Chapter II Review of Literature

2.1 Introduction:
At present there is very little literature available in this field in India. A lot many studies have been conducted on HRM all around the globe as well as in India but the issue of women bus conductors is not being taken. This may be because the inception of women in this profession has started recently in last decade still a period of 8-10 years is quite a substantial period for a research to be conducted. The present chapter discusses the literature available in and around the current study being undertaken.

2.2 Review of Ph.D thesis:
2.2.1 Karina van de Voorde (2009)
The author in her thesis titled “HRM, Employee Well-Being and Organizational performance: A Balanced Perspective” submitted to Tilburg university integrated employees on the HRM-performance linkage, which is a prerequisite for enhancing the HRM-performance area. The author had detailed the research and practice by aligning the perspective of OB towards SHRM and performance and exposed these dualities to rigid tests by applying modern research methodologies. The author concluded that adopting such kind of balanced approach leads to a better and complete understanding for science and practice of the interactive, complex and dynamic pathways by which HRM influences employee well-being and organizational performance.

2.2.2 Mohsin Shaikh (2005)
The author in his Ph.D research on the topic “A Study on the strategic role of HR in IT Industry with special reference to Select IT/ITES Organizations in Pune City” from Pune University has considered the strategic role of HR in improving the firm’s performance by considering objectives such as studying the variation between the operational and strategic role of HR function, quality of HR, Perception of HR by employees etc. The author concluded that the concept of strategic HR is becoming a reality very fast and the role of HR in management in gaining sustained competitive advantage. The author emphasized that the contribution of service sector to the country's GDP is showing a steady increase and has reached more the 50%. The service sector and
specifically the information technology sector is heavily driven by people and thus requires proper management of its human resources.

2.2.3 Bourne, Alan (2007)

The author has contributed by doing Ph.D research on “Human resource management, employee attitudes and business performance in Post Office Ltd” which is also a service sector organization” in Aston University, UK. The author says that a steady link between the adoption of HRM practices by various organisations and their performance has been established by a number of studies, there is a need for a better understanding of the reasons behind such effects. This study focused on the area of research by testing the processes by which HRM affects performance, specifically the process of HR implementation, fit with internal and external boundary conditions and mediation mechanisms. The study reflected that HR implementation, job satisfaction and effective organisational commitment are the independent measures of service performance in post office branches. Employee attitudes changed the relationship between service performance and implemented HRM and both job commitment and satisfaction were found to mediate between service performance and climate for service. The results of the study indicated the need for greater attention to the processes of external and internal fit within HRM research so as to develop theory of why HR systems affect performance.

2.2.4 T. Mangaleswaran (2007)

The author in his thesis titled ‘Human Resource Management Practices and its outcomes in Indian and Sri Lankan Public Sector Banks’ unpublished Ph.D. thesis, University of Madras explored and compared the HRM practices in Indian and Sri Lankan and Public Sector Banks. Human Resource is the single largest resource to the banking industry. The level of efficiency of this resource gets reflected in the quality of service provided by the banks, as also in its growth, profitability and productivity. It was concluded that considering the present ever changing business environment in view of increased competition by Globalization, Sri Lankan banks need to pursue more rationalized HRM practices than Indian banks.
2.2.5 James M. J. (2008)

The author has conducted a study on “Human resource management in Business Process Outsourcing with special reference to high employee attrition” in Kannur University. This study aimed at identifying the crucial factors affecting high employee attrition in the BPO sector and suggested remedial measures to tackle the issue of high attrition problem. The various BPO sectors included in this study were customer services, procurement, financial accounting, human resource, and others. The study portrays a strong a warning signal to the BPO sectors, in Kerala and Karnataka to adopt innovative strategies immediately to deal with the progressing high attrition problem.

2.2.6 Disha Sachdeva (2012)

The author in her study on “An Exploratory Study of Human Resource Opportunities and Challenges in Knowledge Process Outsourcing Companies in India” submitted to Guru Gobind Singh Indraprasth University highlighted a healthy state of Human Resource practices in Indian KPOs. She confirmed the presence of well-built and structured practices for talent acquirement, training and performance management. The study also discovered that some particular areas of planning and implementing career path and growth along with compensation including profit have a good span for improvement. Career planning and development emerged as the top priority of employees demanding a highly thoughtful analysis and consideration by KPOs. The research also showed an bunch of expectations by KPOs from potential hires along with major human resource challenges.

2.3 Review of books on HRM and Women Employees

2.3.1 Evan M. Berman (2012)

The author in her book titled “Human Resource Management in Public Service: Paradoxes, Processes, and Problems” has offered challenging and thorough coverage of the intricate issues of management in the public sector, focussing on the views of both employee and managerial. It argues the issues related to HRM, explains how they arise, and suggests what can be done about them. It also talks about the paradoxical perspectives regarding the in-built challenges. The book covers all the stages of the employment process like recruitment and selection, training and development,
compensation and appraisal, legal rights and responsibilities. The book highlights hands-on skill building pertaining to the real public service experiences.

2.3.2 Nalini Sastry and Subrata Pandey (2000)
Through the book titled “Human Resource Management and Women employees” the authors had found that a lot of new human resource strategies are been framed in relation to recruitment, selection, placement, performance evaluation and promotion of women in the organizations now, but most of them rely on informal relationships given the male bias in the corporate culture, this help may not reach the women. Hence human resource management policies can be engineered suitably for strategic intervention with an aim to integrate women employees into the mainstream of the organization.

2.3.3 Kathreen Campbell and Audrey Chia (1999)
The authors in their book named “The three paradoxes – Working women in Singapore” talks about the paradoxes which working women face in Singapore. Women in Singapore have made a noteworthy contribution to their nation and the families because of good education and their participation in the labour force. For the success they have to pay price in terms of the dilemmas faced by the women. Singapore Women face paradoxes at the national, societal and at the organisational levels. At the national level, women are called to be creative both at home and work. Because of a shortage of labour there are policies in Singapore to encourage women to be “productive” at work. At the societal level, they are expected to follow modern career to earn money through which they contribute to the economy and to the family income. Simultaneously they have to perform the traditional roles of mothers, wives, and daughter-in-laws to provide carefulness to their families. At the organisational level, women executives and managers are still under represented in spite of the rapid increase in the education of women. Women managers are anticipated to exhibit typical masculine behaviours in their jobs, at the same time they have to maintain their femininity. Women executives in Singapore face corporate and psychological barriers. In the organization they have to encounter the “glass ceiling” also.
2.3.4 Anuradha Sharma (1999)
In her book the author has stressfully mentioned that ‘Women and Work’ is an emerging aspect of human resource management. She says that women will be equal sharing workforce in the next century. Yet the facts, figures and perception reveal that the world of work is different for men and women. She suggests that restructuring women’s role is essential for allowing them to achieve excellence, competence and life satisfaction. Even though the constitution of India provides equal opportunities for both sexes, in practice the discrimination against women are very common. From her study she feels a strong conviction that there is no choice for us than to develop new HR policies for the benefit of society at large.

2.3.5 Susan Bullock (1994)
In her book the author has stated through proven facts and figures that women are working all around the world. Yet the work they do has always been, and continues to be, less important than that performed by men. In many case women’s activities are not even acknowledged as work. She says that not only do the women encounter more problems in education and training but they are over represented amongst the lowest paid, part time work force, enjoying limited employment rights. Hence there is a need to work for elimination of gender discrimination and promoting equality of opportunity and treatment for women workers.

2.3.6 Pfeffer (1998)
The author proposes that there is evidence demonstrating that effectively managed people can produce substantially enhanced economic performance. Pfeffer extracted from a range of studies, allied literature, and personal surveillance and experience a set of seven dimensions that seem to distinguish most if not all systems generating profits through people. He named them the seven important practices of successful organizations and they are: security of employment, hiring of new personnel of selectively, self-managed teams and delegation of decision making as the fundamental principles of organizational design, relatively high compensation reliant on organizational performance, widespread training, decreased eminence distinctions and barriers, including dress, language, arrangements at the office, and differences in wages across all levels, and extensive sharing of economic and performance information within the organization.
2.3.7 Sharma and Kumus (1984)
The authors in their book titled “Women in focus – a community in search of equal role” felt the need of intertwined strategies which should be adopted at various levels of society and the government as varying status of women needs both attitudinal and structural transformation to deal with both economic and social inequalities. They emphasized that when the steps for women equality will be taken in planned and right direction in all spheres of life then only women will be getting the desired respect in society.

2.4 Review of Research Papers:  
2.4.1 Preetam Khandelwal (2004)
The author in her paper analysed the women's situation in the organised sector employment at the brink of 21st century in the light of mounting concerns with the assuagement of women's status in India. The author made an attempt to understand the reality in real terms by quantifying the gender gaps in the employment in organised sector. Attempt was also made to quantify the missing women and discover the underlying reasons behind the gender inequality. The author found that Women in Organized sector are though moving forward in developing their capabilities and acquiring increased employment, they have a long way to go. Firstly it was found that the gender-gap in female participation rate is significantly high. Organised sector is considered as the best employer still the relative share of women is found to be low especially in public sector indicating extremely male dominated character of the state power. Secondly it was concluded that the sex based occupational discrimination is also equally blatantly brought out in the organised sector as a result of gender stereotyping. Women are hardly represented in so-called male dominated hard jobs like transport & storage, electricity and water, mining, gas etc.Gendering of occupations differentiate entry of women in a variety of occupations and put them in either low- paid, low-status or soft jobs. In general the place of women in organized sector reflects the overall importance of women in the society. The female employment varies significantly across regions, industries and sectors. The public sector specifically discriminates against women more than the private sector.
2.4.2 **Mathur (2000)**

The author conducted a study on ‘Women, Family and Work’ on women professionals. She analysed the motivational level of the women professionals, their decision to strive for employment, the consequences of dual role and the problems and conflicts they had to face. The study showed that among the problems faced by women professionals, the most common problems are - Burden of domestic responsibilities, Work overload, Inability to cope with dual roles and the resulting problem of Role conflict. It was also found that role conflict was directly related to a ‘home oriented’ persona and pressure of young children. It was inversely related to the spouse support, level of motivation, and supportive approach of the colleagues. The study also revealed that women professionals truncated their occupational role in nearly 30 %, domestic role in 18 % and dual roles in 15 % cases due to role conflict.

2.4.3 **Mishra (1998)**

The author conducted a study on the ‘Predictors of conflict between Work and Family among Women in India. In this study he outlined the predictors of conflict between Work and Family among the women in India. He tried to identify the area in which maximum conflict was experienced by women and to reason out the occupational difference with respect to role conflict. His study found that the forms of predictors were not similar for different conflict areas. The strongest predictor was the support of spouse. Profession verses being a parent area demonstrated maximum, but moderate conflict. It was found that Occupational type has no substantial impact on the role conflict.

2.4.4 **Porus P. Munshi (1999)**

The author conducted a study on the glass ceilings faced by women in management. He opined that women are facing material walls and glass ceilings in the organizations where they work. At Present, women in management are handicapped by not having good mentors to guide them and to understand them in senior management. This results in their demotivation and reduced performance.

2.4.5 **Dankleman Irene (1982)**

The researcher in her study stated that the definite position of women in encouraging sustainable growth is appreciated progressively more all over. Though, there is still a general dearth of solemn reflection of the responsibility of women, their input and their
potential with respect to the environment and progress. Also, it has been a failure to assign adequate resources to ascertain their integration and inclusion.

2.4.6 Arunachalam Jaya (1984)

The author in her research study on “Empowering Women for a positive revolution” revealed that the approach of families towards the household responsibilities of women, the insensitive outlook of the employers, deficiency in training, restrictive employment opportunities and greatest of all, low perception of women in the labour marketplace had provided sufficient impersonation to employers as well as the society that the women work only to make derivative income to the families, while the major bread earner were still men. It had also given confirmation to the belief that women are not serious about their career and therefore does not pay attention to anything about promotion options. The evidences mentioned pave the way to the understanding that even the minute percentage of women who manage to get into formal sector, face prejudice and exploitation in their factories and were forced to accept jobs which generally are not accepted by men. A crucial examination of these facts would disclose how labour intensive industries have more women workers on the low schedule of payment leading to capital amassing.

2.4.7 Irene Padavic, Barbara F. Reskin (2002)

The authors found that gender differentiation is a fundamental feature of work. It operate through the sexual division of labour which assigns different tasks to people on the basis of their sex and that labels certain responsibilities as “belonging to” or being concerned to one or the other sex. Gender differentiation also results in the under evaluation of women’s work and over evaluation of men’s work. These developments are clearly visible in policies and practices of employers, governments and families. Their results can make women workers demotivated because of which they may lose their work efficiency.
2.4.8 Jeremy Huntley, Brian H. Kleiner (2005)

The researchers opine that the government is a very labour exhaustive venture. Public organisations are providing services, enforcing laws and regulations, solving problems, and are having diverse missions. Their diverse missions include fortification of the environment, safety of food, disabled and elderly assistance, education to our children, and enforcement of civil rights. All of these activities necessitate a clever use of human resources. The excellence of employees in the country directly relate to how well the country perform. Indispensable tasks of human resource managers are to identify qualified employees for these positions, as well as to encourage an attractive work environment for such employees. Failure to use efficient human resource management risk low output and a lack of dedication to the community. Country managers have the challenge of congregation of multiple objectives which includes output, recruitment and many more.

2.4.9 Krishnaveni (1984)

The author in her study on “the Status of Women in India” mentioned that a “Working Women” refers to a woman who is working outside her home for earning a wage or salary. These days most of the women have been coming forward to work so as to create a meaningful life for them or sometimes out of economic necessity. Usually the women work evenly along with the men in informal sector. They are facing a lot many problems particularly household responsibilities like washing, cooking, child care, cleaning etc. These were causes for squat female work participation in the informal sector as there is no job security and other benefits as compared to the women engaged in the organized sector.

2.4.10 Violet Alva’s (1985)

The author is of the opinion that equal compensation for men and women workers for performing equal amount of work were still for from reality. Marriage responsibilities versus career home were the main hurdles to conquer in the higher eminence of society where women have stepped out to search for careers. There was a sort of cold war favours between the sexes prevailing the relationship between men and women when
they step out work together. Women have proved that they were capable of mastering any skill or science as well as men does.

2.4.11 Blau and Kahn (2000)
The authors in their study on women occupational problems found that occupations adopted mostly by women are less paid. The gender pay gap is caused by differences in qualifications, labour market treatment, overall wage structure, prices set by the labour market for skills and employment in certain areas.

2.4.12 Rao and Latha (1999)
Time is used differently, in all societies, by women and men. Women often work at least two more hours than men per week. Gender segregation is present everywhere from top to bottom of the occupational chain of command and within certain individual job categories. Vertical segregation naturally includes a lot of additional factors—skills, pay, status, power and responsibilities. Female dominated occupations are often less advantageous than men dominated occupations. Sickness benefits, types of employment controls, type of work, pay, pension, hours of employment, and promotion opportunities are all included in their disadvantages.

2.4.13 Heilman, (1997)
The author opined that stereotyping can have a pressure on the way in which males and females are apparent in the workplace. The process of Stereotyping is doing categorisation that is effective and capable in most instances, but is often imprecise when used to group people as per the attributes such as mind-set or abilities.

2.4.14 Cornelius Helena (1998)
According to the author the use of stereotypes as the foundation for assessment of persons can effect in advantage or disadvantage, not because of their possession of individual ability or be short of it but because of the group bias. Gender stereotypes are still persistent and widely shared.

2.4.15 Jawaid Khan and Batool (2002)
The authors in their study found that despite the fact that there is an augment in the participation of women in each field of work, still the communal attitudes towards them have not revealed any advancement.
2.4.16 Rawnak Jahan (2010)

The study conducted by the author revealed that the reasons at the back most of the problems faced by women employees are: domination by their male counterparts, patriarchal attitude and alleged lower social status of women. Remaining problems are related to traditional view, be short of education among people and less development of the country. Cost of these problems are: deterioration in performance, psychological and physical stress, problems in the family, negative consequence on children, uproar in family life, impaired career growth and weakened inventiveness and innovativeness.

2.4.17 Zafarullah (2000)

A study conducted by the author identified that the inconsistency between male and female representation in administration is very broad. The males are considered to be more superior and faultless in their administrative roles as compared to women.

2.4.18 Mahtab (2007)

The researcher in her study acknowledged various problems faced by women working in varied occupations. She through her work stated that women are working mainly at the base of the hierarchy. The study also finds that gender bigotry and sexual harassment in the organizational working environment are the two foremost problems that each and every working women faces.

2.4.19 Davidson and Cooper (1992)

The study lay emphasis on that males are viewed as leaders in the organizations, whereas females are seen to be the supporters. They dispute those women who are working in environments dominated by males are less prone to see themselves as leaders or search for leadership roles. The authors also found that women in managerial roles experience higher strain, and feel more secluded at work, as compared to their male counterparts. This extra pressure manifest itself in concerns such as lack of self-confidence and less apparent forms of discrimination which cause these women to believe that they inhabit minority position in their organizations as well as in society as a whole. This prejudice can be restrained, such as a lack of job progress opportunities, a shortage of mentors, or being offered with only stereotypical female work force challenges.
The study outlines the fact that informal recruitment processes are very common. In their review of the research literature and contemplation of cultural appraisal results of organisations, the authors have found that the majority of business organisations support the make use of informal recruitment and selection processes, for example small social networks and the employee referrals. Many organisations are now relying on informal, more willingly than merit-based, processes in order to be capable to select the best candidates and to screen out a huge number of incompatible applicants. Such processes also reduce the cost of the recruitment process and can lead to bias.

The author outlined the fact that stereotyping can have a pressure on the way in which males and females are apparent in the workplace. The process of Stereotyping is doing categorisation that is effective and capable in most instances, but is often imprecise when used to group people as per the attributes such as mind-set or abilities.

The study conducted by the authors showed that females with small children are facing a major gender penalty in their careers. Gender penalty is higher for older and younger women as compared to middle aged women. There was no any experimental support in their study to prove that women have lesser opportunities in the career in private sector than in the public sector in relation to men.

Habib (2000)

The writer conducted a study on “The effect of Brick Wall and Glass ceiling in public organizations of Bangladesh”. His investigation through the study has revealed that women are discriminated in the civil services of Bangladesh right from the entry to the higher posts which is technically called as Glass Ceiling. societal and cultural factors are the most important stumbling blocks and construct a strong wall for the entry of woman into the occupation in civil services. Their career path is slowed down by the weaknesses of the logical and attitudinal reasons. The rules and regulations of the Government in this regard are proving to be ineffective. However, the favouritism was not visible for the
women coming from higher class of society. This disproportionate treatment against women had repercussion for their self-esteem, inspiration and performance.

2.4.24 Davies and Jackson (1993)

The study conducted by the authors reveals that 1960s onwards the participation of women in the labour market has created a 'M-shaped curve'. This expression refers to the reality that participation rates for women fluctuate by age, as women come out of the labour force during primary child-bearing years. From the late 1970s, a revisit to the workforce after child nurture has become more common in women of all age groups, and women begin to return to the work after shorter periods of time as compared to previous years.

2.4.23 Zahid Ali Channar et.al (2010)

The authors conducted a comparative research on participation of women in public and private sector. The results of the study show that women are discriminated more than men in-service, and this unfairness prevails more in the public sector than in private sector

2.4.24 Rusaw (1994)

The author opined that the U. S. federal government promoted females more slowly and less often in comparison to their male counterparts. Federal agencies had responded by implementing training for females to close grade and pay gaps, with the assumption that acquisition of skill would make women more promotable. On the other hand, the findings indicated that the training to acquire skills were only of marginal value because of the methods in which structural factors, such as low-ceiling jobs, adverse personnel management decisions, and organisational cultural principles that emphasised classroom-produced versus hands-on competencies, knotted women's mobility.

2.4.25 Greenhaus and Parsuraman (1993)

The authors in their study had superiors rate managers performance and ascriptions for their performance. They through their study found that (for high performing employees) high performance of males was credited more to their high ability whereas women’s high
performance was attributed to luck. Competent males were professed more favourably than competent females.

2.4.26 Heilman (1983)

The author opines that women are more likely to be selected or recruited for traditionally male positions, such as the ones in senior management. This happens because of the perceived lack of resemblance between the requirements of the job and the stereotypic characteristics ascribed to women indications to expectations that they will fail.

2.4.27 Nath (2000)

In a study of the Indian firms conducted by the author where management of performance and reward structures were mostly considered gender free, women managers were still reported to do the extra hard work required from them to prove their worth. They endorsed their success credited so far to their personal zeal and drive and their ability to adapt to the prevailing environment and stay focussed.

2.4.28 Webb (1991)

The author through his study argues that jobs are generally not available to both males and females equally. It is very likely that more number of men than women will prove suitable for jobs predictably thought to men’s field and vice versa. Webb supports this argument with evidence of a pervasive belief amongst senior managers that women are, by the nature, incompatible for the work which seems to be difficult or which requires a strong leadership. Reasonably, women are supposed to be more 'appropriate' for nurturing or supportive work. Consequently, the conventional requirements for many of the managerial jobs are more likely to be found among men as compared to women, thus making men appear more appropriate than women.

2.4.29 Harrison Rosemary (2005)

The authors through their experimental study found that training and development ensures that uncertainty is reduced and learning or behavioural changes takes place in the structured format. In the field of managing human resources, training and development is
the important field concerned with the organizational activity aimed at making the performance of individuals and groups better in organizational settings. It has been recognized by several names, including development of employee, human resource development, and learning and development.

2.4.30 McGhee (1997)

The author through his study concluded that an organization should obligate its resources to a training program only if, in the best verdict of managers, the training can be expected to achieve desired results rather than modifying employee behaviour. It must support some organizational goals, such as more efficient manufacturing or distribution of goods and services, operating costs of products, improved quality or more efficient personal relations is the alteration of employees behaviour achieved through training should be aimed at supporting organization objectives.

2.4.31 Arnold et al (1991)

The authors in the report written by them have listed the components as being, direction-what a person is tending to do, effort-how hard a person is trying to and persistence-how long a person keeps on trying. Inspiring other people is about making them move in the direction you want them to go in order to achieve a result, well-motivated people are those with clearly defined goals who take action that they expect will achieve those goals.

2.4.32 Choo (2007)

The author says that training is one of the important element many corporations consider when looking to advance people and offer promotions. Although many employees recognize the high value which management place on training and development and the benefits of it, some employees are still reluctant to be trained. It is known that Training and development offers more than just increased knowledge. It also offers the added advantage of networking and drawing from others’ experiences therefore it is not uncommon to hear excuses regarding why someone has not received training.
2.4.33 Adeniyi (1995)

The author is of the opinion that if an organization expects every employee to perform well, there is the constant need for training and development. The right kind of employee training, method of development and education provide huge payoffs for the employer in increased productivity, understanding, reliability, and contribution to the general growth of the firm. The author emphasizes that the reasons behind employee training and development cannot be overemphasized.

2.4.34 Daft (1983)

The author in his study observed that every employee wants to be valuable, contributing and remain competitive in the labour market at all times. This can be achieved only through consistent employee training and development. Employees always desire to develop their career-enhancing skills, which will always direct to motivation of employee and his retention. It can be said without any doubt that a properly trained and developed staff will be a valuable asset to the company and by this means increasing the chances of his competence in discharging his or her duties.

2.4.35 Byarsand Rue (1991)

The author through their study recommends that the recruitment is a process of seeking and attracting a pool of people in order to select qualified candidates for vacant positions within the organization.

2.4.36 K. Sisson (1990)

The author stated that an effective career planning and development system has four parts: human resource planning, individual assessment, matching and development. It is better to have individuals working for the organization to perform career planning programs rather than individuals outside the firm since the career planning process is closely related to the other HRM functions.

2.4.37 Harvey and Bowin (1996)

The authors says that the challenge of safety and health management provides human resource professionals with achieving humanitarian goals, while obtaining significant cost reductions for the organizations.
2.4.38 Tsaura and Lin (2004)
The authors empirically explored the association among human resource management practices, behaviour of service and quality of service in the tourist hotels. The results of the study indicated that human resource management practices had a partially direct effect on the customer perceptions of service quality and an indirect effect is observed through service behaviour of employees.

2.4.39 Maheshwari et al. (2005)
The authors conducted a study to find out the dedication of the health officials and its implications for Human Resource practices in Maharashtra. The study suggests that the district level health officials are not sharing a strong emotional bond with their sector. The state is in a strong need to reform its Human Resource Management practices to efficiently strengthen the functioning of the entire health system. This study also suggest that investing in expansion of multiple strategies for the development and career growth of health professionals in required.

2.4.40 Chew and Chan (2008)
The research study conducted by the authors examined the impact of Human Resource practices on the organizational commitment of permanent employees and their willingness to stay with the organization in long term found that organizational commitment was positively affected by the fit between person-organization, remuneration and recognition. It was also affected by an opportunity to undertake challenging employment assignments. Intention to stay with the organization was appreciably related to person-organization fit, recognition and remuneration and training and career development.

2.4.41 Osman et al (2011)
The authors outlined that the effectiveness of implementation of HR practices in a company does certainly have a major impact towards the performance of that company. The findings also show that HR practices have an impact of nearly fifty percent on the company’s performance.

2.4.42 Petrescu and Simmons (2008)
The authors had critically examined the relationship between HRM practices and overall job satisfaction of the workers in an organization and their satisfaction with pay and other
monetary benefits. The result indicated that several HRM practices raise workers overall job satisfaction and their satisfaction with pay and other monetary benefits.

2.4.43 Bailey (1993)
The author through his study offered an argument for the application of promoting the HRM practices on the basis that human resources are quite frequently underutilized. Employees normally perform below their potential. Bailey emphasize that HRM practices may have an impact on the skills and motivation of employee. HRM practices influence employee skills in the course of the acquisition and development of an organization's human capital.

2.4.44 Cooke (2000)
The author’s study concluded that efficiency and effectiveness are important ingredients of performance apart from competitiveness and efficiency. The author further argued that training is the tool to increase knowledge and skills as means of improving an individual’s performance i.e. their efficiency and effectiveness.

2.4.45 Watts (2009)
The study revealed that work timings is an outstanding example of how organisational structures and procedures are gendered. The present research has demonstrated that arrangements of working time in male-dominated professions and industries tend to imitate men’s experiences and life situations as they are characterised by long shifts of work and expectations of “visible” work hours. The study dealing with women managers in construction exemplifies this as the author found that women were unable to gain approval as serious professionals because of the juggling the demands of paid and unpaid work which was seen as compromising the working time expectations pertaining to managerial roles in the industry.

2.4.46 B.D. Kolekar (1994)
The author has studied human resources development in selected public sector undertakings in Maharashtra and Goa. He has highlighted recruitment, selection, training, performance appraisal, and reinforcement and promotion practices with special reference to five central public sector undertakings and stated their importance in the success behind these undertakings.
2.4. Pearce and Robinson (2009)

The authors contend that an organization’s ability to attract and retain capable employees is indispensable to its success. However, a organizations alternatives regarding personnel recruitment and selection often are impacted by the nature of its operating environment. But more significantly the immediate availability of people with the desired skills could come from the organization, if the organization has a well structured mechanism for planning the training and career development of its employees. Some organizations which may not have the capabilities to develop, execute, and supervise planning of training and career development, outsourcing may be considered as the best option. And According to the authors outsourcing has been found to be successful

2.4.48 Wright (1992)

The author outlines that comprehensive recruitment and selection procedures for employees, systems of incentives, compensation and performance management, and extensive employee involvement and training, can develop the knowledge, abilities, and skills of a company’s current and potential employees. It can also increase their motivation, decrease their shirking, and augment retention of quality employees whereas encouraging non-performers to depart from the firm.

2.4.49 Igbaria et al(2000)

The author suggested that women and minorities are marginalized in promotion, salary raises, termination, and layoffs. These experiences negatively affect stress, performance, productivity, satisfaction, and cohesion while positively increasing turnover rates.

2.4.50 Reskin, McBrier and Kmec (2005)

The authors conducted a study on impacts of race and sex composition on the organization’s performance .They contend that the sex and race composition in the workplace affects organizations themselves, including their performance, hiring and promotion practices, levels of job segregation, wages, and benefits.

2.4.51 Davidson and Cooper 1992

The research study suggested that the employers also have reservations about capacities of women’s dealing with stress and interpersonal skills. It is evident from the findings
that women are capable to handle stress and to work in an environment of tremendous pressure but not as efficiently as the men are, and hence they are more prone to illnesses related to stress and mental pressure which is due to their dual stress that is both at workplace and at home.

2.4.52 Margaret Gibelman (2000)
The author in his work on employees of seventy four non-profit agencies throughout the United States outlines that females are overrepresented in the direct-service positions. The author’s studies “substantiate the existence of the phenomenon of glass ceiling among these agencies .He also states that males are disproportionately represented into management, predominantly in the upper-level management, and they are earning higher salaries than women at all hierarchical levels of the business organizations."

2.4.53 Sinclair (1998)
The researcher through his research study state that it is the gendered practices and structures which are prevailing within organizations and which result in very dissimilar career experiences and outcomes for males and females, and the most senior organizational positions are considered as the sites of hegemonic masculinity.

2.4.54 Schein (2001)
The author suggests that men still consider that they are more likely than women to acquire skills and characteristics which required for management roles, whereas women perceive that women and men are equally likely to possess requisite skills.

2.4.55 The ASSOCHAM study
The study cites a variety of reasons as to why women lose out in their careers. These reasons are much to do with the societal and personal factors that impinge on their career development. It also highlights that unlike men the working women cannot stay on late at work and do liaison and networking, which helps in getting job promotions. Women generally resist mobility as they find it hard to travel due to their household responsibilities and as a result they are not eager to take a transfer and promotion in jobs for family reasons and stay satisfied with their current position in the organizations. Health problems, gender discrimination and possessive husbands have been identified as other prominent factors obstructing growth prospects of career women.
2.4.56 Kulkarni (2002)
The author in his study titled “Women and Professional Competency” states that it’s the conventional and cultural inhibitions that are acquired by women from their childhood itself, nurtured by their parents and reinforced by the socialization which are the major hurdles that inhibit their urge to be in the administrative or leadership positions. The study substantiate that this is further supplemented by their lack of self-direction, self-motivation and independence.

2.4.57 Ashok Gupta and Koshal (2001)
The authors through the results of their study insist that the struggle created by motherhood and career ambition is recognized to affect women’s career. The inhibiting factors include unwillingness to travel, getting transferred and staying away from their families. These all remain significant barriers in their career path. It is the women’s segregation from informal networks which is also making them lose out opportunities for job promotions.

2.4.58 V S Rama Rao (2010)
The author through his study outlines the fact that training is an act of improving the knowledge and skills of the employees for performing a specific job administered to them. The most important outcome of training is learning. A trainee learns new behaviour, refined his skills and inherits useful knowledge during the training which helps him in improving his performance. Training enables the employees to do their current job more effectively and efficiently and to prepare themselves for a higher level job.

2.4.59 Mishra and Manju (2007)
The authors opine that the welfare services may be provided for the matters pertaining to employees in terms of supplementing the earnings of the workers by providing them with services such as housing, canteens, medical assistance and recreation facilities. They argues that the function of welfare activities is to encourage economic development by increasing the efficiency and output with the fundamental principle being making workers give their loyal services to the organization ungrudgingly in a genuine spirit of co-operation and the general well-being of the employee.
2.4.60 Morwabe (2009)
The author argues that work environment should consist of issues such as the working hours at the organization, employment policy, workers health and welfare, design of workplace and the general conduct of workers at the place of work.

2.4.61 Hacker (1999)
The author states that failure to figure out the hiring process costs businesses a huge amount of money. He also highlights that an insufficiency in understanding the recruitment and selection process creates other related problems such as physical and emotional stress. The author suggested all people who hire and promote staff to be aware of such processes, develop their skills and to remain firm on a plan of action. According to him, it is precarious to rely too much on the gut feeling during the process of recruitment and selection.

2.4.62 MacDuffie (1995)
The study reveals that there are fundamentally three types of data available for employee performance, which include qualitative (like customer complaints, number of errors) or quantitative (for example customers served, number of units produced), various measures of time (absence from work, lost working time, lateness, and failure to meet the deadlines), and lastly the financial indicators which consists of a large variety of possibilities.

2.4.63 Frye (2004)
The author in his research had investigated the association between compensation and work performance and found positive association between them. He opines that the performance of employees at work is always appreciable if they are paid with good compensation for their services towards the organization.

2.4.64 Kathleen Gerson (2011)
The author is a sociologist and recently through a study mentions that, young people are always searching for new ways to describe care that do not compel them to choose either spending time with their children or earning an income at an organization. They are looking for explanation of personal identity that do not crater their own growth against creating committed ties with others.
2.4.65 Budhawar (2005)
The author did an analytical study on the senior women working in public and private sector firms and found that they were amenable of a differential treatment when compared with men over there, reinforcing the label of their being inferior sex and thus were being offered with less challenging roles and they were not being part of significant organizational issues.

2.4.66 Mary (2003)
The author in her study on “Women in international management: an international perspective on women’s ways of leadership”, states that “women in Asia belonging to the positions in senior management are huge in number, but most of them are behind in pay and monetary benefits, superseded over for promotions, and dropped out of work for various reasons which are invalid”.

2.4.67 Charles and Davies (2000)
The authors through their study reveal that a conflict in roles arises in the society every time a woman moves out of the house to work and earn leaving beside her conventional role of a homemaker. The division of work and the responsibilities as per the Indian orthodox society for genders removes the males from the responsibility of doing the household chores and taking child care.

2.4.68 Bergmann (1986)
The author opined that the organizational structures specifically job assignments are intended to prevent women from mounting to the top. Job assignments are usually considered to be the prime route for the career advancement. Organizational structures tend to “take away” the women's potential for upward mobility by confining them to the work roles which are considered to be so called “women's occupations.”

2.4.69 Lawler and Mirvis (1984)
The research carried out by the authors suggested that the Quality of work life of employees is linked with their satisfaction with working hours, the working conditions of the organization and wages. The author also explains the fundamental elements of a good quality of work life as; safety of work environment, equal employment opportunities, impartial wages, and opportunities for career advancement.
2.4.70 Nordenfelt (1993)
The author is of the opinion that quality of work life means something which has to do with the principles of well-being or welfare of the employees or the work force. A discrimination can be made between the external welfare which are those processes which surround the employees and affect them continuously, and, alternatively, internal welfare consists of their inner well-being, reactions to the outer world and their experiences in general, so that it is a two way interface rather than a one way influence of the external factors.

2.4.71 Marmer (1999)
The author through the study concluded that the quality of employees and the unrelenting improvement of their efficiency and skills via training are now largely being recognized as the crucial factors in ensuring the long-term success and prosperity of businesses and helps in creating a corporate ethnicity which supports continuous learning.

2.5 Review of newspaper articles

2.5.1 Times of India (27 October 2008)
The article reveals that the salaries paid to the women conductors is very meagre as one of them had remarked that “her salary is lesser than the commission she earned by selling insurance policies.” It says that new recruits find this a intimidating task. One of the women conductors said that "It is very tough to keep your physical balance in a moving bus and punch number of tickets at one go.” They cribbed that Village roads are bumpy, and a small change makes them about to fall to the ground every time the bus runs over a pothole." Hence it is difficult for the women conductors to maintain their balance. "More than the fact that there are no proper rest rooms or changing facilities for them, the women found it difficult to deal with commuters who would harass them.”

2.5.2 Times of India (8 March 2013)
The article quotes that since last two-and-a-half years, more than two thousand women in Delhi have been trained to become bus conductors. It is surprising to note that only a few of them are actually working on the buses. Therefore, the enrolment of the women for the conductor-training courses is declining. In the financial year 2010-11,
610 women had joined the training programme. The number increased to 1,500 in the next financial year when the government of Delhi announced that the city would get more cluster buses. In the very next financial year 2012-13 the numbers collapsed to 600. The city transport system of Delhi has little space. Women conductors are trained at the Maruti Suzuki’s Institute of Driving, Training & Research. It is required that the “Applicants should be Class XII pass and should have a first-aid certificate. The training lasts for two days as the chief General Manager of Maruti Suzuki says. It was found that, many women who were trained as conductors failed to find jobs. Some women conductor trainees reported to Times of India that they had gone to the cluster bus offices for a job. The response from the offices was that they weren't hiring women. They didn't take their papers and were told there are no vacancies for women.

The women trainees reported that “DTC told them there were no vacancies for women. They are trained, yet they’ve remained jobless. Excuses like there are no ladies' toilets in the parking complex were made by the officials. On the other hand DTC officials claimed they have employed 500 women conductors placed across the 46 depots. The officials said that “We don't put them on night duty, otherwise they get equal opportunities.” The increasing gap between the number of women conductors trained and the number which is employed is definitely a question of great concern.

2.5.3 Agency: DNA – Mumbai (27 Nov. 2010)

Latest figures of the transport department of Maharashtra show that women are coming in large numbers to register themselves for the licences to become conductors in public transport undertakings of the state of Maharashtra. After the showing a success in the Mumbai city’s local trains, women have started taking charge of buses. There is a rise of over 200% in the number of women who have registered themselves for the post of bus conductors. A senior official of the state transport said that “The women conductors may eventually seek transfers, but there are a substantial number of conductors of the fairer sex in Maharashtra now.” The highest increase was found to be in the rural belts and smaller towns where new local bus transport services have started. The highest number is in Nagpur region with a list of 6,307 women conductors. The report says that women prefer state transport buses over the city transport ones. The reason being the conductor
does not have to move from one end to the other to hand out tickets. State transport buses also have a reserved seat for conductors. The women conductors also complained that “Not all passengers behave properly with the woman conductors. Some of them do not give change intentionally, while some are very stubborn. Many of them get aggressive and pick up quarrels on small issues when they see a woman conductor in the bus. Some even try to push and brush against them, but then we know how to teach them a lesson.”

2.5.4 Indian express (24 April 2013)

There are 181 women who were handed their appointment letters by the Gujarat State Road Transport Corporation (GSRTC) as a part of their first major drive to hire the women conductors. The job of women conductors in GSRTC requires the candidates to have cleared their class X examinations and is less than 35 years of age. However, almost 99 per cent of the appointees today were graduates. Also, most of them were 20-25 years of age and many were mothers with children as young as a year old. The report says that yet, the conductors seemed to have no reserves about working as conductors in the public transport buses where they could be most vulnerable to sexual harassment. The authorities of GSRTC claims that perks and security of a government job together with the introduction of electronic ticketing were the main attractions for the job. Some of the candidates attributed the success to the aggressive campaigning and motivation by GSRTC staff in their native areas. Apart from attacking a male stronghold, many of the women sought the job to support their families and become financially independent. The state transport authorities plan to post these conductors in their home districts so that they can return home after duty by evening. There would be no night shifts for these women conductors.

2.6 Gap Analysis

In this chapter, the researcher has reviewed several studies conducted either for Ph.D research purpose or pure research on Human resource management, women employees and HRM of women employees at work in general and women in the professions and labour workforce in particular. The review of the issues related to female
work force participation in the male dominated field such as bus conductors point to the following manifestations in research.

1. The dual role of women as an employee and family member is in itself a potential source of conflict. The earlier studies pointed out that women have faced a lot of challenges in their occupation arenas only because of their gender. Women are caught in a conflict between fulfilling their occupational potential and on the other side their sex-role expectations.

2. The position of women in the field of work has been a marginal one and the root cause for this lies in the gender discrimination and in the conflicting demands being placed on them.

3. The women are considered as the weaker sex and hence they don’t need any attention for their growth as an individual and as an employee.

2.7 Conclusion:

The researcher has reviewed a total of 88 pieces of literature consisting of 7 Ph.D. thesis, 71 research papers published in various indexed journals, 5 books, and 6 newspaper articles. It can easily be seen and concluded that all the research conducted on women till now have focussed on the issues on their empowerment. The studies have also discussed gender equality in various sectors and society. The studies conducted on human resource management have also not dealt with the women employee issues. These studies are focussing on employees in general i.e. male and female both. Moreover, human resource management practices were researched in relation to other aspects such as employee commitment or employee performance etc. None of the studies took up the issue of HRM of women employees’. The study conducted by Nalini Sastry had taken up this issue but that study also was a comparison of HRM for males and their female counterparts. With this orientation, the current study attempts to assess how far HRM of women employees is effective with specific issue of women conductors.