of experience, followed by 23% with 3–6 years of experience, indicating moderate to high professional exposure among working women in service sector organizations of Nashik city.

Table No.2: Factors Influencing Organizational Development

Sr. No.	Factors	High influence	Moderate influence	Low Influence
1	Employee Training & Development	50	06	04
2	Work environment	55	03	02
2	Organizational Culture	43	09	08
3	Leadership support	52	04	04
4	Management style	30	15	15
5	Technology	49	05	06
6	Innovation	50	04	06

Figure No.2: Factors Influencing Organizational Development



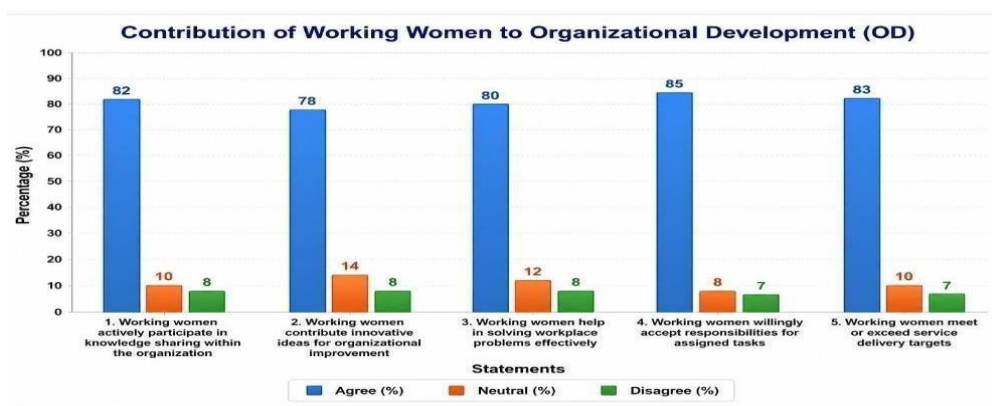
The table indicate that Leadership Support (86%), Work Environment (91.67%), Innovation (84%), Employee Training & Development (83.33%), and Technology (82%) are perceived as the most influential factors contributing to Organizational Development. Organizational Culture (72%) also

shows a substantial positive influence. In contrast, Management Style (50%) received comparatively lower agreement, with 30% of respondents indicating a moderate influence and 20% reporting low influence. Overall, the results suggest that a supportive work environment, effective leadership, employee development initiatives, technological advancement, and innovation play a significant role in enhancing Organizational Development within service sector organizations.

Table No.3: Contribution of Working Women to OD

Sr. No	Statements	Agree	Neutral	Disagree
1	Working women actively participate in knowledge sharing within the organization	49	06	05
2	Working women contribute innovative ideas for organizational improvement.	47	08	05
3	Working women help in solving workplace problems effectively.	48	07	05
4	Working women willingly accept responsibilities for assigned tasks.	51	05	04
5	Working women meet or exceed service delivery targets.	50	06	04

Figure No.3: Contribution of Working Women to OD

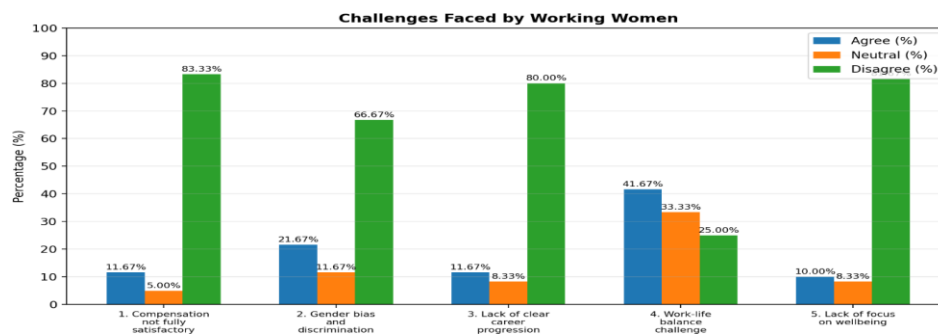


The above table indicates that working women make a significant contribution towards Organizational Development in service sector organizations. A majority of respondents agreed that women actively participate in knowledge sharing within the organization (82%), contribute innovative ideas for organizational improvement (78%), and help in solving workplace problems effectively (80%). Further, 85% respondents agreed that working women willingly accept responsibilities for assigned tasks, which shows their commitment and accountability towards organizational goals. Additionally, 83% respondents stated that working women meet or exceed service delivery targets, reflecting their efficiency and performance orientation.

Table No.4: Challenges faced by Working Women

Sr. No	Statements	Agree	Neutral	Disagree
1	The compensation provided by the organization is not satisfactory.	07	03	50
2	Women experience gender bias and discrimination in the workplace	13	07	40
3	The organization does not provide a Clear career progression path	07	05	48
4	Maintaining work life balance is challenge for working women	25	20	15
5	The organization does not give adequate attention to employee well-being and happiness.	06	05	49

Figure No.4: Challenges faced by Working Women



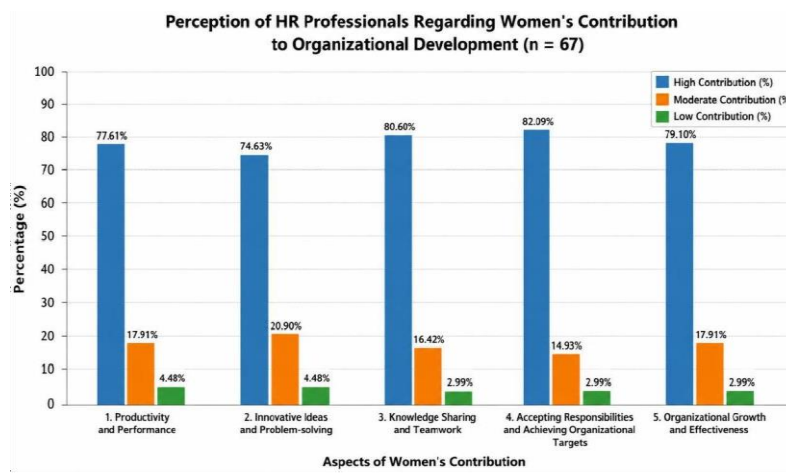
The above chart indicates that 83.33% of respondents disagreed that their compensation was not fully satisfactory, Similarly, 80.00% disagreed with the statement regarding lack of clear career progression, while 81.67% disagreed that their organizations lacked focus on employee well-being and happiness, indicating relatively favourable perceptions in these areas. Work–life balance emerged as the most prominent challenge, with 41.67% of respondents agreeing that maintaining work–life balance is difficult, while 33.33% remained neutral and 25.00% disagreed. Gender bias and discrimination were reported by 21.67% of respondents; however, the majority (66.67%) disagreed that they experienced this challenge. Overall, the findings indicate that work–life balance is the major concern among the challenges examined, whereas compensation, career progression, employee well-being, and gender bias were comparatively less frequently perceived as challenges.

PART-B MGT.REPRESENTATIVE PERSEPECTIVE

Table No.5 Perception about Women’s Contribution to OD

Sr. No	Statements	High Contribution	Moderate Contribution	Low contribution
1	Organizational Productivity and performance	52	12	3
2	innovative ideas and problem solving	50	14	3
3	Knowledge sharing and teamwork	54	11	2
4	Accepting responsibilities and achieving organizational targets	55	10	2
5	Organizational Growth and effectiveness	53	12	2

Figure No.5 Perception about Women's Contribution to OD

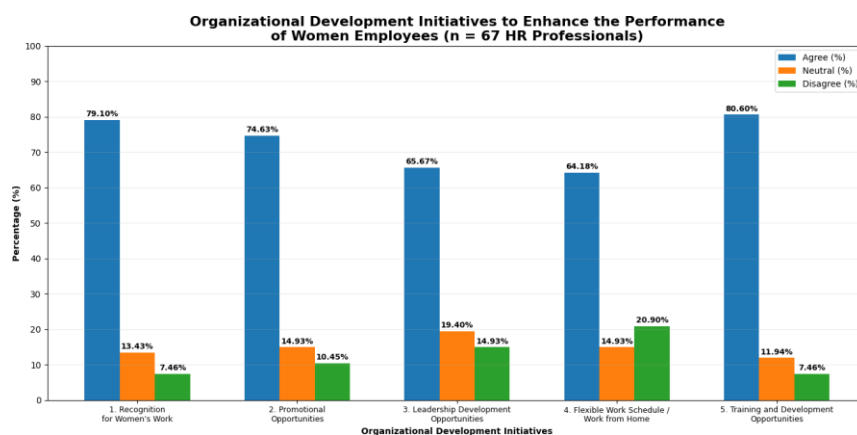


The above chart indicates the opinions of Management Representatives regarding the contribution of working women towards Organizational Development in service sector organizations. The findings reveal that a majority of Management Representatives perceived women's contribution as high across all five aspects. The highest perception of high contribution was observed in accepting responsibilities and achieving organizational targets (82.09%), followed by knowledge sharing and teamwork (80.60%) and organizational growth and effectiveness (79.10%). Similarly, 77.61% of Management Representatives perceived a high contribution of women towards organizational productivity and performance. Further, 74.63% of respondents perceived a high contribution through innovative ideas and problem-solving, indicating that women employees are viewed as active contributors to organizational improvement and innovation.

Table No.6: Organizational Development Initiatives

Sr. No	Statements	Agree	Neutral	Disagree
1	Recognition for women work	53	09	5
2	Promotional opportunities	50	10	07
3	Leadership Development opportunities	44	13	10
4	Flexible work schedule / work from home	43	10	14
5	Training & Development opportunities	54	08	05

Figure No.5: Organizational initiatives



The above chart indicates that Training and Development received the highest level of agreement at 80.60%, followed by Recognition for work (79.10%) and Promotional opportunities (74.63%). Leadership development opportunities were reported by 65.67% of HR professionals, while Flexible work schedule/Work from Home received the lowest level of agreement at 64.18%. Overall, the findings suggest that organizations are undertaking several initiatives to support and enhance the performance of women employees, particularly through training, recognition, and career advancement opportunities. However, greater attention may be required towards flexible working arrangements and leadership development opportunities to further strengthen women's contribution to Organizational Development.

FINDINGS

1) Factors Influencing Organizational Development

- Work Environment (91.67%) emerged as the most influential factor, followed by Leadership Support (86.67%), Innovation and Employee Training & Development (83.33% each), and Technology (81.67%), indicating their strong influence on Organizational Development.
- Organizational Culture (71.67%) also showed considerable influence, suggesting that a positive organizational culture plays an important role in supporting organizational effectiveness and development.
- Management Style (50%) showed comparatively lower influence than the other factors, indicating that respondents perceived work environment, leadership support, training, innovation, and technology as relatively stronger factors influencing Organizational Development.

2) Contribution of Working Women to Organizational Development

- A majority of respondents agreed that working women willingly accept responsibilities for assigned tasks (85%) and meet or exceed service delivery targets (83%).
- Working women actively participate in knowledge sharing (82%) and contribute to solving workplace problems effectively (80%).
- Women also contribute innovative ideas for organizational improvement (78%), reflecting their positive role in organizational development.

3) Challenges faced by working women

- Work-life balance emerged as the most prominent challenge, with 41.67% of respondents agreeing that maintaining a balance between work and personal responsibilities is difficult.
- Compensation, career progression, and employee well-being were comparatively less perceived as challenges,
- Gender bias and discrimination were reported by some respondents (21.67%), although the majority (66.67%) did not perceive it as a major workplace challenge, indicating an overall relatively favorable workplace environment.

4) Perception about Women's Contribution to OD

- Accepting responsibilities and achieving organizational targets (82.09%) emerged as the highest contribution of working women.
- Knowledge sharing and teamwork (80.60%), followed by organizational growth and effectiveness (79.10%) and productivity and performance (77.61%), were also rated highly.

- Innovative ideas and problem-solving (74.63%) also showed a strong positive perception, indicating women's overall contribution towards Organizational Development.

5) Organizational Initiatives

- Training and Development (80.60%) and Recognition for Women's Work (79.10%) emerged as the most prominent OD initiatives undertaken by organizations to enhance the performance of women employees.
- Promotional Opportunities (74.63%) also received strong agreement, indicating that organizations provide considerable support for the career growth and advancement of women employees.
- Leadership Development Opportunities (65.67%) and Flexible Work Schedule/WFH (64.18%) received comparatively lower agreement, suggesting scope for strengthening these initiatives to further enhance women employees' performance and contribution to Organizational Development.

CONCLUSION

This study concludes that working women play an important role in Organizational Development in selected service sector industries in Nashik City. Their contribution is reflected through knowledge sharing, teamwork, innovative thinking, problem-solving, acceptance of responsibilities, and achievement of organizational targets. These contributions support organizational performance, effectiveness, and overall development.

The perspective of Management Representatives further strengthens this observation, as women employees are perceived as meaningful contributors to organizational productivity, teamwork, innovation, achievement of organizational goals, and organizational growth. Thus, the perspectives of both working women and Management Representative provide a broader understanding of women's role in Organizational Development.

The study also indicates that organizations are making efforts to enhance women employees' performance through training and development, recognition, promotional opportunities, leadership development, and flexible working arrangements. At the same time, work-life balance continues to emerge as an important concern, while gender bias is experienced to a comparatively limited extent. This highlights the need for organizations to further strengthen supportive and inclusive workplace practices, particularly those facilitating work-life balance and leadership development.

Overall, this study provides a comprehensive preliminary understanding of the contribution of working women to Organizational Development from both employee and organizational perspectives.

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