Chapter 6

Conclusions & Suggestions

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The data has been collected through full-fledged survey relating to various aspects of status of women employees in selected public, private and service sector industrial sector units of Bundelkhand region. As a result no clear-cut picture has emerged about status of women employees in the region. Data collected in form of responses was converted into frequency distributions were then checked by the help of various statistical measures and later on graphical and/or pictorial presentations were made. Interpretations on the basis of statistical and graphical analysis, may conclude with following remarks relating to status of women employees in public, private and service sector industrial units of region as per various hypothetical statements framed, initially.

It can be stated that hypothesis that there is no representation of women employees in public, private and service sector industrial units of Bundelkhand region has been tested by the facts and figures and been disproved due to presence of women
employees in managerial as well as non managerial cadre of all the three sectors. However, number of women employees is not in required proportion due to many factors like less number of industrial units, lack of qualified (professionally or technically) women human resource; high rate of illiteracy, Conventional family background, lack of enthusiasm to develop professionally, lack of awareness about available opportunities, less entrepreneurial interest in employing women as human resource in the organizations etc. In case of private sector women employees are hesitant to seek employment due to nature of job, shift workings, exploitation in terms of monetary emoluments, working hours and discrimination on the basis of sex. However, service sector is having a significant percentage of employment of women employees, as shown by survey findings. Main reason for attraction towards service sector is availability of soft jobs for women employees with comparatively better monetary emoluments.

Another hypothesis in the form of statement that Status of women employees is satisfactory economically, socially and commercially in public, private and service sector industrial units of Bundelkhand region has been tested and been disproved in the lime light of survey findings and interpretation
on overall basis. Economic status of women employees in *public sector industrial* undertakings of Bundelkhand region can be stated as *satisfactory* in terms of enhanced general standard of living in comparison to private and service sector but due to less number of such units in the region and lesser representation of women employees in these units fails to leave any significant mark on overall economic status of women employees in the region.

The public sector units existing in the regional boundaries of Bundelkhand are of extreme performance standards. On one hand units like BHEL and railway workshops are performing extremely high and are treating women employees in much better way socially and economically, on the other hand units like Parichha Thermal Power Plants, Cotton textile mills etc. are not meeting their target and are not able to give due economic advantages to its female employees, hence their performance level is low, as revealed by survey findings.

However, average level of economic status can be said to be satisfactory regarding female employees as basic labour/ wage & salary laws relating to monetary emoluments are being implemented in these industrial units. In case of productive status it can be concluded that due to properly defined salary
groups and other benefits, women employees are able to meet excellence in performance, and hence could be called as better productive lot.

Women employees of public sector are lacking in degree of initiative, innovation and creativity about their work assignments, which is very important for performance excellence in the organizations and that is one reason for below average performance of these organizations in general. Social status of women employees in this sector is quite satisfactory especially in case of managerial cadre due to good economic conditions, high literacy rate and a high degree of general awareness.

In case of Private sector industrial units situation is quite dissatisfactory in case of women employees. Though representation of women employees is significant in number in private sector, yet large percentage of women employees are on below average economic status. Main reason for that is exploitation regarding payment of monetary emoluments to women employees, working shifts, working hours and other working conditions and sexual discrimination. Productive status of women employees in private sector is even not worth satisfying. Though facts and figures portray a positive scene in
terms of target achievement, yet absence of fringe benefits, lack of monetary and non-monetary incentives, routine nature of work with poor degree of basic working conditions and discrimination on sex basis are collectively reducing the level of job satisfaction and hence the gross productivity of women employees, which is decreasing gradually.

Turnover ratio of women employees in private sector as told by many entrepreneurs during survey is also an indication of dissatisfactory productive status of women employees in private sector. Conditions are not worth mentioning in case of social status of women employees. Private sector industrial units are least bothered about development of women employees in a social way. There are no provisions of inter and intra group informal communication or interaction. No separate training, development and welfare programs are organized for women employees working at different levels. Reward and recognition theory is almost nil in implementation to boost up women employees in the organizations. Highest is the percentage of women employees in temporary status that do not let them develop socially in private sector industrial units, as per survey findings.
Service sector needs an improvement in working conditions to improve the status of women employees in managerial and non-managerial cadre, though conditions are better than private sector. On the basis of data analysis and interpretations it can be concluded that average is the level of economic status of women employees in this sector, which is because of public sector service units and private sector service units are on the same lines as interpreted for private sector production units in terms of exploitation, lack of facilities and poor motivational plans.
Recommendations:

Problems faced by women employees of Bundelkhand can be solved easily if initiative is taken by entrepreneurs as well as government authorities. Most of the problems are due to less attention and interest of entrepreneurs in growth and development of women employees as a result women employees are demotivated, demoralized and often quit the job.

Based on the survey findings, following recommendations may be given for Public, Private and Service sector industrial units to improve the economic, productive and social status of women employees.

Recommendations for Public sector:

During the survey, it was found that women employees working in public sector are enjoying an average economic status which is better than the status of women employees of same cadre in private and service sector. But conditions cannot be stated as very good especially in case of non-managerial cadre. As far as productive and social status is concerned, situations are not favorable. To improve the economic, productive as well as social status of women employees working in managerial and non-
managerial cadre, Management may take following steps to improve the status of women employees in general:

- Implementation of provisions of minimum wages act: employers while recruiting women employees should ensure that there is no discrimination in payment of remuneration on the basis of sex, that provisions of minimum wages act are being fulfilled and that fair value is being paid to employees in accordance with job responsibilities. However, provisions of the act should also be reviewed from time to time in accordance with inflationary, deflationary and other related economic conditions.

- Implementation of provision relating to Factories Act: health and safety provisions should be followed properly and that special arrangements for women employees at least as prescribed by statute should be followed by the industrial units.

- There should be regular training and development programs to increase the productivity, efficiency and effectiveness of women employees. Such training programs should provide guidance from the experts from both private and public sectors. For this purpose academic meetings like seminar, symposia, conferences, workshops should be organized by industrial units in the premised of their enterprise or send the women employees industrial units outside sector where such academic
meetings are being organized. This will develop a feeling of workers' participation and employees' involvement in the affairs of the organization.

- Proper measures should be taken to maintain congenial environment at work place like maintenance of discipline and better relations during working hours.

- Establishment of Grievance settlement machinery and a special cell for settlement of grievances of women employees and ensuring its effective working by ensuring elimination of problems instead of short run solution to the problems or grievances.

- Adoption of fair promotion policy i.e. there should be equal probability of promotion for women employees on the basis of their performance in the organizations. Seniority should not be the only criteria for promotion; it should also be practiced on fair and equitable basis as per the legislative provisions.

- Effective motivational plans like reward; recognition etc should be introduced and implemented at regular intervals to maintain excellence in women employees.

- Implementation of HRD practices like special training arrangements for women employees, regular performance
appraisal etc. for overall growth of women employees as well as organizations.

A few remedial measures may also be taken by Government (central/state) to increase the number of women employees in industrial units of public, sector of Bundelkhand region like:

- Easy access of women employees to concerned government authorities for settlement of grievances and ensuring immediate action by the way of enquiry and/or legal action for elimination of such grievances.

- Ensuring proper implementation of provisions of Industrial Disputes Act and effective working industrial dispute settlement machinery to reduce the inter group disputes at minimum level, this will help facilitate improving public relations on long term basis.

- To provide special packages to industries employing women employees in terms of monetary help, loans for expansion, subsidies in material supply, machine rate, and easy licensing etc.

- To increase the reservation for women in employment and its application in public sector and to ensure strict follow up of these provisions in the industrial units, and non-compliance of the same may be treated as punishable offence, under the law.
• To ensure implementation of basic Industrial laws relating to working conditions of women employees for overall growth of all types of organizations and to apply strict regulatory control for the organizations covered by various industrial laws.

• To increase economical education facilities may be completely free especially for girl child to improve literacy rate in semi urban and rural areas and awareness programs for women to make them aware about development through career orientation.

*Recommendations for Private Sector:*

Private sector of Bundelkhand region is showing below average level in terms of economic, productive as well as social status of women employees working in both managerial as well as non-managerial cadre of its industrial units.

Status of women employees of this sector is more or less negligible with least of economic emoluments, high exploitation in terms of working conditions, lesser level of job satisfaction and few opportunities to grow. In the limelight of survey findings following suggestions may be given to entrepreneurs of private sector to improve the status of women employees that
will have a positive impact on overall productivity and profitability of the organizations.

- Implementation of directions of minimum wages act: Private sector employers while recruiting women employees should ensure that there is no discrimination in payment of remuneration on the basis of sex i.e. fair and equitable payment of remuneration that provisions of minimum wages act are being fulfilled and that fair value is being paid to employees in accordance with job responsibilities and accountabilities. Moreover, efforts should be made to increase the number of women employees as they have been proved to be better executives than men.

- Implementation of provision relating to Factories Act and other related statutes: 'Poor working conditions' is one of the major drawbacks of private sector to attract women employees. Health and safety provisions should be followed properly and that special arrangements for women employees at least as prescribed by the labour laws should be followed by the industrial units.

- Skill development is the continuous tool for organizational development and private sector being most profit-oriented sector; entrepreneur should make a cost benefit analysis (which
is a techno economic study) of training women employees and its results in terms of productivity, efficiency and effectiveness. To avail these high degree benefits there should be regular training and development programs to increase the productivity, efficiency and effectiveness of women employees.

- Exclusive Female Human Resource Manager/s can be appointed in the units to create a high degree cordial environment and to develop multifaceted personality of women employees in all aspects for the benefit of the organization.

- Proper measures should be taken to maintain cordial environment at work place like maintenance of discipline during working hours. Targets should be defined in accordance of skill of women employees and coaching regarding team work should be a continuous curriculum of the organization to reduce inter and intra group relationships. For this Performance, Cost, Time Technique (P/C/T) and Work Breakdown of Project planning and structure (WBS) Techniques should be followed selectively.

- Entrepreneurs should define clear working hours in contract of employment and concentration should be there to adopt time saving and productive methods of working with strict control policies, with a view to stick to Time management practices, with quality assured.
• Establishment of Grievance settlement machinery and a special cell for settlement of grievances of women employees and ensuring its effective working by complete elimination of problem instead of short run solution to the problems or grievances.

• Adoption of fair promotion policy i.e. there should be equal probability of promotion for women employees on the basis of their performance in the organizations, for which regular performance appraisals and review programs should be initiated by the entrepreneurs. Here both the practices of seniority as well as merit should be adopted.

• To employ women employees in convenient shifts i.e. day shifts by making a division of employees for day and night shifts as per their convenience and to act as sensitive organizations.

• Effective motivational plans like reward; recognition etc. should be introduced and implemented at regular intervals to maintain excellence level of women employees incessantly. Priority pressure should be there to identify the needs of women employee and to motivate accordingly to have maximum benefits.

• Implementation of HRD Practices like special recruitment programs for women, special training arrangements for women
employees, regular performance appraisal etc. for overall speedy growth of women employees as well as organizations, on long term basis.

Government being principal party interested in development of industrial development of the economy through all concerned sector and as custodian of economy can take following steps to improve the overall status of women employees working in private sector:

- Appointment of special inspecting officers to ensure that the industrial units of the region implement legal provisions and to adopt strict control and regulatory practice over entrepreneurs regarding fulfillment of statutory provisions.

- To reduce the salary gaps between public and private sector and to equate the benefits during and after job of the two sectors to attract a higher number of women employees for working in private sector, within legislative parameters and provisions of the company.

- Easy access of women employees to concerned government authorities for settlement of grievances and ensuring immediate action by the way of enquiry and/or legal action for elimination of such grievances. For this, women representatives, in Trade Unions and/or Grievance Settlement Machinery is a must.
- Ensuring proper implementation of provisions of Industrial Disputes Act, 1947 as amended from time to time and effective working industrial dispute settlement machinery to reduce the inter group disputes at minimum level.

- To provide special packages to industries employing women employees in terms of monetary benefits, subsidies in material supply, machine rate, and easy licensing etc.

- To increase the reservation for women in employment in private and service sector in addition to public sector and to ensure strict follow up of these provisions in the industrial sectors, in accordance with the legislative measures.

- To ensure implementation of basic Industrial laws relating to working conditions of women employees for overall growth of all types of organizations and to apply strict regulatory control for the organizations covered by various industrial laws.

- To open a high number of professional and technical education institutes especially for females of the region along with increased primary education facilities free of cost especially for girl child in semi-urban and rural areas and to organize awareness programs for women to tell them about development through career orientation.
• To arrange special orientation programs for entrepreneurs regarding employment of women employees in technical and non-technical jobs on the basis of skill, through on the job and off the job training.

Recommendations for Service Sector:

Service sector is the combination of both private and public sector, and hence depicting the mixed graph about status of women employees working in both managerial and non-managerial cadres. The sector, through its entrepreneurs both individuals and state (central, state or local govt.), can be advised with following recommendations to improve the overall (economic, productive and social) status of women employees:

• Ensuring legal provisions implementation regarding monetary emoluments: Due to involvement of both Private sector employers and Public sector employees in service organizations; rate of satisfaction regarding monetary emoluments increases when income structure of public sector employee is compared with same level private sector employee. After working out feasibility, efforts should be made for equating salary structure of employees of same level in both sector service units can
increase the economic satisfaction in employees and thus their enthusiasm to be more and more productive, within the provisions of legal framework. While recruiting women employees it should be ensured that there is no discrimination in payment of remuneration on the basis of sex, that provisions of minimum wages act are being fulfilled and that fair value is being paid to employees in accordance with job responsibilities and accountabilities. Moreover, efforts should be made to increase the number of women employees as they are proved to better executives than men, as revealed by surveys conducted from time to time by National agencies.

- Implementation of provision relating to Factories Act and other related statutes: 'Poor working conditions' is one of the major drawbacks of private sector to attract women employees. Health and safety provisions should be followed properly and that special arrangements for women employees in service sector units where mixed conditions due to existence of both public and private holdings; at least as prescribed by labour laws should be followed by the industrial units.

- Skill, attitude, aptitude and personality development is the continuous tool for organizational development and service sector with maximum degree of competitiveness requires a
continuous support from training of women employees and its results in terms of productivity, efficiency and effectiveness. To avail these high degree benefits there should be regular training and development programs to increase the productivity, efficiency and effectiveness of women employees on the one hand and consequent development of organization on the other.

- Exclusive Female Human Resource Manager/s can be appointed in the units to create a congenial environment and to develop women employees in all aspects for the benefit of the organization.

- Proper measures should be taken to maintain congenial environment at work place like maintenance of discipline during working hours. Achievement of objectives through team leadership and coaching regarding teamwork should be a continuous curriculum of the organization to reduce inter and intra group conflicts.

- Entrepreneurs should define clear working hours in contract of employment and concentration should be there to adopt time saving and productive methods of working with strict control policies. Here, emphasis should be given to Time Management Practices.
• Establishment of Grievance settlement machinery and a special cell for settlement of grievances of women employees and ensuring its effective working by ensuring elimination of problem on long term basis instead of short run solution to the problems or grievances.

• Adoption of fair promotion policy (both on seniority and merit basis) i.e. there should be equal probability of promotion for women employees on the basis of their performance in the organizations, for which regular performance appraisals and review programs should be initiated by the entrepreneurs.

• To employ women employees in convenient shifts i.e. day shifts by making a division of employees for day and night shifts as per their convenience and to act as sensitive organizations.

• Effective motivational plans like reward; recognition etc. should be introduced and implemented at regular intervals to maintain excellence level of women employees. Priority pressure should be there to identify the needs of women employee and to motivate accordingly to have maximum benefits.

• Implementation of HRD Practices like special recruitment programs for women, special training arrangements for women employees, regular performance evaluation etc. for overall speedy growth of women employees as well as organizations.
Government being principal party and partial holder interested in development of industrial development of the economy through all concerned sector and as custodian of economy can take following steps to improve the overall status of women employees working in service sector:

- Appointment of special inspecting officers to ensure that the industrial units of the region implement legal provisions and to adopt strict control and regulatory practice over entrepreneurs regarding fulfillment of statutory provisions.

- To reduce the salary gaps between public and private sector and to equate the benefits during and after job of the two sectors to attract a higher number of women employees for working in service sector, after careful feasibility study and consideration of legal provisions in this regard.

- Easy access of women employees to concerned government authorities for settlement of grievances and ensuring immediate action by the way of enquiry and/or legal action for elimination of such. For women, representation must be made in Trade Unions and Grievance Settlement Machinery.

- Ensuring proper implementation of provisions of Industrial Disputes Act and effective working industrial dispute settlement
machinery to reduce the inter group disputes at minimum level grievances and thereby enhancing mutual harmony at large.

- To increase the reservation for women in employment in service sector especially in private service units in addition to public sector units and to ensure strict follow up of these provisions in the industrial sectors, within the boundaries of legal framework.

- To ensure implementation of basic Industrial laws relating to working conditions of women employees for overall growth of all types of organizations and to apply strict regulatory control for the organizations covered by various industrial laws.

- To open a high number of professional and technical education institutes especially for females of the region along with increased primary education facilities especially for girl child in semi urban and rural areas and to organize orientation programs for women to get them informed about development through career orientation.

- To arrange special orientation programs for entrepreneurs regarding employment of women employees in technical and non-technical jobs on the basis of skill, for overall development of personality.