ANNEXURE
Respected Sir / Madam,

I have approached to your esteemed good self and relation to my Ph.D. research work. I am doing Ph.D. on the topic, “A study of Management Values of Corporate Code of Ethics in the Indian Industries with special reference to women at work in Mumbai City”. The present inventory has been divided into three parts. Part-I contains the personal profile of the respondent, Part-II deals with challenges faced by women professionals on the job; domestic and social front. Part III deals with the measures that can be taken by the organizations.

Please be fair and frank while responding to the statements, as the information supplied by you is strictly confidential and will be used only for academic purposes. My esteemed supervisor Dr. Rajeev Sadan also joins me in seeking your co-operation and assuring you the confidentiality of the information supplied by you.

Thanking you.

Urvashi Shrivastava  
(Research Scholar)

Part-I

1. Name and address of the respondent (Optional) :

2. Name of the organization :

3. Type of the organization :
   a) Government organization
   b) Semi-Government organization
   c) Private organization
4. **Your education qualification**:
   a) Under graduate
   b) Graduate
   c) Post-graduate
   d) Any other, Specify

5. **Age group you belong to**
   a) 20-25 years
   b) 25-30 years
   c) 30-35 years
   d) 35 years and above

6. **Income group you belong to**
   a) upto 10000 per month
   b) 10000 - 15000
   c) 15000 – 20000
   d) 20000 – 25000

7. **Marital Status**
   Married  Unmarried
   Divorced  Widow

8. **Number of years since married**:
   a) upto 2 years
   b) 2-5 years
   c) 5-10 years
   d) 10 years and above
   e) Not applicable

9. **Husband’s / Father’s profession**
   a) Government employee
   b) Private Service
   c) Self-Employed
   d) Pensioner
   e) Other, Specify

10. **Numbers of children**
   a) One
   b) Two
   c) Three
   d) Four and above

11. **Age group of children**
   a) 1-3 years
   b) 3-10 years
   c) 10 years and above
12. **Number of years since working with this organisation**
   a) 1-2 years
   b) 2-5 years
   c) 5-10 years
   d) 10 years and above

13. **What is the nature of your job?**
   a) Full time
   b) Part time
   c) Self employed
   d) Working from home

14. **How much do you contribute to the total family income?**
   a) upto 20%
   b) upto 30%
   c) upto 50%
   d) upto 75%
   e) 100%

15. **Your level in the hierarchy at which you work in the organization?**
   a) Top level management
   b) Middle level management
   c) Lower level management

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**PART – II**

Given below are some statements that shown the various types of challenges being faced by women employees at their work place. The statements mainly comprise of the general work environment, attitude and perception at the work place, leadership styles, decision making skills, family and social attitudes etc. There is no right or wrong answers. Read each statement and (✓) your views in the appropriate box, based on your experience in the organisation. Your views will be marked an five point scale, i.e.

A. Strongly Agree (SA)
B. Agree (A)
C. Neutral (N)
D. Disagree (D)
E. Strongly Disagree (SD)

Please be fair while responding, as there is no right or wrong answer.
1. Employment in your organisation is based on merit, not the gender.

2. Women are generally employed to avoid troubles.

3. Women employees are equally efficient to men employees.

4. Women are assumed capable of contributing less to the organisation's goals than men.

5. Women employees generally worked harder than men employees.

6. Women employees need to prove their competence more than men.

7. Women are rewarded equal to men employees for the same performance level.

8. Women and men get paid equal for same qualifications and responsibilities.

9. Promotion in this organisation is generally based on merit not the gender.

10. To succeed in the corporate sector women need to develop management styles suitable to men.

11. Women employees are equally capable of handling tough and challenging jobs.
12. Competence not the gender is important at workplace.

SA □ □ □ □ SD □ □ □ □

13. Your present organisation is utilizing the talent of women employees effectively.

SA □ □ □ □ SD □ □ □ □

14. Growth opportunities are available equally for men and women employees in your organization.

SA □ □ □ □ SD □ □ □ □

15. Women employees are poorly represented in ranks of power, policy and decision making.

SA □ □ □ □ SD □ □ □ □

16. Men are considered better employees because they can control and command more effectively.

SA □ □ □ □ SD □ □ □ □

17. Initiative and risk taking capabilities are more in men instead of women employees.

SA □ □ □ □ SD □ □ □ □

18. Women are assumed to be better employees because of their feminine perspective to work.

SA □ □ □ □ SD □ □ □ □

19. Women are equally capable of taking charge and moving the organisation forward.

SA □ □ □ □ SD □ □ □ □

20. Negative attitude of male employees and the management affect the motivation level and work performance of women employees.

SA □ □ □ □ SD □ □ □ □
21. Women pay more attention to process than outcome.

22. Women are generally less objective in evaluating the situations.

23. Women are less competitive than male employees.

24. Women are generally less ambitious as compared to their male counterparts in the industry.

25. Women are less assertive as compared to men employee.

26. Return on investment on men’s developments is more as compare to women employee.

27. Organisational complexities are generally beyond the control of women employees.

28. Women are too soft for tough and senior management positions.

29. Working women are overloaded with diverse type of responsibilities.

30. Women pay inadequate attention to children and family due to work.

31. It is difficult for a women employee to work without her family support.
32. Women have a higher turnover rate in 25 to 35 age bracket than men in the same age bracket.

33. Women employees in spite of talent are less represented in the organisation.

34. Women employees are less represented in terms of salaries, status and job responsibilities.

35. Your organisation operate and function with legal framework.

36. Men in your organizations use as stepping-stones.

37. Women and men employees carry out their work differently.

38. Men work more effectively and efficiently as compared to women.

39. The work culture in your organization creates hurdles in achieving your set targets or progress.

40. Organizations prefer male over female employees.

41. Women suffer from lack of self belief.
42. The real strength of women is to fulfill wife, mother and the housekeeper's roles.

43. You feel offended by male colleges in your organisation.

44. Management should follow the fundamentals of “equal work equal pay”.

45. Good safety and security measures are provided when working overtime.

46. Your organisation provided a counseling division to meet the women’s grievances.

47. Women at top level can manage the organisation better and that of male standards.

48. Whistle blowing against the harassment towards women employee in the organisation can hamper their career.

49. “Men are bread winners of an household”

50. Women feel neglected while performing the roles of a wife and mother.

51. Methods of recruitment practiced today like close and informal appointment procedures restrict the women from employment.
52. Physical attraction of women accounts her employement.

53. Factors like “Age factor / discriminatory advertisements, which are not gender neutral” hamper women’s recruitment.

54. External energies act over your job performance.

55. Women today are forced to perform to higher standards are under pressure to develop or build an acceptable image at their work place.

56. Existing government laws and polices are adequate to insulate women from the harassment and discrimination.

57. The remuneration that you draw proportional to the job profile in this organization is vis-à-vis other organization.

58. Male bureaucracy exists in your organisation.

59. You are satisfied with the management of your organisation.

60. You are satisfied with the facilities provided at your workplace.

61. Men value achievements, promotions and meaningful work more than women.
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<tbody>
<tr>
<td>62. Men are more assertive than women.</td>
<td>SA</td>
<td>A</td>
<td>N</td>
<td>D</td>
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<td>63. Successful managers have masculine attributes.</td>
<td>SA</td>
<td>A</td>
<td>N</td>
<td>D</td>
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<td>64. Sex bias exists in your organisation.</td>
<td>SA</td>
<td>A</td>
<td>N</td>
<td>D</td>
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<td>65. Incentive wage payment scheme exist in your organisation.</td>
<td>SA</td>
<td>A</td>
<td>N</td>
<td>D</td>
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<td>66. There is lack of devotion and commitment to the tasks / job assign to women employees in your organisation.</td>
<td>SA</td>
<td>A</td>
<td>N</td>
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<td>67. There are cases of non-observance of punctuality and irregularities in the performance of jobs assigned to women in your organisation.</td>
<td>SA</td>
<td>A</td>
<td>N</td>
<td>D</td>
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<tr>
<td>68. You feel offended by male colleagues in your organisation.</td>
<td>SA</td>
<td>A</td>
<td>N</td>
<td>D</td>
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<tr>
<td>69. You face problems in decision making.</td>
<td>SA</td>
<td>A</td>
<td>N</td>
<td>D</td>
</tr>
<tr>
<td>70. You face problems in getting your decisions implemented.</td>
<td>SA</td>
<td>A</td>
<td>N</td>
<td>D</td>
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PART – III

Click the right answer underneath every question, you feel justified with respect to your work, management and organisation as a whole.

1. **Your organisation follows the following acts, which are beneficial for the employees.**
   a) Factories act
   b) Maternity benefit act
   c) Equal remuneration act
   d) Supreme court guidelines governing sexual harassment at workplace.

2. **Your job satisfaction level in the present organization is**
   a) Poor
   b) Average
   c) High
   d) Very high

3. **Your satisfaction level with respect to the remuneration you receive from the organization.**
   a) Poor
   b) Average
   c) High
   d) Very High

4. **Remuneration that you dream is proportional to the job profile in this organisation viz-a-viz other organisations.**
   a) Proportionate
   b) Proportionate to an extent
   c) Disproportionate

5. **Kind of shift pattern you work in**
   a) 9-5 regular pattern
   b) Morning / Afternoon
   c) Morning / afternoon / Night
   d) Any other pattern, specify

6. **Have to work overtime in this organisation?**
   a) Always
   b) Sometimes
   c) Never

7. **Reason to work overtime**
   a) Addition remuneration
   b) Excess work load
   c) Both a & b
   d) Other reasons, specify
8. Your awareness level about the right of a working women in your organisation:
   a) Poor
   b) Average
   c) High
   d) Very high

9. In care of grievance you react to it.
   a) Always
   b) Some times
   c) Never

10. In case the answer to question 8 is (c), what makes you do that?
    a) Job insecurity
    b) Social stigma
    c) Family problems
    d) Other reasons, specify

11. In case of an abuse, how would you react?
    a) Stay silent
    b) Approach to the management cell
    c) Move to the court of law
    d) Shift the job / Resign.
    e) Approach women’s rights association
    f) Any other, specify

12. What according to you create hurdles in women’s career development.
    a) Family (in laws)
    b) Children responsibilities
    c) Male dominance in the organisation
    d) Women’s complacent nature
    e) Others, specify

13. Have you ever been a victim of:
    a) Unfair dismissal
    b) Forced resignation
    c) Verbal harassment
    d) Unfair work practice / heavier work load
    e) Gender discrimination

14. Factors, which would affect your job
    a) Pregnancy
    b) Having children
    c) Increasing age factor
    d) Family profile
    e) Any other factors, specify
15. **Are you aware of;**
   a) Right to return to work after child birth
   b) Anti discrimination legislation
   c) Sick leaves for working mothers
   d) Flexi working hours for working mothers
   e) Right to statutory maternity pays
   f) Right to be paid off for anti natal care

16. **Aspects because of which women lag behind men :**
   a) Low dynamism
   b) Low motivational levels
   c) Low assertiveness levels
   d) Complacency
   e) Fright to achieve high target
   f) Geographical immobility
   g) Any other, specify

17. **Would you suggest any rectification on the part of government to address the women related problems and their overall development :**
   a) Reservations in private sectors / organizations
   b) Strengthening the legal machinery in private sectors / organisation
   c) Preferential treatment to women employees
   d) Flexi working hours
   e) Counseling and quick redressal at organisation level
   f) Any other, specify

18. **Reason for women seeking job :**
   a) Economic compulsions
   b) While away time after marriage
   c) While away time till marriage
   d) To supplement husbands father / guardians income.
   e) To have an independent source of income.
   f) To achieve some status, position in the society
   g) To buildup a career
   h) To properly utilize the spare time
   i) To properly utilize the knowledge skills, experience and professional and academic qualifications.
   j) To be aloof from the tension, conflicts and unpleasant atmosphere at home.
   k) To get some relief from routine and drudgery of domestic work.
   l) Habituated to work and cannot keep quite.

19. **Training programmes for the employees :**
   a) No training programmes
   b) There are training programmes
c) No need for training programmes

d) Training as per requirement of profile

20. Are such benefits extended to women employees in your organisation.

a) Disablement benefit
b) Maternity benefit
c) Medical benefit
d) Superannuating benefit
e) Recreation and cultural activities

21. Your views regarding the discontinuation of job:

a) No should not discontinue
b) Yes, after marriage
c) After child birth, till children starts schooling
d) When work upsets family life
e) When economically well off
f) Any other

22. Kind of promotion in your organisation

a) No chance of promotion
b) Chances of promotion but not equal to men
c) Unconditional chances of promotion
d) Conditional chances of promotion

23. Reason for taking up the present job

a) Qualified for it
b) Easier to do
c) Only available job
d) Liking for the job
e) Any other

24. Reason for job dissatisfaction

a) Insufficient salary
b) Not happy with status
c) Long suitable working hours
d) Very hard work
e) Not in line with training
f) Any other

25. Reason for job satisfaction

a) Good remuneration
b) Comfortable working conditions and suitable type of job.
c) Job security
d) Adequate personal benefits like medical, provident fund etc.
e) Opportunity for promotion
f) Job status and prestige
g) Sufficient leave with full pay to perform household work
h) Free enterprise
i) Suits to educational qualification
j) Suits to interests
k) Flexible working hours

26. **Reason for dissatisfaction**
   a) Irregular income
   b) Heavy work load
c) Does not suit to educational qualification
d) Very less chance of promotion or defective promotion policy
e) No job security
f) Unsuitable working conditions
g) Less status and prestige
h) Monotonous work
i) Irregular and odd working hours
j) Less remuneration despite high qualification
k) Very less leave
l) No recognition

27. **Women long behind men due to:**
   a) Low dynamism.
b) Low motivational level
c) Low assertiveness level
d) Complacency
e) Freight to achieve high targets
f) Geographical immobility
g) Other reasons

28. **Changes desired in the company**
   a) Better salary / pay scale revision
   b) More leave
c) Greater autonomy
d) Responsibility enrichment
e) Better facilities / benefits (housing, canteen etc)
f) Shorter working hours
g) Promotion opportunities
h) Better management

29. **Your perceptions regarding the following aspects of personnel policies and practices. (Answers: Satisfactory, unsatisfactory)**
   a) Promotional policies
   b) Training facilities
c) Opportunities for growth and development
d) Reward system
e) Grievance handling and performance appraisal
30. **Important aspect of job**
   a) Work not too difficult
   b) Good salary
   c) Good working conditions
   d) Easy to reach
   e) Friendly workmates
   f) Convenient hours
   g) Security
   h) Worthwhile job
   i) Promotional opportunities

31. **Level of comfort men generally feel while:**
   a) Being supervised by a women manager
   b) Supervising women
   c) Working with women
   d) Competing with women counterparts

32. **What prevents women from advancing to top**
   a) Lack of exposure and experience
   b) Lack of self-confidence
   c) Negative attitude of men
   d) Hostile culture / environment in the organisations
   e) Overload of domestic and work responsibilities
   f) Too much expectations on many fronts (Social / domestic / job)
   g) Inability to participate in organisation politics
   h) Inability to participate in informal information network

33. **Coping strategies to be used by women employees against the gender discrimination at the workplace**
   a) Work harder
   b) Change the job for better environment
   c) Look like lady, act like man
   d) Wait and hope for better time to come
   e) Don’t get affected and keep working
   f) Keep quite and don’t retaliate
   g) Form union
   h) Take legal action against discrimination

34. **Ways in which organisation can help in women employees growth**
   a) Support women for better opportunities
   b) Job rotation
   c) Career / leadership development for women
   d) Day care facilities
   e) Cultivate an environment for gender equality
   f) More recruitment at the senior level
   g) Organizations can fix a quota for female employees
Discussion Pointers For Management

1. Name of the authority ____________________________________________.

2. Post / Designation ________________________________________________.

3. Since how long have you been at this post. ____________________________.

4. Name of the organization ____________________________________________.

5. Type of organization ____________________________________________.

6. Gender: Male / Female

7. Work force strength of the organization ____________________________.

8. Ratio of male / female in this organization ____________________________.

9. What is the ratio of married / unmarried working women in your organization ____________________________.

10. What is the ratio of women to men at different levels of the organization

    • Top Level ____________.
    • Middle Level__________.
    • Lower Level__________.

11. How do you rate women’s performance in your organization at different levels?

    • Top Level -
        (a) Low
        (b) Average
        (c) High
        (d) Very high

    • Middle Level -
        (a) Low
        (b) Average
        (c) High
        (d) Very high

    • Lower Level -
        (a) Low
        (b) Average
        (c) High
        d) Very high

12. How would you rate your organization in concern with working women development and performance appraisal?

    (a) Low  (b) Average
    (c) High  (d) Very high
13. Does your organization provide equal opportunities to women employees?
   (a) Yes (b) No (c) In specific areas.

14. What attributes of a female candidate do you look for while recruiting her in your organization:
   (a) Qualification/experience
   (b) Age
   (c) Marital status
   (d) Flexi working hours
   (e) Mobility
   (f) Ability to work in shift duties
   (g) Any other, please specify______________________.

15. Are there any work areas/job profiles where you favour men over women? If Yes! Which are they and why?______________________________________

16. Do women perform better than men when designated with the similar job profiles?
   (a) Yes (b) No (c) Equal performance.

17. According to you is there any notion like “women’s job and men’s job.” Please comment.

18. What is the effectiveness of a project when employees with opposite sexes work together?
   (a) Low (b) Average (c) High (d) Very high

19. What according to you are the major problems associated with working women:
   (a) Absenteeism due to family pressures
   (b) Resignation due to marriage/child
   (c) Lack of mobility (transfers or field work)
   (d) Inability to work in flexible hours
   (e) Sexual harassment at work
   (f) Gender discrimination at work
   (g) Problems associated with age, physical appearance
   (h) Low motivation due to lack of ambition

20. Do you feel that women learn at relatively slower pace as compared to men?
   (a) Always (b) Never (c) Sometimes (d) Most of the times.
21. Why do organizations prefer women over men for P.R or Secretarial jobs?

22. Why do organizations prefer women workers for staff operations over line jobs?

23. "To claim for equal status and special treatments is unprofessional" what do you opine?

24. Are there any grievance redressal cell / counseling division in your organization to deal with the problems of women employees? If yes! Since how long has it been into the operation and how many cases have been successfully solved?

25. What steps has organization taken to deal with absenteeism, resignation or lower performance of women employees?

26. What action does management take when there is any sort of harassment to a women employee by her male counterpart at the work place?

27. Is it so that "at times organizations prefer unmarried females?" What parameters force the organization in doing so?

28. Do you feel that training and development expenses on women employees are a waste as they would perhaps marry and leave the organization?

29. Due to lack in mobility, Women employees are not preferred." Is it true
30. To what extent does mobility of women employees play a role in her recruitment and selection?
   (a) Low (b) Average (c) High (d) Very high

31. Close and informal appointment procedures by management are one of the reasons for gender discrimination. Comment.

32. Physical appearance of women restricts her from certain jobs. Comment.

33. "Women employees lack commitment and are complacent" what are your views?

34. Do women work overtime in your organization?
   (a) Yes (b) no

35. If the answer to the above question is Yes, what factors are responsible for it?

36. What security is provided in case of night shift jobs and overtime jobs to protect them from harassment and molestation from their male counterparts?

37. Who victimizes women employees in an organization in general according to you?
   (a) Colleagues (b) Immediate superiors (c) Top authorities.

38. Is the notion "Men's work is more prestigious and lucrative as compared to women's work" True?
   (a) True (b) False (c) 50-50

39. Does your organization follow the following acts, which are beneficial for the employees?
   (a) Factories act
   (b) Maternity benefit act
   (c) Equal remuneration act
   (d) Supreme court guidelines governing sexual harassment at workplace
40. At same hierarchy levels men earn more than women, how far does it hold true?
   (a) Totally (b) Never (c) partially.

41. "Business is about making profits and ethics is about being good" how far does it hold true in today’s corporate world? Comment.

42. To what extent does it hold true that ethics are still practiced in today’s corporate world?

43. "Corporate ethics in dealing with women employees is a fashion gone by." True or false.

44. Comment about the corporate code of conduct with particular reference to women at work with reference to your organization.

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Acts

1. The factories Act, 1948
2. The industrial disputes act, 1947
3. The industrial employment (standing orders) Act, 1946
4. The trade unions Act, 1926
5. The minimum wages Act, 1948
6. The payment of wages Act, 1936
7. The payment of bonus Act, 1965
8. The contract labour (Regulation and abolition) Act, 1970
9. The shops and establishment Act
10. The employee’s provident funds, and miscellaneous provisions Act, 1952
11. The employee’s pension scheme, 1995
12. The payment of gratuity Act, 1972
13. The workmen’s compensation Act, 1923
14. The employees’ state insurance Act, 1948
15. The motor transport workers Act, 1961
16. The working journalists (conditions of service and miscellaneous provisions) Act, 1955
17. The plantations labour Act, 1951
18. The mines Act, 1952

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