Chapter VI
Findings, Suggestions and Conclusion

6.1 Findings:
This study finds various workplace problems and challenges faced by women bus conductors working in MSRTC. Few of the important findings are mentioned below:

1. It is quite visible that MSRTC is able to attract mostly plain graduates for the job. Most of them have joined immediately after completion of their degree. MSRTC’s personal department should understand the fact that they are fresher and joining a male dominated profession, hence due care should be taken in the initial period after appointment.

2. Women from all age groups are entering in the profession of conductors which shows that the job is attractive. Moreover it is a government job which also may be a factor to attract women from all age groups.

3. It is found that the women who are entering in the profession of bus conductors are coming from such a family background which is rural and having generally SSC as the qualification.

4. Highest number of women conductors is graduates while the least number of them possess a professional degree followed by post graduate degree holders. It is quite visible that MSRTC is able to attract mostly plain graduates for the job. Most of them have joined immediately after completion of their degree.

5. Women from villages are joining the profession in a greater number while women from town and cities are not so large in number comparatively.

6. Around 80% of the respondents have to support two or more than two family members in their families. It is very difficult in this era to feed a family when the inflation has risen so much and earnings are also too less.

7. A large number of married women are joining as women conductors.

8. A large percentage of respondents are not studying currently.

9. It is found that precisely 48.15% of the respondents are contributing a good share of income to their families while overall around 79.7% are contributing at least some share.
10. 75.6% of the respondents have less than 4 years of experience in the present profession. Simultaneously it can be noted that the appointments of women conductors had started in the year 2005 and the current year is 2013. This shows that the profession is 8 years old for women conductors but a good percentage of 75.6% have been there for only less than 4 years.

11. Around 89.1% of the respondents have around seven dependents on them while 65.8% have their total monthly family income less than Rs. 10000. Giving a thought on the cost of living in this inflation it is really difficult to manage a family of around seven to be nutritionally fed in mere Rs.10000.

12. Partial ways of allotting duties have created workplace problems for women bus conductors.

13. The discussion done with the respondents had revealed that the time for which they are not travelling is not counted in their duty hours even though they are on duty sitting in the rest room at the respective depot. It was shocking to know that if some bus is cancelled on which the respondent had been assigned the duty then that time was not considered in their duty hours and they were not paid for such hours. It was also noted that if the respondents had to wait at some depot for the bus to return back then that waiting period is also not counted and goes unpaid.

14. It is found that around 75.6% of the respondents have less than 4 years of experience in the present profession. Simultaneously it can be noted that the appointments of women conductors had started in the year 2005 and the current year is 2013. This shows that the profession is 8 years old for women conductors but a good percentage of 75.6% have been there for only less than 4 years.

15. Work done by women conductors is of standing nature which is problematic in peak hours among the women conductors. Standing for long hours have led to Muscular and other health related problems.

16. It is found that more than 60 % are travelling in normal buses like ordinary and Asiad. It is observed by the researcher that most of such buses are packed and most of the time there is no place to move even .In such a condition how does the management expect a woman to move around and distribute the tickets to the commuters.
17. Handling the passengers in the bus is one of the challenges and various problems have been faced by the women conductor which leads to mental stress and psychological problems for them.

18. Over work load, work stress, dual role, lack of leave facilities, low salary, shift hours, partial HR policies and health hazards have led to job dissatisfaction among the women conductors.

19. Calculation of number of duty hours is also seen as unfair by the women conductors.

20. It is found that management of MSRTC is providing many fringe benefits to the respondents so as to motivate them and to increase their job satisfaction level. At the same time the respondents are facing trouble from the daily commuters as well as from their male colleagues many a time. It can be concluded that the respondents are not aware of the various HR policies of the organization and are very unhappy about it. This is resulting in the job dissatisfaction of the respondents.

21. It is observed that more than 50% of the respondents are not satisfied with the work shift timings which is not a good signal to the organization.

22. It is found that 50.85% of the respondents are not satisfied with the promotion policies of the organization, 30.85% are neutral about it while only 18.31% of the respondents feel satisfied. It is shocking to observe that a very small percentage of the respondents feel satisfied with the organizational promotion policies.

23. Welfare facilities provided to women conductors are not up to mark. It is found that a large percentage of employees i.e. 92.2 are either not satisfied or doesn’t want to reveal their negativity about the working environment. It can be concluded that the working environment is not friendly or open.

24. It is construed that more than 50% of the respondents are not satisfied with the rest room facilities which shows that even the basic facilities are not up to mark. The rooms are not big enough to accommodate all the conductors at one time. They have to sit on the floor with a mat on it. Only one or two chairs are being kept in the rooms. Most of the times the respondents have to clean the rooms themselves.
25. It is found that more than fifty percent of the respondents health has gone down after joining the job. This shows that the job is proving hectic for the women conductors and they are not getting enough rest which their body requires.

6.2 Suggestions:

Some suggestions are been listed below for the effective human resource management of women conductors which will ensure their well-being.

1. MSRTC is able to attract mostly plain graduates for the job. Most of them have joined immediately after completion of their degree. MSRTC’s personal department should understand the fact that they are fresher and joining a male dominated profession, hence due care should be taken in the initial period after appointment. Small induction program can be organized for the newly appointed women conductors in which they can be made to understand the fact that in the progressive world the differences between the genders in jobs should start diminishing and they should be the a part of this changing phenomena. This will develop confidence in them and they will be more prepared to start their duties.

2. Efforts should be taken so as to attract the urban lot also. This can be done by providing more facilities to the conductors while travelling such as a separate small cabin near the door so that any passenger who alights the bus can move forward only after purchasing the ticket.

3. The management should try to give job security to their employees by letting them know the duration of a given probation period, conditions for becoming permanent and also by giving them proper increments and incentives. They can also provide some fringe benefits like medical insurance, life insurance etc. in groups to the employees.

4. MSRTC management should think of the fact that the salaries paid to the respondents is less than sufficient to feed themselves and their families and hence the management should do something to either monetarily or non-monetarily to make them improve their standard of living. Measures like providing concessional accommodation, free education to at least one child etc. can be taken.
5. The management should design appropriate policies to improve the rate of retention. Periodic surveys should be conducted to understand the changing needs of the women conductors and measures be taken to fulfil the genuine ones. Exit interviews should be taken and reasons be found so as to increase the retention.

6. It is suggested to the management of MSRTC that it is not a good HR policy to make an employee come to the organization and count the duty hours only when they are doing a specific work. Even though the respondent is not travelling but she is still at the organization and hence it is the responsibility of the organization to consider that time and they should be paid for them. The payment criteria can be decided by the HR department as what should be paid for travel hours and what for the non-travel hours.

7. It is suggested to the policy makers that as far as possible the duties of women conductors should be allocated in semi-luxury or Volvo. In some depots there are no semi-luxury or Volvo plying, in such cases it only the fixed number of passengers as per the number of seats should be allowed to board the bus. The places where the frequency of buses is very less and it is not possible to follow such a rule there it should be made mandatory for the passenger to go to the conductor’s seat to purchase the ticket. The conductor should remain seated at her place.

8. It is suggested that whatever may be the mode of recruitment the candidate should have no apprehensions of partiality being done. The details should be communicated to the candidates in advance.

9. It is suggested to the management that even if a particular candidate gets recommended by some position holder, a recruitment procedure should be followed which may be different than the one applied to meritorious candidates but it should be of the same difficulty level. This will not make the employees feel that their appointment procedure are differentiated and biased. This will also help the employees feel at ease while working with each other.
10. Efforts may be taken to decrease the job insecurity. Policies regarding performance leading to job confirmation may be clearly defined so as to motivate the respondents to contribute in the success of the organization.

11. It is suggested that the management should make the induction training compulsory after joining the job. After a specific period of time say six months training needs analysis should be done and accordingly the training objectives should be defined. Finally the required training should be given to the employees. This will develop the performance of the employees and will make them feel more confident while performing their duties. Also the trainings should be attractive and impact of trainings should be measured so as to make them better next time and keep the interest and zeal of trainees.

12. It is suggested that a policy for deciding allowances, distributing bonus should be uniformly defined. It can be made target or performance oriented to encourage performance and motivation.

13. It is suggested that the officers should avoid allotting such duties to women conductors as it is not necessary that everyone has someone at their home to take them back. Some of the women conductors are single while some do not have grown up members in the family.

14. It is suggested to the MSRTC management that they should make strict provisions against the customers who misbehave or give trouble to the women conductors so as to make the women feel at ease and respected.

15. The number of hours in which the women conductors are not travelling in the bus but still they are with the organization should also be counted as the duty hours. It is suggested that whenever the employees are with the organization they should be considered performing their duties. They must be paid for that time as well.

16. It is suggested that the management should be transparent about the promotion rules or policies. They are having their own website and employee log in. Through this the rules regarding promotion can be floated on the website. The clarity of promotion rules will definitely help the employees improve themselves which in turn will give quality workforce to MSRTC.
17. It is suggested that the organization should encourage the employees to go for higher studies as education always increases a person’s understanding and way of working. It will develop the employees to perform better at the current position and prepare them for future position as well.

18. It is suggested that management should take provision to make women employees reduce their health problems. It will be a good step to form a women counseling centre at each divisional office to start with. In order to decrease Muscular pain and fatigue during the working hours the organization should provide some leisure time between the trips.

19. It is suggested to the management that some suitable steps should be taken so as to motivate the employees like giving them certificate of appreciation on some special occasion of the organization in presence of all the employees, introducing target based incentive schemes etc.

20. It is suggested to the management that they should employ more and trustworthy safety measures for the women conductors such as a safe rest room at the depot, arrangement of a grievance handling cell at each depot, a quick procedure for grievance handling, appointment of women counselor etc.

21. It is recommended to the organization that concession on all food items should be given. They can even think of providing concession to their immediate family members also.

22. It is suggested to the organization that the fundamental requirements of the women conductors should be taken care of at once. Their rest rooms should be spacious with good ventilation. Cleanliness of the room should be done at least once a day, seating arrangement should be made properly.

23. It is suggested that organization should think of implementing flexi timing to female conductors for improving their work life balance as well as the loyalty towards the organization.

24. A new method should be introduced in which the women conductors should be seated in the particular place inside the bus and the passengers should come to the conductors for purchasing the travel ticket.
25. During physical unfitness like illness, pregnancy period etc. office work should be allotted to the women conductors to reduce physical and mental stress.

26. The Work schedules should be flexible so as to allow the women conductors to their convenient and strictly to avoid night shift.

27. Policies and privileges to be reframed and provide more facilities to increase their job satisfaction

28. It has been suggested that the communication can be improved.

29. The review can be undertaken of relevant existing policies and extend their scope where appropriate.

30. It is suggested that to ensure fairness and consistence policies that support work life balance should be implemented.

31. It also suggested that, Staff development schemes should be implemented.

32. It has been suggested that, the implications for work life balance in relation to workload and working out-side conventional hours can be considered.

33. The management of MSRTC should as a matter of urgency ensure the total implementation of the T&D policy to enhance the job skills of the women conductors for improved performance.

34. There is the need for the management to institute measures to ensure that all staff were made aware of and had adequate knowledge of its training and development policy. All measures must be used to disseminate the policy to all staff. At best the training and development policy could be made available to staff at the time of recruitment and emphasized during annual and union meetings

The following model is suggested by the author for effective HRM Practices:

6.3 Conclusion:

1. Women from all age groups are entering in the profession of conductors which shows that the job is attractive. Moreover it is a government job which also may be a factor to attract women from all age groups.
2. It is concluded that the families of Indian society are still prejudiced that it is a male dominated profession and educated lot is not promoting their wards in this field.

3. It is concluded that the job of conductor either doesn’t require any other kind of additional qualification or the respondents doesn’t feel the need. The reason could be that they are unable to find sufficient time out of their work schedule to spend on studies as was prevalent from the discussions done with them.

4. Women coming from rural background that too mostly from villages are interested in the profession of women conductors.

5. The profession of conductors has still not generated the desired respect in the mind of educated fathers. Also, the families of Indian society are still prejudiced that it is a male dominated profession and educated lot is not promoting their wards in this field. The job of conductor is not gaining popularity or attracting the unmarried girls.

6. The job of conductor either doesn’t require any other kind of additional qualification or the respondents doesn’t feel the need. The reason could be that they are unable to find sufficient time out of their work schedule to spend on studies as was prevalent from the discussions done with them.

7. Job security is very important for the respondents to fulfil their family requirements to sustain in this world of inflation. The dissatisfaction resulting from job insecurity is hindering the working efficiency and performance of the respondents.

8. The working environment is not friendly or open. The retention rate is not good. Women conductors are not staying with the organization for a longer period of time.

9. The respondents are earning only hand to mouth considering their family size.

10. The management is trying to attract nation-wide candidates by advertising. They are following different modes of recruitment at different point of time or may be under different situations. The management also wants to improve quality of services provided as quality of output is dependent on the quality of input. This is confirmed by the way appointments of women conductors are done.
11. The management of MSRTC is not transparent about their policies. They have not let the employees know about the promotion rules because of which employees are unable to take desired steps to get promotion like increasing their skills, enhancing their qualification etc.

12. The respondents are facing a lot of problems which result in their deteriorated health and performance.

13. The allowances are of very meager amount which may not be sufficient in today’s inflated world. The cost of daily used goods and food items are soaring in the sky. Hence it is a very crucial issue.

14. The satisfaction level of the respondents is very low which reduces the sincerity and loyalty of the employees towards the organization.

A new concept of man is emerging with the advent of Human Relation Movement which suggest that man works not only for money alone but also to satisfy his higher order needs, needs to be recognized, to be appreciated and to feel a sense of achievement in whatever one does. Employees in different establishment view their respective worlds of work in different perspective for various reasons. They may differ in their respective personalities, need, and social background or in demographic factors. But the facts remains that they tend to act or behave in their peculiar way on the background of their perceptions. A person joins an organization with certain hopes, expectation, drives and needs which affects his performance. Sometimes it seems to be difficult to ascertain. This varies from person to person. However it is highly useful to understand as to how the need create. Recently women in India are emerging as a major player in the workforce while playing diverse role in society. Due to a vast expansion of labour market, a number of women are entering even to the masculine jobs. India’s traditional society has started gradually accepting the new changes where women working in masculine jobs are also getting accepted. The recent developments in work force indicate new paradigms in structure of the society. Apart from this the government should also take necessary steps to implement the social legislations so as to empower working women and improve the facilities to make them women friendly. It is expected that the findings and the suggestions of the present study will be helpful for the concerned persons and authorities in increasing satisfaction level of the
employees in their work environment. With the amount of work the researcher has done in the present field, it can be said that today women participation in all fields is increasing at a considerable rate, efforts are being taken at the economy as well as global level to enhance woman’s involvement in the public sector. Still women are facing problems worldwide. Women conductors are no exception. A lot needs to be done to improve their status and to provide them a secure working environment.