Chapter I
Introduction

1.1 Introduction:
Promoting the streamlining of gender and equality of gender is increasingly gaining attention round the globe, all over work places in both public and private sector. Integrating the gender sensitive policies and their framework plays an important role in balancing the work environment. The measures adopted to increase the ratio of educated, confident and independent women play a crucial role in empowering women to take decisions especially in their own matters and of their family’s health and well-being. Women empowerment is desperately needed especially in today’s world which is changing at a very fast pace. These changes have generated various prospects for the women who want to do something for themselves and for their family. A report published by United Nations revealed that economic development of any nation is very meticulously related with the development of women. The countries where women have progressed individually, socially and economically, the economic growth has usually seem to be steady. On the other hand, the nations which restrict women from becoming outward make their country’s economy stagnant. As per the 1995 United Nations survey, “two major changes have taken place during the last 10 years in enabling the environment for women in the economy. First is the establishment of legal equality for women and the second is granting equal access to women education and training.” A quick look at world statistics show that the percentage of women in the world is around half of the world population. Around two-thirds of world’s adult illiterates are none other than women. According to the food and agricultural organization, the most disadvantaged section of the world’s society is the women. They constitute the ‘silent majority’ of the world’s deprived. They face typical social, cultural, educational, political and similar problems. In India also, women constitute about half of total population Hence it is important, that while considering the economic development of this section of the population, due attention is given to enhance their socio – economic empowerment. India envisages a future in which women are independent and self-dependent (Agarwal 2003). Government of Karnataka state has taken a step to make this dream a success by recruitment at the
post of bus conductors. Karnataka state transport was the first to employ women conductors in 1948. Maharashtra is the second state to take such a step. The Road Transport Corporation of Maharashtra state (MSRTC) has been influential in providing opportunities to the women across the entire state of Maharashtra. Since 2005 the MSRTC has started appointment of women bus conductor. Women have been performing their dual duties as bus conductor and their domestic work. The observation of the researcher shows that women conductors are facing a lot of problems. They are simply not clear about their career path. The problems faced by women conductors, their health, safety etc. indicate that the area needs to be researched and solutions be found.

The veracity of the lives of women remains invisible to both men and women and this fact of invisibility persists at all levels starting with the family till the level of nation. Though physically both men and women are chipping in same space but they are actually living in entirely diverse worlds. The sheer truth that “Women are holding up half the sky” doesn’t seem to provide them a level of poise and equality. It’s very true, that all over the decades females have made immense headways in numerous areas with noteworthy progress in plummeting the gender gaps. Still the aggrieved humanity in which we live is characterized by intensely imbalanced sharing of the affliction of adversity between the women and men’. Straggling inequalities persevere in their right to use to education, physical wellbeing care, and monetary resources and opportunities in the financial, social, political, and cultural domains. Since time immemorial transport industry has been considered as masculine working sector. Women were never a part of this sector till past two to three decades. The social stigma destitute women to work in this male dominant sector. The young educated Indian women have stepped ahead and crossed the conventional barricade and are making their presence felt in male dominated fields like, police, military, journalist and transport industry.

**Women Worldwide:**

Women as Workers are doing greater than:

- Sixty seven percent of the hours of the total work completed in the world
- But earning only ten percent of the total income of the world.
- Own merely one percent of the property of the world
• The worth of uncompensated work was approximately $16 billion, out of which around $11 billion represent the invisible input made by the women
• Women are getting paid about 30-40% less than their male counterparts for equivalent work on an average
• About 3/4th of the food in most of the developing nations is produced by women
• Women are holding mere 0.2% professional and managerial jobs
• Women constitute mere five percent of the world’s heads of government

Women in India:
• Women share in the wage employment in non-agricultural sector is only 17%
• Women’s Participation in the urban workforce is only 13.8% however that in the rural segment is 29.9%
• Wage rates of women are only 75% of that of men’s rates of wages on an average and it makes up only 25% of the total income of family.
• There is not a single state in India where both the genders earn equal wages in the sector of agriculture
• Women in habit only nine per cent of the seats of parliament, less than four per cent seats in High Courts and Supreme Court.
• Around 3% women are in administration and management.

It is observed that whether we talk about women at world level or at India’s level they are having problems. There are huge number of researches available on women and the problems faced by them, but most of them are on women entrepreneurs or on women’s belonging to self-help groups. The researcher had visited many Indian universities and did online search also but there is approximately no research done in the field of women bus conductors. Whatever one or two papers the researcher came across were also from the medical point of view. This indicates that the area needs to be researched.

1.2 Issue of Women Retention and HRM’s Gender Blindness
Gender equality inside employment practice for confirming competitive advantage has been debated since time immemorial to be a crucial constituent in success of business. Opinions vary but suggest the impartiality of staff and the overall growth of skills form a significant part of business success, specifically in the organisations which follow the 'high road' approach to competitiveness (Boxall, 2003). The business organisations have
been very slow in recognising the aptitude women prove in business rather than in support fields (Singh, 2005). One of the important ways by which a business organisation can maintain its utilisation of the work force is to condense the prospective pool of employees by flouting a particular group of employees or potential teams, or relegating them to a restricted number of roles. The ‘differentiation’ is very often made on the lines of gender and ensues around the globe and transversely most of the industry sectors where females suffer from discrimination in employment (Wirth, 2001). These concerns are specifically apparent in an industry which has historically hired few women in almost all countries; particularly transport. The limited integration of miscellaneous talent is now acknowledged as limiting actual growth (Thomas, 2004) decreasing receptiveness to varied customers and markets (Holton, 2005) and leading to reduced expertise in the board rooms (Singh, 2005). Research conducted on the transport industry has till date paid consideration to the medical aspects of the individuals concerned with very little attention to the matters such as the effect of technical change on work and life in which the women work force and the problems faced by them remain a primarily neglected area of research. It is quite obvious that the retention of women is quite low in male-dominated industries and professions because there are a number of social and structural barriers that make it problematic for them to play a part in such work on equal footing along with their male counterparts. This is a subject of concern for such industries and professions, given the stem competition for skilled workers, key skills shortages in the specialist and the professional roles, and the high risks and costs accompanying voluntary employee turnover. Thus, a developing appreciation of the need is felt to address the structural and social losses to women working in male-dominated professions and industries, in order to attract and retain the endowed women and to warrant a sustainable workforce.

However, previous to these issues, employee retention was a relatively neglected phenomenon in the HRM discipline, and a little priority in the workplace (Phillips and Connell 2003). This is enigmatic, given the wealth of literature which discourses the causes of voluntary employee turnover and creates the issue of retention in workplaces. Moreover, in spite of the growing amount of research which reveals how gender influences upon the experiences of work, very little or approximately no research has
contemplated the issue of retention using a gendered lens. This may be because most of the research and writing in the HRM field is gender blind, which means that organisations, jobs, and people working in them are conceptualised as gender neutral (Devos 2002). However this becomes quite knotty when ascertaining and addressing factors contributing in the low retention of women in male-dominated professions and industries because, as the studies have demonstrated that women turnover stems from the gender challenges faced by them. Therefore, a gender blind approach in managing human resources not only obstructs the identification and reparation of gendered factors influencing the turnover, but continues the array of disadvantage against women in these industries.

1.3 Gendered HR Practices and Women Disadvantage
The HRM discipline has been created on the understanding that the universal worker is gender neutral. The fundamental philosophy and the practices followed by HR personnel in the workplace are gender blind, meaning that they are oblivious to the existence of this gendered substructure entrenched within the work practices that privileges men and disadvantages women, and that helps to sustain inequalities between women and men in organisations (Hatmaker 2009). The repercussions of this gender blindness are threefold. Firstly, it ignores important realities. Often, women have experiences that shape their lives differently from men, such as performing a disproportionate share of household and care, giving responsibilities, and as a result they have to face different prejudices and injustices (Ashcraft and Blithe 2009). Treating everyone “the same”, as in gender neutral HRM, ignores these realities and fails to understand the fact that equal application of rules and procedures to different groups or individuals can have unequal results. It also ignores the fact that current workplace conditions are not gender neutral, they have originated to meet the needs of the original population, i.e. men, and therefore they fail to meet female employee’s requirements (Ashcraft and Blithe 2009). Secondly, Human Resource managers are unable admit that their tools and procedures are vulnerable to pro-male biases and that they may be discriminating against women. This inevitably affects the advancement opportunities for women negatively, contributes in increasing the gender gaps at all levels, confines strategies for leveraging talent and obstructs the establishment of inclusive and effective HRM tools, procedures and systems. Thirdly and
most crucial, the inability of the HR managers to understand that workplaces are not gender neutral, and their tools and procedures are in fact susceptible to masculine stereotypes, which means that they are unable to resolve the problem, thereby aggravating the gender challenges experienced by women and continuing their system of disadvantage in the workplace (Warren 2009).

Male-dominated industries set good example to demonstrate this, as they are particularly vulnerable to masculine stereotypes and male-friendly biases given that their structure and culture has been shaped by the men and for the men (Acker 1990; Hatmaker 2009).

Researches on women working in male-dominated industries reveals a number of common problems experienced by women, which includes occupational sex discrimination, gender selection and appraisal criteria, unequal access to opportunities such as training and development and work-family balance challenges. The present study examines these briefly.

1.4 A Brief History of Maharashtra State Road Transport Corporation (MSRTC)

The procedure of Nationalization of the road transport sector had started immediately after India’s Independence, when the Central Government introduced the legislature for this purpose somewhere in 1948, which lead to bringing it on the Statute Book in 1950-known as the Road Transport Corporation (RTC) Act. In December 1949, Mumbai decided to set up a single Organization for the whole state under the Road Transport Corporation Act of 1948, which was later established under the Road Transport Corporation Act of 1950. Nationalization of the services of passenger road transport in the State of Bombay started in June 1948, primarily as a departmental undertaking with only a taskforce of 35 buses operating on the Ahmed Nagar - Poona and linked routes. These routes were later handed over to the constitutional corporation i.e., Bombay State Road Transport Corporation (BSRTC). This corporation got materialised as the Maharashtra State Transport Corporation (MSRTC) in 1961, which is today the second largest corporation after Andhra Pradesh State Road Transport Corporation (APSRTC) in the country.

Subsequent to the bifurcation of the earlier Bombay State with effect from May 1, 1960, the Bombay Reorganization Act, 1960, made provision for the corresponding bifurcation of the former Road transport Corporation of Bombay State between the two
states of Gujarat and Maharashtra. After divergence and the sanction of the Central Government, a notice was issued in June 1961, which resulted in the merging of State Road Transport Corporations of Maharashtra and Marathwada and the regional Transport Services, Nagpur officially with effect from 1st July 1961. At the same time, the jurisdiction of the MSRTC came to covers the complete State of Maharashtra. One of the few States in India where passenger transport has been completely nationalized is nothing but Maharashtra. MSRTC carried out and determined expansion plan by laying down the motto of linking each and every village by providing a bus service. MSRTC’s prime catchphrase is "Where there is a road there is a bus service". This advance has been responsible for widespread road network in the whole state of Maharashtra. MSRTC has made noteworthy contribution by developing a good road transport infrastructure to develop the rural economy in the state. A concise silhouette of MSRTC is provided in table given below.

MSRTC at a glance

**Figure No. 1.1 : Road Network of Maharashtra**
### Table No. 1.1: MSRTC at a Glance

<table>
<thead>
<tr>
<th>Sr.No</th>
<th>Particulars</th>
<th>Specification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Established on.</td>
<td>1st June 1948</td>
</tr>
<tr>
<td>2</td>
<td>No. of regions</td>
<td>618</td>
</tr>
<tr>
<td>3</td>
<td>No. of depots</td>
<td>247</td>
</tr>
<tr>
<td>4</td>
<td>Average No. of routes</td>
<td>16640</td>
</tr>
<tr>
<td>5</td>
<td>No. of villages served (directly)</td>
<td>41418</td>
</tr>
<tr>
<td>6</td>
<td>Daily Effective kms operated</td>
<td>48.36 Lakhs</td>
</tr>
<tr>
<td>7</td>
<td>No. of central workshops</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>No of employees (inclusive of staff at central units)</td>
<td>102818</td>
</tr>
<tr>
<td>9</td>
<td>Hectares of land</td>
<td>1379</td>
</tr>
<tr>
<td>10</td>
<td>No. of divisions</td>
<td>30</td>
</tr>
<tr>
<td>11</td>
<td>No/ of buses held</td>
<td>15445</td>
</tr>
<tr>
<td>12</td>
<td>Average no. of schedules operated</td>
<td>13930</td>
</tr>
<tr>
<td>13</td>
<td>Total population served (99.77% of total population)</td>
<td>1009.78 Lakhs</td>
</tr>
<tr>
<td>14</td>
<td>Average daily passengers travelled</td>
<td>62.10 Lakhs</td>
</tr>
<tr>
<td>15</td>
<td>No. of divisional workshops</td>
<td>32</td>
</tr>
</tbody>
</table>
1.5 Status of women in India:

The scope of a woman’s admittance to material and social assets within the society, their family and community (Dixon, 1978); her influence within their family, community or society and the importance commanded from these all members (Mukerjee, 1975); women’s place in the system of society is evident from, however related to, other position; or the degree to which women have admittance to financial resources, knowledge, and political power and the extent of self-sufficiency they have been exercising in making decisions and making personal choice at crucial points in their lifecycle (As per United Nations survey, 1975). The idea of eminence also suggests the concept of equality (Krishnaraj, 1986). It can be status which is perceived by self or group objective significance (Mukerjee, 1975) – which means a state of affairs which can lead to abnormality of status. Indian Women are separated into two asymmetrical halves. The Constitution of India guarantee free of cost primary education for both girls and boys below 14 years of age. This objective has been continuously reconfirmed, but universality of prime education in India is missing. Generally, the literacy rate for women
is approximately 36 percent to that of 64 percent of men. The input of women to agriculture - whether it is mercantile agriculture or survival farming - when measured in terms of time spent, is quite higher than men. "The extent of women's contribution is rightly highlighted by the study conducted in the Indian Himalayas which found that on a one- hectare farm, a pair of bullock’s works 1,064 hours, a man 1,212 hours and a woman 3,485 hours in a year!!!"

Despite of being adults, women are getting lesser health care than men. Women are less likely to admit that they are unwell and they pass the time until their sickness increases and after that they seek out help or help is required for them. Maternal death rates in rural areas of India are among the maximum in the world. The grounds that contribute to high maternal death rate in India is the unwillingness to look for therapeutic care for pregnancy - rather it is thought as a temporary condition that will fade away. The national level estimates are that only 40-50% of females get any antenatal care. Most of the studies emphasizes that women's financial dependence on men impact their authority in the family. With an increased contribution in income-earning, not only there will be more earnings for the family members, but gender gap will also get reduced. This problem is specifically prominent in India because studies demonstrate a very low level of women's participation in the work force. This under-reporting is attributed to the commonly held view that work done by women is not reasonably productive. Exposure to the outside world is helpful in determining the potential available to women. The state of affairs of women is strongly affected by the degree of their independence to make decisions both inside and outside their own family.

According to Devaki Jain, an Indian writer and advocate, "The positive discrimination of Primary rate Interface (PRI) has started a momentum of change. Women’s entry into local government in large numbers, and their success including the defeat of male candidates has definitely shattered the myth that women are not interested in politics. PRI reminds a central truth: power is not something people give away. Power has to be negotiated, and sometimes snatched from the powerful.” The following are important characteristics of Indian women:

- The world's largest numbers of professionally competent women are Indian.
- Female doctors, scientists, surgeons and Academicians are higher in India as compared to the United States.
- India has highest number of working women than any other nation in the world. It include all levels of female workforce with various skill - from the airline pilot to surgeon and to bus conductors.
- However, on average females in India are politically, communally and economically weaker than men.
- The major news was the introduction of the Women's Bill in Indian Parliament in 1998: the Bill look for reserving a certain percentage of Parliament seats for women.
- There is a Human Rights Commission for Women at national level which carefully handle all human rights violations against women.
- There is a Council for Women working at National level that advocate guiding principle for women.
- There is an entire ministry for women which formulates and implements policy for them.

1.6 Status of women bus conductors in India:
Kolkata, Jan 10 (PTI) Making a demand for strict laws to protect women in our country, the author and columnist Shobha De had said introducing women bus conductors would not be able to help to restrain the atrocities on women rather put these women workers at risk. She emphasized that "Women bus conductors would may land up themselves be in danger from some of those passengers who board the bus at night. This is really a sad reality of India today that women are not safe," De said at Apeejay Kolkata Literary Festival (AKLF).
1.7 Statement of the problem:

It is an open truth that working women have to countenance a lot many challenges and problems during their work life and family life just by virtue of their being women. A gender prejudice creates an obstruction at the every stage in their working environment. The age old conviction of male dominance over women in Indian society creates several obstacles for women at their place of work. The inbuilt conviction has developed in males and in females themselves that the Indian women are capable of less work than men or less efficient than men. Since last few decades the new generation of female has started the transformation of the traditional patriarchal social structure across the globe. This social shift which had been set in motion at the end of twentieth century in India tends to bring in new surprises. This development has exposed women and to adopt previously male-dominated professions. In this view, the challenges and problems of women conductors who work in male dominated professions in transport industry are being explored. The study focuses on the human resource management of bus conductors in transport organization. The nature of work of every profession has its own entity. Similarly the bus conductor work also requires more physical and communicating skills than the intellectual knowledge. The nature of bus conductor is totally different from other occupations since it is service sector for public. They have to work in different shifts every day and interact with passengers of multi personalities and bare misconduct
of passengers. Being a woman it is a challenging task for them and hence the present study is important so as to make the women conductor feel at ease while working in the male dominated world.

Apart from this, their recruitment and selection procedure, training and development aspects, problems relating to motivational factors, reasons of job dissatisfaction and causes for entry to bus conductor job are analysed. Finally the argument comes across with job security and performance of women who work as bus conductors in transport industry are being analysed.

1.8 Implication of the Study:

There is not a single significant study conducted in India bringing in light the problems of women conductors employed with the Maharashtra state transport which is the principal area of this study. Lack of awareness in this area is a major dynamic force to conduct this study. It is expected that the study will give some strategic inputs to make the working environment more women friendly. Additionally, the future researchers will also obtain some idea to carry out research in this field.

The findings of the research will be useful in following ways:

- It will overlay way to recognize the societal values and attitude towards working women with special focus on their family members.
- It will be supportive to identifying the type of problems faced by women, their influence and their consequences.
- It will also help bridge the gaps in knowledge of government initiatives and existing authenticity to guarantee mainstreaming of women in Maharashtra state transport

1.9 Scope of the study:

The human resources are indisputably the crucial resources in an organization, the simplest one and the most difficult ones to manage!. The scope and objectives of the Human Resource Management cover right from the need of manpower assessment to retention and administration of the same. To this effect HRM is accountable for effective designing and implementing various policies, procedures and programs in the required direction. It is all about initializing and effectively managing knowledge, creativity,
skills, talent and aptitude and using them optimally. HRM is not only limited to manage and skillfully utilize human intellect but also focus on fostering physical and mental capital of employees. Bearing in mind the complexities involved, the scope of Human Resource Management is widening with every day that passes. It covers but is not restricted to Human Resource planning, hiring (recruitment, selection and induction), training and development, management of payroll, relations in industries, grievance handling, giving rewards and recognitions, legal measures etc. To be specific, we can say that HRM is about managing and developing managing pleasant relationships at workplace and establishing a balance between individual goals and organizational goals. The extent of HRM is very broad and far-reaching. Therefore, the researcher will be limiting the study to the following parameters:

1.9.1 Human Resource Management in Personnel Management: This is usually concerned with direct management of manpower which involves manpower planning, hiring (recruitment, selection and induction) and training and development. The general objective is to ensure personal growth of individuals, effectiveness and developments which ultimately contributes to organizational development.

1.9.2 Human Resource Management in Employee Welfare: This feature of HRM deals with working conditions and facilities provided by the organization at the workplace. It includes a wide range of errands and services such as safety services, welfare funds, health and medical services and social security. It also covers making the atmosphere worth working, eliminating the hazards at the workplace, support of top management, job safety, cleanliness, proper aeration and lighting, medical care, hygiene, illness benefits, personal injury benefits, employment injury benefits, maternity benefits, family benefits and redundancy benefits. It also looks after administration, establishing pleasant relationships with employees, counselling of employees, their education and training. Welfare of employee is about identifying real needs of employees and fulfilling them with dynamic participation of both organization and employees. Along with this, it also see the availability of proper canteen facilities, rest rooms and lunch rooms, crèches, housing facilities, transport, medical assistance, continuing education, health and safety, leisure facilities, etc.
1.10 Objectives of the study:

1. To assess the status of women conductors in western Maharashtra.
2. To study the problems faced by the women conductors during their working hours.
3. To study the efficacy of policies designed to empower women conductors.
4. To analyze the recruitment and promotional policies implemented for women conductors.
5. To study the welfare related issues of women conductors.
6. To offer suitable suggestions to the management based on the findings of the study.

1.11 Hypotheses of the study:

The present study aims to answer some questions in concern to the Human Resource Management of women conductors working with the Maharashtra State Transport. The solutions of these questions will depict the reality and will open up the ways to address the same. These questions will be addressed using following hypotheses:

$H_1$: The working efficiency of women conductors is highly correlated to the unhealthy working environment.

$H_2$: Effectiveness of training and performance of employees is significantly related.

$H_3$: The socioeconomic status and the level of satisfaction of women conductors is significantly related.
1.12 Limitations of the study:

The present study has the following limitations:

1. Human resources management is a vast subject but the researcher has covered only important areas of human resources management.
2. This study is not concerned with the dietary aspects of women conductors.
3. This study is also no way concerned with facilities provided to the male counterparts.
4. The validity of the results depends on the authenticity of the responses given by the sample.

1.13 Risks and error factors in connection to the empirical study

According to Bryman and Bell (2011) there are four sources of error in social survey research which can be observed in the following Figure 1.4
The sources of error are rather general and points at the areas that should be considered when conducting this type of question. If these sources of errors are broken down we can list more specific issues that can be difficult to handle and that should be avoided. These issues can be viewed in Figure 1.5 and state certain specific issues that can be sources of error in the conduction of a survey.

Figure 1.5 : Specific sources of error in survey research
Figure 1.4 and Figure 1.5 state main errors that should be taken into consideration and also constitute the main threat against the validity of this study. The data collected was compiled according to a similar template and was structured as coherently as possible. This process gives a high validity to the data and a good capability for backtracking and checking both the data itself as well as the data sources.

1.14 Structure of the thesis:
The present study is divided into six chapters.

Chapter-I: Introduction of the study
This chapter will deal with the concept of human resources management, its importance and scope, and the application of the same at MSRTC. It will also contain the profile of MSRTC. The MSRTC is the only government public transport organization which provide service to the public as per their needs. Western Maharashtra is a big area where more than 60 lakh people are commuting in MSRTC buses from morning 6AM to 12PM every day. For a better understanding of the recruitment and selection process, work nature and problems of women bus conductor few variables such as social economic status, shift hours, work by standing, passengers misbehaviour, welfare facilities and job satisfaction are identified as the major factors for this study.

Chapter-II : Review of literature
The present chapter will discuss the review of literature which sets a basis and importance of the current study. It will help to realize the necessity to undertake the current study. It deals the with perspectives of the empirical contribution made by various authors from all round the globe of research papers, books and articles. Also in this chapter efforts are taken to offer a personal understanding of the concepts of HRM put forth by various researchers which has helped to reflect the author’s perception regarding the human resources management of women conductors and designing a model mentioning the strategies for convalescing their performances.

Chapter-III : HRM – Theoretical Background
This chapter will deals with the theoretical contributions in human resource management by various management thinkers from the globe like P. Subba Rao, Flippo, Gary Dessler and so on. Within this chapter the author has designed up a revision of the theoretical concept of human resources management, pointing the analytical efforts on basic
concepts discussed in the theories of human resources management. In addition to this, the definitions of the philosophy with which it operates are offered, the importance, the role, the philosophy and the objectives of human resources management in the organization.

Chapter IV : Research Methodology

This chapter includes the research methodology. The research is inferential diagnostic in nature based on a systematic collection, interpretation and analysis of the data related to the HRM of the women Conductors of MSRTC in western Maharashtra.

Sample : This sample will be a representative of any large population. The sample size will be calculated using Taro’s formula. Western Maharashtra is comprising of five districts viz. Sangli, Satara, Solapur, Kolhapur and Pune. The sample is selected from the women conductors working with Maharashtra State Transport Corporation depots of these five districts. The sample is selected using the following parameters set by the researcher:

1. Personal Profile of conductors such as age, educational qualification, caste, financial position, family background etc.
2. Workload, environment at work, route, night shift etc. factors are considered.
3. GeoFigureical location is also considered for sample selection

Stratified Cluster Sampling Method is used for selection of sample.

Chapter V : Data Analysis and Interpretation

This chapter deals with the research results regarding the human resource management of women conductors. The MSRTC is the only government public transport organizations which provide service to the public as per their needs. Western Maharashtra is a big area where more than 60 lakh people are commuting in MSRTC buses from morning 6AM to 12PM every day. For a better understanding of the recruitment and selection process, work nature and problems of women bus conductor few variables such as social economic status, shift hours, work by standing, commuters misbehaviour, welfare facilities and job satisfaction are identified as the major factors for this study. It will also contain the analysis of data using various statistical tests for proving or disproving the hypotheses.
Chapter-VI: Findings, Suggestions and Conclusion

This chapter will deal with the findings, suggestions and conclusion of the study undertaken. The major and minor findings of the study will be listed down. The author has made some suggestions and which are recommended to the board of MSRTC for implementation. In brief the structure of the thesis is:

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**Figure No.1.6: Brief Structure of the thesis**

1.15 Conclusion:

Recently women in India are 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 development in work force indicates 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.

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