Chapter 5

Survey, Data Analysis & Interpretation

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Chapter 5

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Interpretation

For the present study the universe was divided into three main categories on the basis of nature of activities performed by various sectors i.e. Public Sector, Private Sector and Service Sector. Data was gathered, classified and then tabulated relating to various aspects of status of women employees working in these sector like financial, working conditions, job satisfaction other related aspects like problems to women employees, motivational therapy for women employees, fulfillment of legal provisions etc. as defined by research objectives, size of universe and sample population.

Considering major objectives of the study in the light of statistical as well as graphical analysis for all the three sectors following interpretations can be made regarding various aspects like:
Present status of women employees in selected Public, Private and Service Sector industrial units established in Bundelkhand region:

Term status here is referring to economic /monetary/ financial conditions available to women employees of both managerial and non-managerial cadre of all the three sectors.

As predicted by statistical tables it can be interpreted that economic/financial/ monetary status of women employees in private sector industrial units is not satisfactory at all especially in case of non managerial employees. There is no question of payment of various allowances like DA, HRA etc. in fact they are not even paid a satisfactory amount of basic salary as shown by the survey findings.

Survey findings reveals that most of the employees of this category are appointed on ad-hoc/ contract basis and thus do not have any job security. Organizations are least interested in appointment of women in this sector and hence exploit rather than negotiate women employees regarding remuneration, which is far away from compliance of legal provisions under the law.

Lack of education and economic resources are the main factors due to which employees of non-managerial cadre are bound to
work with unfair remuneration practices & policies. Situation is slightly better in case of managerial cadre of private sector industrial units but again, due to lack of entrepreneurial and innovative interest in appointing female employees due to high degree of technical nature of work and other conventional aspects, a small number of women are engaged in professional assignments in this cadre of private sector.

In view of complete ownership of instruments of production, the employers are all powerful in remuneration negotiation with employees. Allowances like DA, HRA are usually not being given to women employees of this sector and if paid, amounts are not as per government rules.

In case of **public sector industrial units** status of women employees is comparatively better in terms of salary and other perks. Though a very small number of women are employed in managerial as well as non-managerial cadre of public sector industrial units, yet consideration is provided in accordance of government (central or state) policies pertaining to employment in public sector. In case of managerial cadre quite satisfactory emoluments are being paid especially in units like BHEL, Power Plants etc. as revealed by data analysis. Allowances like DA,
HRA etc. are being paid according to defined slabs for various positions or salary scales.

A large percentage of employees are enjoying job security because of 'permanent' status to their job positions. Even in case of non-managerial cadre number of permanent employees is significantly high in comparison to private sector. Literacy rate and awareness about work environment and related issues were found to be higher in women employees of public sector, if compared to private sector industrial units.

**Service sector industrial units** are a combination of private sector service units and public sector service units and hence present a mixed picture regarding the status of women employees working in managerial as well non-managerial cadres of the sector. In case of private sector service units, rate of payment of remuneration is not very high and is fluctuating in nature. However data analysis indicates that the presence of women employees is higher in private sector service units than its production/manufacturing units. Normal allowances are paid at higher level of positions and monetary incentives are also provided in case of full target achievement as motivation. Job security is on average degree with almost equal proportion of women employees at permanent and temporary.
appointments, as revealed by survey as 50:50 combined averages for both public and private service sector units.

Women are employed more at middle level or lower level management especially in case of service sector private and public units. Prominent and large-scale units like Hindustan Lever Ltd., Ghadi Detergent etc. are not interested in employing women in managerial cadre due to more of technical nature of job. Women are employed more at non-managerial cadre and that too not on permanent basis in private service sector units.

*Working Conditions available to Women Employees in selected Public, Private and Service Sector industrial units established in Bundelkhand region:*

Working conditions for all the three sectors, are analyzed on the basis of responses given by women employees to queries related to working hours, working shifts, availability of basic requirements at work place, working equipments, arrangement of training and other development programs, entertainment & refreshment facilities at work place, special arrangements for women employees, presence and effectiveness of grievance settlement machinery in the organizational units, as a part of survey.
Working conditions are least satisfactory in case of *private* sector for both the managerial and non-managerial women employees, which is a glaring feature as compared to public sector. Since private sector entrepreneurs are not willing to employ women in units, they are least interested in making special arrangements for women employees. In case of non-managerial cadre working hours depends on routine targets defined to them or amount of remuneration they are willing to earn for a day in case of piece rate system. As per keen observation during survey it can be interpreted that in case of managerial cadre contractual working hours are quite different than actual working hours. For example if working hours are defined from 10 a.m. to 5 p.m. the closing hours limit usually goes to 7 p.m. in case of private sector. Availability of basic facilities separate urinals, common rooms, canteens etc. are at lowest degree. Grievance settlement machinery is ineffective in case of private sector. Approximately 70% of concerns are not having any formal structure in shape of grievance settlement authority/cell. Women employees with grievances usually avoid to complain about matter as it usually increase their problems instead of solving it.
Conditions are slightly better in case of **public sector** especially for managerial cadre women employees and that too in big units like BHEL, Jhansi etc. Factories Act provisions relating to special arrangements for women employees are fulfilled up to an average level and basic requirements like chambers, required equipments etc. for job performance are made available to them. In case of non-managerial cadre conditions cannot be stated as worst but a significant improvement is required in working conditions for women employees. Training programs are organized as per the requirement in case of public sector units, however training methods are usually traditional and flexible and hence are not able to reach its target of performance excellence especially at middle levels, as per survey findings.

**Service sector** as a whole, due to high degree of customer responsiveness, is at a privileged position regarding working conditions for women employees. Approximately 60 to 70 percent women employees of this sector were satisfied with the working conditions provided to them; however shifts are the major problem of women employees in this sector especially in case of medical services, tourism and related professions. Though formal structure of grievance settlement machinery is
absent in a large number of units, yet HR manager settles grievances and concerned staff for smooth working of organizations.

**Level of Job Satisfaction at different managerial and non-managerial positions of Women Employees in selected Public, Private and Service Sector industrial units established in Bundelkhand region:**

A large number of female employees do not find their jobs interesting and satisfactory at all levels of income in case of managerial cadre of *private sector* industrial units. The main reason, which was given, by most of the female employees during direct interviews was lack of further opportunities and routine nature of job assigned to them for lack of enthusiasm. Another surprising fact is that the highest income group is having a significant quantum of very low job satisfaction and the reasons are still the same. Conditions are more or less same in case of non-managerial cadre of women employees of private sector. Female employees in non managerial assignments are below average satisfied in a large percentage with their job assignments and do not derive high degree of interest in their routine assignments, as per the survey findings.
Approximate 2/3rd of women employees working in public sector are satisfied with their job assignments even though jobs are of routine nature with very low growing opportunities. The main reason for job satisfaction is sufficient consideration amount and average target rate defined for the employees. Picture is almost same for the non-managerial cadre of women employees in public sector. Level of job satisfaction is higher at lower managerial level. Employees in Higher income groups are somewhat dissatisfied (approx 10 to 15 percent of sample population) with their current job assignments due to their routine nature, lack of creativity and innovation and lack of further promotional opportunities, as these are basic motivational tools.

It has been observed that service sector industrial units have a contradiction about level of job satisfaction. Degree of coordination from male as well as female employees is significant in amount and targets in general are being achieved by them in full, yet some where satisfaction is lacking. The main reason, which was given, by most of the female employees for this during direct interviews was lack of further opportunities in terms of promotional avenues and routine nature of job assigned to them. Another surprising fact is that
the highest income group is also having a significant quantum of low job satisfaction and the reasons are still the same.

In general satisfaction level tends to decrease whenever there is change in need hierarchy. To quote an example if an employee is getting sufficient remuneration for fulfillment of physiological needs, will have high satisfaction level till stability in fulfillment of physiological needs is attained. Satisfaction level will reduce to some extent when there will be a willingness to fulfill social or security needs through increased remuneration and/or status. May be because of this reason satisfaction from job starts reducing at higher income levels, this is in testimony to the survey findings.

**General overview about status of Women Employees in public, private and service sector industrial units of Bundelkhand region:**

Overall picture on the basis of statistical and graphical analysis appears to be below average in terms of all variables with ample scope and probability for development of women employees. Being industrially backward area, any of the defined sectors is not equipped with a good number of large-scale organizational
units and hence rate of women employment is less as clearly shown by survey findings.

In general conditions are not very bad, if not good and environment and willingness of present women employees to grow and develop on professional front is a relief indicator and could said to be beginning of an era of women employment creation and development. Economic status is dissatisfactory in case of women employees of the region but awareness about legal provisions and remunerative rights among women employees can help in improving economic status.

The basic problem about women employees is conventional family environment, lack of education especially professional education and trend of early marriages especially in sub urban and rural sub region that do not let them to grow professionally. Conditions at work place are average however; conditions are poor in case of private sector where special efforts are required to be made to improve the status of women employees. On an average job satisfaction level is also not very high and there is lack of initiative, innovation and creativity in women employees in spite of their hard working nature.

Survey interprets that lack of special arrangements, which help facilitate them to seek employment for women employees is

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another reason for less number of women interested in employment. Crèches for children, separate refresh rooms, shift workings, exploitation in terms of non specific working hours and excess work loads are few another reasons of high turnover of women employees from professional front. High rate of industrial disputes and ineffective grievance settlement machinery in the organizations is another reason for lack of interest in job assignments by the women employees. Survey interprets that increments are not a regular feature in case of private sector. A large percentage of private sector employees are working on the constant pay scale since many years. A few organizations adopt increment policy and that too on irregular basis. Most of the private sector industrial units do not provide state or central governments’ scheme for employees’ benefit like group insurance scheme, ESI facilities to its female employees. Conditions are comparatively better in public sector units but in that case less number of such units and number of women employees due to its technical nature and complicated employment procedure are main hindrances to attract women employees towards this sector. Technical jobs are yet not being taken as a field fit for women in the region and hence technical
education institutes usually have a less number of female
learners, as shown by the survey findings. However, it is
pertinent to mention that currently women folk are being
professionally educated, trained and developed to accept the
technical nature of job.

Factors responsible for different types of Problems faced
by women employees in selected Public, Private and
Service Sector industrial units established in
Bundelkhand region:

In all the three sectors under study some common problems
are diagnosed on the basis of responses from sample
population. In general women employees more or less are not
able to get legislative remuneration in accordance to their
qualifications, skill and job assignments and factor responsible
for that are lack of education and awareness and lack of
capacity to negotiate due to lack of financial resources as well
as ample availability of substitute human resource for the same
job.

Working in shifts especially in case of private and service
sector industrial units is another problem for women
employees. This is one of the main reasons for less employment
of women employees in various industrial units in managerial as well as non-managerial cadre. Aspects relating to it are many: first of all *traditional approach of family* regarding working women do not let them to work in late hours, more over a large part of Bundelkhand region is robbers and dacoit prone. Poor situation of law and order also plays a significant role in increasing women employees' hesitation to work in late hours. Another problem of women employees is *lack of coordination* from colleagues, especially female colleagues at work place. Though surprising yet a fact is that as the income group moves higher degree of coordination between female employees tends to reduce; reason for which is increase in professional competition with increase in job responsibilities, as per survey findings.

Women employees do complain about less number of routine meetings and their *participation level* in those meetings. In general either meetings are not organized in industrial unit or if they are organized women employees are not given sufficient degree of participation in meetings by presentation of their ideas to increase productivity as well as profitability for their ultimate skill developmnet. In general women employees' views
are not given due attention even though they are more practical and beneficial than those given by other male colleagues.

**Lack of special arrangements** like separate urinals, separate chambers, refreshing rooms etc. for women employees is another problem faced by them in general. This is due to lack of entrepreneurial interest in employment and development of female employees.

In addition to above **sexual harassment** at work place, **discrimination in promotion policies** on the basis of sex, **lack of promotional opportunities, less household support** to meet professional commitments and personal responsibilities are a few common problems faced by women employees of all the three sectors.

**Reservation for women** in organizations is not practiced in most of the private and service sector industrial units and lack of female human resource is yet another hindrance in implementing reservation policy for women employees.