CHAPTER V

Performance Appraisal & Problems of Working Women In Public & Private Sector Organizations
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This chapter deals with current scenario of working women. It highlights on the performance level of working women like how well women are performing in their jobs. It also focuses on studying the different types of problems which a working woman faces in her professional and personal life. This chapter enumerates the different problems of working women like workplace problems, family problems, financial problems, socio-economic problems and psychological problems.

The working women, a winner all the way

The day starts for Professor Asha Ramachandran (35) at 5 a.m., when she gets up from bed in a hurry. A four-burner gas stove and a microwave oven in the kitchen couldn't cope with her speed. Within an hour, the menu for the entire family, including her son's evening snacks, is ready. And, mind you, no chef can compete with her.

An hour later, Keshav, her six-year-old son, is still in bed trying to avoid the sunlight peeping through the windows; within minutes, a complete transformation takes place when he turns out to be a neatly uniformed boy waving bye to his mother from the school van. Then, comes the next portfolio for Asha with a full list of commitments for the day. She returns home anxiously only to assist her son in his homework and to feel proud of his performance in school.
She is the embodiment of the many-handed Kali. So are the employed women of today. A working woman's life is all about balancing many balls at a time without slipping a single one.

In ages past, women stayed at home, preoccupied with the family, taking care of children and providing emotional support for the members. But now, they feel that their traditional roles as child bearers and homemakers must be coupled with achievement outside home. In this context, it is inevitable to investigate the impact of such a phenomenon on society as a whole and on childrearing in particular.

**Socio-economic profile**

India has 397 million workers, of whom 123 million are women. Of them, 106 million are in rural areas and the remaining 18 million in urban areas. Only 20 per cent of the women labours work in urban areas. Women are an estimated 38.2 per cent of all economically active individuals. They earn 66 per cent of men's salary for equal work; the socio-economic condition in India has contributed to the need for dual income in middle class families. With a population of a little more than a billion, India is the second most populous country. The literacy rate among women is 39.3 per cent and they make up 28 per cent of the labour force which constitutes educated employed women.

Indian women were traditionally housewives; education to them was given only to the level that everyone wanted to be educated. Now India has the largest number of professionally qualified women. This includes female workers at all levels of skills from surgeons, pilots to bus conductors and labours.
Women work roughly twice as much as men, combining home and workplace. They have a lot more responsibilities and accountability at home than men. Yet, they seem to perform equally well.

Current Scenario

Some Bright Spots

* India has world's largest number of professionally qualified women.
* India has largest population of working women in the world.
* India has more number of doctors, surgeons, scientists, professors than the United States

Women Achiever

With the help of these social reformers women of India slowly started recognizing her true potential. She started questioning the rules laid down for her by the society. As a result, started breaking barriers and earned a respectable position in the world. Today Indian women have excelled in each and every field from social work to visiting space station. There is no arena, which remained unconquered by Indian women. Whether it is politics, sports, entertainment, literature, technology everywhere we can hear applause for her.

Politics

Women of India are highly active today in this area. Sarojini Naidu, Vijaylakshami Pandit, Sucheta Kriplani were the torchbearer for the
women of India. Mrs. Vijay Lakshmi Pandit was the first Indian woman to hold a post in the cabinet, thus paving the way for other women. The most important name in the category of women politicians of recent times is Mrs. Indira Gandhi. She was the one who made world stop and notice the talent and potential of Indian women. She was the first women Prime Minister of independent India. Today her daughter-in-law Mrs. Sonia Gandhi is following her footsteps and leading the Indian National Congress.

Other women who have made their name in politics of India are Shiela Dixit, Uma Bharti, Jayalalitha, Vasundhra Raje and Mamata Banerjee.

**Sports**

Indian women have achieved great laurels for the nation in every sport. Whether it is cricket or hockey India have national women team for every game. Indian women cricket team has won Asia Cup of 2004 and 2005 and made country proud. Some women sports icons of India are:

- P.T. Usha (Athletics)
- Kunjarani Devi (Weight lifting)
- Diana Edulji (Cricket)
- Sania Mirza (Tennis)
- Karnam Malleshwari (Weight lifting)
- Sania Nehwal(Lon Tennis)
- Anju Jorge(Athletics)
- Kirti Raut(Sharp Shooter)
**Art and Entertainment**

This arena is full of Indian women. We have many names to boast of like M.S. Subbulakshmi, Indian Nightingale Lata Mangeshkar, Asha Bhosle as famous singers. Madhu Bala, Rekha, Aishwarya Rai as Bollywood queens. Today Indian woman is a painter, an actor, a singer, and a beauty queen.

**Literature**

In past women of India used to write, but their work did not get the recognition. Today they are getting their dues. Arundhati Roy, Anita Desai, Kiran Desai, Shohbaa De, Jhumpa Lahiri are famous names in Indian literature. Not just in India now these women are recognized all over the world. Arundhati Roy has been awarded with the Booker Prize of 1997 for her work "God of Small Things". Kiran Desai has been given Booker Prize of 2006 and Jhumpa Lahiri got recognition in the form of Pulitzer prize.

**Corporate Divas**

Kiran Majumdar Shaw is the undisputed corporate queen of India. She is the richest Indian woman. She is the MD of Biocon India. She is the wealthiest entrepreneur of India. Kiran wanted to become a doctor but could not get admission in medical colleges but even then she did not lose courage and went on to become India's first woman 'Brew Master' and subsequently corporate queen. Another names in this list include Vidya Mohan Chhabaria, Chairperson of Jumbo Group, Naina Lal Kidwai, Vice Chairperson and Managing Director of HSBC Securities and Capital
Market, Sullaijja Firodia Motwani and Mallika Srinivasan. Indra Nooyi, the CEO of PepsiCo, India etc.

**Social saints**

The Indian saint of today's times Mother Teresa is the name which every Indian whether rich or poor is familiar with. She was the person who used to consider the smile of her countrymen as her wealth. She worked for those whom even their own families have deserted. She did not care whether she is in the company of a person suffering from communicable disease or whether it is day or night. Whenever or wherever one needed her she was present. She opened various homes for these people most famous of which is 'Nirmal Hriday". It is open to everyone irrespective of caste, creed or religion. Another important names working for the cause of people includes Aruna Roy who worked for the save RTI Campaign and Medha Patekar who is associated with Narmada Bachao Andolan.

**Universal Queens**

Indian women have not just made their mark on earth but they have engraved their name in the whole universe by flying to space. Kalpana Chawla, who was the member of Colombia Space Shuttle, which exploded on its way back, was the first Indian women astronaut who visited space station. And now following on her footsteps other women of Indian origin Sunita Williams has become the second one to be the member of International Space Station crew.
Problems Of Working Women

It is an open truth that working women have to face problems just by virtue of their being women. Working women here are referred to those who are in paid employment. Social attitude to the role of women lags much behind the law. This attitude which considers women fit for certain jobs and not others colors those who recruit employees. Thus women find employment easily as nurses, doctors, teachers the caring and nurturing sectors, secretaries or in assembling jobs-the routine submissive sectors. But even if well qualified women engineers or managers or geologists are available, preference will be given to a male of equal qualification.

A gender bias creates an obstacle at the recruitment stage itself. When it comes to remuneration the law proclaims equality but it is seldom put into practice. The inbuilt conviction that women are capable of less work than men or less efficient than men governs this injustice of unequal salaries and wages for the same job. The age old belief of male superiority over women creates several hurdles for women at their place of work. Women on the way up the corporate ladder discover that they must be much better than their male colleagues to reach the top. Once at the top male colleagues and subordinates often expect much greater expertise and efficiency from a woman boss than from a male boss. Conditioned by social and psychological tradition women colleagues too don't lend support to their own sex. Working in such conditions inevitably put much greater strain on women than what men experience. These problems tend to make women less eager to progress in their careers. Indeed many of them choose less demanding jobs for which they

230
may even be over-qualified. A woman's work is not merely confined to paid employment.

She has to almost always shoulder the burden of household chores as well. A woman could still bear up with these problems if she had control over the money she earns. But in most families even now her salary is handed over to father, husband or in-laws. So the basic motive for seeking employment of getting independence is nullified in many women's case. Problems of gender bias beset women in the industrial sector.

Technological advancement results in retrenchment of women employees. No one thinks of upgrading their skills. Maternity leave is seldom given. It is much easier to terminate the woman's employment and hire someone else. Trade Unions do little to ameliorate the lot of women workers. Women's issues do not occur on the priority list of most of the trade unions. Women going to work are often subject to sexual harassment. Public transport system is overcrowded and men take advantage of the circumstances to physically harass women. Colleagues offer unwanted attention which can still be shaken off but a woman is placed in a difficult situation if the higher officer demands sexual favors. If refused, the boss can easily take it out on the woman in other ways to make life miserable for her. There have been several cases of sexual harassment recently involving even the senior women officials. On the other hand if a woman is praised for her work or promoted on merit, her colleagues do not hesitate to attribute it to sexual favours. The psychological pressure of all this can easily lead to a woman quitting her job. Most of the problems that beset working women are in
reality rooted in the social perspective of the position of women. Traditionally men are seen as the bread winner and women as the housekeepers, child bearers. This typecast role model continues to put obstacles before the working women. A fundamental change is required in the attitudes of the employers, policy makers, family members and other relatives and the public at large.

Though Indian women have mastered anything and everything which a woman can dream of, but she still has to go a long way to achieve equal status in the minds of Indian men. Still she faces a number of different problems in her life like Workplace problems, Family problems, financial problems, Social problems etc.

**Problems at Workplace**

The condition of working women in India as well as in the entire world in general is considered to be very distressing. Working women in general are subject to discrimination at various levels. The problems and difficulties of working women are multi-dimensional, varying from woman to woman at personal level, and section to section at general level and hence need to be analyzed in depth. One may believe that there are two clear-cut sections-privileged and unprivileged among the urban working women. Women working in factories, mines, plantations or in electronics, garments or chemical units or banks, schools and hospitals appear to be the privileged sections among women. However, the problems of working women at work places are multiple and differ from woman to woman according to the nature of the work and position.
In fact, in India women are considered less and individual than as an object of vice by men whether she is single or married; this is particularly true for the women who are working among the males. Working women of the present generation, in the opinion of Ms. Broota, are at the crossroads. They are aware that they are being exploited and ill treated. Yet they consciously or unconsciously adopt their mother's roles of subservience to the male. So, women, in general, have to be taught to develop their self-confidence, as well as self-respect and not accept the apologetic and subservient role instilled in them since childhood.

**Transport Problem for Working Women**

The present transport system is far from satisfactory; generally women have to suffer the worst due to misconduct or eve-teasing by co-passengers. Sometimes they have to wait for hours on the bus-stop to board a bus. Even when the bus comes, due to it being over-crowded she is not able to catch it. Even in train the position is not good. At present there is only one ladies' compartment in local trains in cities like Bombay and Delhi, and that too, is often occupied by men. At the peak hours one can hardly entrain or detrain without difficulty. In some metro-cities there is a "ladies' special" during busy hours. Rut it is unsatisfactory and limited. So the authorities should provide for more than one ladies' compartment in local trains and more 'ladies' special' to solve problems of various type for the women workers.

**Wage**

The issue of discrimination in wages throughout the world is a matter of vital importance, Mencher and Saradamoni noted that it was often taken for granted that women should be paid less than men for
similar jobs. Throughout the world, women are concentrated in low paid job sectors according to an I.L.O. report. Apart from lower wave rates poor urban women were rarely given any access to training schemes and their promotional avenues were severely limited. At every level of work, they are paid lower wages, defeating the constitutional position of equal pay for equal work for both men and women.

There have been quite a few micro-studies that show that women workers in unorganised sector invariably get paid much less than men. G.D. Gambhir in his study on "Labour in Small-scale Industries in Madhya Pradesh with special reference to women and child labour in cotton ginning, bidi making and rice milling and shellocc manufacture" found that Wages of unskilled women workers ranged "between 65% to 75% that of the unskilled men-workers. Men coolies earn double that of women coolies. In Kerala, in cashew processing and coir industries women are paid less than men. Women construction workers are paid uniformly lower wages than their male counterparts in spite of the fact that she is doing equally, if not more hard work in comparison to men. In fact women in the unorganised sector as well as the organised sector are discriminated directly or indirectly. One can take a look at the wages in the organised sectors.

Only 11 per cent of the country's female work-force is employed in the organised sector. The organised sector comprises units registered under the Factories Act of 1948 and covers those using power and employing ten or more workers, as well as units not using power but employing 20 or more workers. In addition the organised sector is governed by legislation such as the Minimum Wages Act, Labour
Welfare Regulations, and Contract Labour (Regulation and Abolition) Act. Strictly speaking violations of those Acts can be challenged in a Court of Law.

In the organised sectors of the economy, people are selected for job-positions and their rates of emoluments are fixed primarily in relation to the nature of the jobs concerned. There could therefore, be theoretically no sex-based differences in wages in the organised sectors. It is, however, possible that some establishments try to separate some jobs carrying less pay and it may so happen that only females get recruited to such jobs. This may not "technically amount to sex-based discrimination", though "such categorisation of jobs' may also sometimes be done purposely."

Even in the public sector, where employment has gone up substantially, a large proportion of women are shunted into low-paid jobs. Official agencies admit that no assessment has been done as to what extent the equal pay principle has resulted in the displacement of women workers. After examining different industries, the National Committee on Status of Women in 1976 came to be conclusion that the principle of equal pay has not been seriously applied in most of industries which continue to maintain wage differentials by direct or indirect methods. Evidence for this is available in occupational wage surveys conducted by the Ministry of Labour, indicating differences in the minimum, maximum and average earnings of women in most of industries. Though the survey reported that employees evade this principle by not employing men and women for the same jobs in the same establishments, such differentials were found even within the same establishments in some cases. A more
successful method for evading this principle is by restricting women to certain jobs and prescribing lower wage rates for them. A study of 400 working women by Usha Talwar also reveals that lower pay for equal work is one of the most important issues faced by those working women.

Wage discrimination is a problem all over the world, especially in the third world countries, where the process of industrialisation is still going on. A double standard on pay still plagues women workers everywhere according to ILO report. The average earning of women compared with men in non-agricultural activities in 1981 ranged from 44.8 per cent in South Korea to 86.2% in Australia. In the manufacture sector alone, these ranged from 43.4% in Japan to 90% in Sweden. According to I.L.O. Year Book the gap between women’s and men’s wages widened slightly between 1977 and 1981 in 7 countries—Czechoslovakia, Denmark, West Germany, Japan, Luxemburg, the Netherlands and Britain, the earnings of women compared to men went down from 55.8% to 53.5% in Japan and from 71.9% to 69.5% in Britain. On the contrary, there was some improvement in women’s remuneration in six countries Belgium, Cyprus, France, Ireland, Newzealand and Switzerland. The increase was highest in Ireland going up from 80.1% to 83.7%. However women working in the manufacturing sector in Japan experienced further erosion of their earning compared to those of men, as they dropped from 46.1% in 1977 to 43.4% in 1981.

In India the average earnings of women are highly depressed. The average earning of regular wage/salaried female employees is about three times higher than of the female casual labour. If the men and women are
working on the same post in Government's jobs, there is not so much discrimination. But in other institutions there is a disparity prevailing. There is another aspect of wage discrimination in India that is female workers "are exploited as a piece-rate worker doing manual labour for trader, middlemen, contractors and big companies in the corporate sector." "There is a variation in the wages for identical work and skills," "Self-employed workers accept wage rate which potently do not cover their cost. It is difficult to understand why and how the difference exists and why workers accept them."

Thus the wage-discrimination is a universal phenomenon and it needs a world-wide awakening and revolutionary movement to wipe out the basic discrimination at various levels of the economy and for this not only women but also men have to come under one-banner and fight against it.

**Behaviour of Colleagues**

The efficiency of a working woman is always suspected. Especially in the upper class cadres, even though other qualifications are equal, men are preferred, the authorities are doubtful whether she would be able to handle male subordinates, take independent decisions, cope with crisis and manage her duties. Even though she has proved her efficiency, they think twice before promoting her. Even if she is given a chance, there is always a remark that she has been taken because she is a woman.

The male co-workers in the office cannot mentally accept the superiority of the woman's work. They take extra pains to ridicule her. The male colleagues get together and pass comments. As the woman is brought up in a protected atmosphere in the family, she is not mentally
prepared to face this kind of situation. She feels helpless and often breaks down. This further leads to the misconception that women workers are not fit for outside work.

**Challenge of Gender Inequality**

In recent years, labour force participation among women has increased significantly, particularly among white women and among women with young children. The participation of black women in the labour force has also been increasing, though not as fast as that of white women since black women have historically been more likely to be in the paid labour force. In fact, black and white women are now approximating each other in the likelihood of being employed. At the same time, labour force participation for men, both black and white, has been declining. Experts now predict that, labour force participation for men is likely to continue to decline across all age groups through the end of the twentieth century. Even with such changes, public opinion polls show that more women believe they will be discriminated against; by 1987, 56 per cent of women thought they would face discrimination, compared to 49 per cent in 1975.

Women are also more likely than men to believe that women will face discrimination, suggesting the presence of a gender gap in men's and women's perceptions of sex discrimination. Women's perceptions seem accurate since, despite the increased likelihood for women to be employed, inequities remain in men's and women's wages, job opportunities, and the conditions women face in the labour market. What is the current status of employed women and how can we explain the continuing inequality between women and men? Sociologists define gender stratification as the hierarchical distribution by gender of
economic and social resources in a society. This means that one's access to social and economic rewards is at least partially determined by sex. Not all societies have the same degree of gender stratification, since the form stratification takes varies cross-culturally, as well as historically. In hunting and gathering societies, for example, where women produce most of the food supply, their status is more equivalent to that of men, even though a gender division of labor still exists. In agricultural societies, where men own the land and economic surplus, women's status deteriorates even though they are still the primary producers. In preindustrial societies, because most goods are still produced in households and distributed in markets, women play an active role in the system of production and maintain some independence through their roles in market exchange. In industrialized societies, though women remain active in production, their labor is devalued, as production shifts from households to the public sector. Moreover, with the creation of a wage-based economy, the worth of persons becomes measured in terms of their earned wage; since women's wages are lower than those of men, women are not only more devalued, but the cash-based economy also makes them more economically dependent on men.

**Women Problem on Higher Posts**

It is equally difficult a situation where the woman is a boss. The male subordinates do not like to accept the authority of a woman boss. If she demands work, efficiency and discipline, she is criticized as harsh and dictatorial. She is supposed to dominate only to hide her inefficiency and inferiority complex. If she is polite, mild and courteous, she would he
labeled as inefficient, talkative and what not. In any way, they do not carry out her orders and instructions, neglect their duties and take advantage of her goodness. They try to harass her in many ways. In short they are not able to accept a woman as their head.

There is another problem; while working with men, a woman tends to develop close relations with any one of them owing to prolonged and constant association. This, in the case of a married woman, creates social and psychological problems and tensions in her relationships, while in the case of an unmarried girl, it can create all sorts of socio-psychological problems if she gets involved with a married man. Sengupta in her study (1964), points towards the emergence of similar problems. In this connection Rosen quiet observes, "Certain social conditions, most of them connected with recent changes in economic life, provide an environment quite favourable to divorce. The arrangement of office work, as now generally found, may be mentioned as an example. The professional men of male office worker and his female secretary, stenographer, or assistant are likely to develop personal attachments which endanger the marriage tie. More especially, this is likely to be true of one of the partners in this business relationship, usually the woman, is unmarried."

Even if the woman who is working in the office with men makes only good friends with them and has no intimate relations with any one of them, she is still liable to be suspected and often accused of having intimate relations with them. This often humiliates and annoys her a lot and creates frictions in her married life.
Earnings Gap

Some experts argue that wage differentials can be explained by differences in the characteristics workers bring to the labor market. According to this argument, differences in factors such as educational attainment, number of hours worked, training, and experience account for the wage gap between different groups of workers. This perspective, known as heurism capital theory, assumes that the labour market is an open and competitive system, in which differences in worker skills are calibrated to differences in their earnings. Is this an adequate explanation of sex differences in earning? Systematic studies of the national labor force show that differences in education, hours worked, and experience account for about 75 per cent of the difference in men's and women's earnings. Recent estimates by the U.S. Bureau or the Census show that the earnings gap is smallest for male and female workers in their twenties, presumably because it is in that age group where women and men have had the most comparable access to education and job opportunities. For example, the Census Bureau reports that in the 1980s, women aged 20 to 29 with no interruptions in their work history earned, on average, 89 per cent of what men in the same age category earned. Even when controlling for differences in education, experience, and hours worked, however, differences in male-female earnings persist. Despite some improvement in women's position in the paid labor force, sex discrimination continues to influence women's position in the paid labor market.

An alternative explanation of sex differences in earnings is that of dual labour market theory. The labour market can be described as
involving two segments: the primary and secondary markets. In the primary labour market, jobs are marked by relatively high wages, employee benefits programs, job stability, good working conditions, and opportunities for advancement, job protection, and due process in the administration of work roles. Jobs in the corporate sector, for example, fall within this market, as do many unionized occupations. The secondary labour market, on the other hand, is characterized by short or non-existent promotion ladders limited job security, low wages, few or no employee benefits, poor working conditions, high job turnover, and often capricious and arbitrary work rules. Service jobs, such as waitressing and child care, typically are in the secondary labour market. Workers in the secondary labour market are guaranteed little access to mobility, job security, and fringe benefits. According to the dual labour market perspective, women and minority workers are much more likely to be employed in the secondary labour market and in those occupations with fewer economic and social rewards. The dual labour market perspective sees gender inequality as the result of the high degree of sex- and race-based occupational segregation.

**Pay Equity and Comparable Worth**

Federal policies to protect against sex discrimination are an important part of social policies designed to reduce gender inequality. But other action is also required. Federal policies protect women employed in the same jobs as men and open new opportunities to them. But continuing occupational segregation by sex means that the concept of equal pay for equal work does not extend to the majority of employed women who do
different work than men. Pay equity policies based on the principle of comparable worth are another proposed solution to this problem. Comparable worth is the principle of paying women and men equivalent wages for jobs involving comparable levels of skill. Such programs require assessing the level of skill, training, and degree of responsibility of different jobs and correlating pay scales to comparable jobs, regardless of the sex of the workers.

Various cities and states have agreed to comparable worth settlements with workers. In 1987, for example, the city of San Francisco agreed to pay more than $35 million in special raises to women and minorities who had been paid less than men in comparable jobs. This settlement followed a city referendum in which voters directed city officials to resolve pay inequities for city employees. To date, the only legal test of the principle of comparable worth stems from a suit brought by the union. AFSCME against the State of Washington, the suit charged that women working for her state had been discriminated against because they had received lower wages in sex-typed occupations. Although a federal appeals court overturned the ruling of a district judge who had supported AFSCME’s claim, in 1985, following the appeal the State of Washington spent $42 million for pay equity adjustments for women workers. In addition, the state agreed that an additional $10 million would be paid to 15,000 women employees through the year 1992.

Pay equity programs benefit more people than those who have been underpaid since increasing the earnings of women workers also increases the economic standing of their households. Advocates of pay equity also point out those women of color stand to gain the most from pay equity.
adjustments because they tend to be employed in the most devalued occupations. Likewise, black and Hispanic men benefit from such programs because they are more likely to hold typically female jobs. And, finally, the job evaluation process required by pay equity reforms would be likely to weed out racial bias, as well as systematic gender bias.

**Discrimination at Workplace**

However, Indian women still face blatant discrimination at their workplaces. A major problem faced by the working women is sexual harassment at the work place. Further, women employees working in night shift are more vulnerable to such incidents. Nurses, for example, face this problem nearly every day. There is nothing that is done in hospitals to tackle and address the danger they face. Such blatant disregard of current Indian laws is one reason why sexual harassment at the workplace continues to increase.

Also, Indian women are often deprived of promotions and growth opportunities at work places but this doesn’t apply to all working women. A majority of working women continue to be denied their right to equal pay, under the Equal Remuneration Act, 1976 and are underpaid in comparison to their male colleagues. This is usually the case in factories and labor-oriented industries.

**Safety of Working Women While Traveling**

Typically, the orthodox mindset in the Indian society makes it difficult for a working woman to balance her domestic environment with the professional life. In some families, it may not be acceptable to work after six o’clock. Those families that do accept these working hours may experience considerable anxiety every day about a woman’s safety while
traveling. So many issues affect a working woman because she is closely protected or watched by her family and the society.

According to survey conducted by ASSOCHAM, on 1000 women professionals, around 80 per cent of the households expect their daughters-in-law to prioritize household requirements over the official work. Further, many of them are physically and psychologically abused, by their in-laws and husband but they do not complain or let others know about it, particularly if they have children.

**Culture of Workplace**

Conditions women experience in the labor force cannot be understood in economic terms alone. Studies of the work organisations indicate that women's and men's opportunities are also shaped by the culture of the workplace and the social relations between men and women. The organisational structure and work environment creates possibilities and restraints that determine the mobility of employed men and women. Research by sociologist Rosabeth Moss Kanter shows that the environment of a workplace is shaped by the numerical representation of different groups of people within the organisation. In groups with skewed race and sex distributions, tokens stand out in contrast to the rest of the group. Tokens are seen by dominants as representing their entire group; tokens may respond by becoming overachievers. Kanter shows how the social dynamics of such work settings heighten group boundaries. For example, men may exaggerate the differences between their group and women workers by making sexual innuendos or "testing" women to see how they respond. Women in male-dominated organisations stand out because of their gender, and behaviors that
emphasize the similarities of insiders (the men) result in increased stress for those seen as outsiders (the women). Women in such settings might respond by trying to become socially invisible (by, for example, avoiding risks, dressing in masculine styles, working at home, or keeping silent). Kauter's work on the social effects of numerical imbalance in organisations makes a strong case for increasing the numbers of women and minorities in work settings as a way of reshaping the organisational climate and minimizing the stress created for token workers.

Social relations in the workplace also affect women's chances of mobility. Among women in the professions, for example, "old boy networks" affect women's ability to advance in their careers. The old boy network provides access to jobs, promotions, information, and support systems that enhance career development. Those who are excluded from old boy networks lose access to professional opportunities. For these reasons, many women employed in male-dominated occupations have formed their own networks for career development and social and professional support systems.

Women's advancement in work organisations is also affected by patterns of sponsorship within an occupation. Minority women workers, for example, tend not to receive the same degree of sponsorship as white women, who themselves receive less encouragement than white men. For example, research on black female managers shows that they are frequently tracked into job paths that provide neither the skills necessary for movement within the organisation, nor the career ladders necessary for upward mobility. The informal ceilings black women experiences are
created by individuals within firms who are in positions to control the distribution of work, promotions, and performance reviews.

A study of China women workers, for example, finds that the social relations women experience at work influence their opportunities for advancement. The women in this study reported feeling unwelcome and alienated "when they worked with white women or men. They also reported that the greatest obstacle to their occupational mobility was the lack of support from supervisors. This is consistent with other research that finds that mobility for all women workers is strongly influenced the degree of support and encouragement they receive from supervisors. Supervisors' sex and race stereotypes and discomfort over the presence of women in the workplace greatly influence their willingness to support and promote women workers. Moreover, supervisors' attitudes also influence those of other co-workers. Nonetheless, research does find that after supervising more women, supervisors tend to lose their reservations about women workers. Again, this strongly suggests that an important mechanism for eliminating sexism in work settings is to increase the number of women workers in formerly male-dominated jobs. For women in predominantly female occupations, job mobility may be blocked by assumptions that the skills associated with female jobs are not as demanding or as complex as those held by workers in male-stereotyped jobs, even though what is required in these jobs may be just as arduous and difficult as in male-typed jobs. Child care workers, for example, are among the lowest paid of all occupations despite the social significance and level of skill required to do such work.

Remedies for reducing gender inequality are many and complex. They call for basic changes in the social and economic organisation of
work in this society, as well as in the attitudes and consciousness of men and women. But, as with other social problems discussed in this book, remedies require an understanding of the causes of particular problems. We turn here to examining some of the explanations of gender inequality in society.

**Occupational Segregation**

Sociologists use a measure called the index of dissimilarity to measure the extent of occupational segregation. This index indicates the proportion of workers who would have to change jobs in order to have the same occupational distribution as the other group. Studies show that, among whites, 61 per cent of women (or men) would have to change occupations to achieve occupational balance by sex. The occupational distribution of employed women is such that women are most heavily concentrated in those jobs that have been the most devalued—both economically and socially. And, within occupational categories, women also occupy sex-typed jobs. Thus, while women are more likely to be working in professional specialties than are men, a closer look at the actual jobs they do shows that most professionally classified women are nurses, elementary and secondary school teachers, social workers, and librarians—jobs that have neither been as well-paid nor as prestigious as the professional jobs in which men are found. Occupational segregation is also demonstrated by the number of women who are employed in clerical and service occupations.

Almost half of women and more than half of all black women continue to work in either clerical or service work. Of the women employed in service work, almost half work as waitresses, cooks, nurses' aides, maids, and hairdressers. Women also tend to be located in
occupations that have a high proportion of young and new workers, that is, occupations where there tends to be high turnover and where promotional opportunities are rare. Structural transformations in the economy also influence the position of women in the labor force, since the transition from a manufacturing-based economy to a service-oriented labor force is producing job growth primarily in those jobs that have been sex-type and low paid. The data on occupational segregation is especially significant because it shows not only that women do diet's, and jobs than men, but also that their wages are tied to the degree of segregation in given occupational categories. In particular, occupations that are 100 per cent female pay only half that paid by occupations at least 50 per cent male; in fact, there is a direct association between the concentration of women in given occupational categories and the wage level of those jobs. Earnings are further affected by the degree of racial segregation in occupations, since the worst paid jobs are those where black, Hispanic, and Native American women are most concentrated. At the same time, those jobs where white men are most concentrated are the best paid. These data tell us that where men and women work, not the characteristics they bring to the labor force, is the best predictor of sex differences in earnings. Whereas human capital theory assumes that there are fair standards of reward in the labor market (that is, that workers are rewarded for then education, skills, and hours worked), the dual labor market analysis shows that the structure of the labor market and continuing patterns of sex discrimination influence the economic status of women and men. This suggests that social policies designed to reduce gender inequality cannot be limited to equal pay for equal work, but must also address issues of pay equity across occupational boundaries. What is
happening in this society that such divergent views about men's and women's roles are held during the same historical period? What changes are occurring in the status of men and women and how have these changes affected them across the society?

Transformation of women's roles in society has been one of the most obvious social changes in recent years. More women have entered the paid labor force and have taken jobs previously characterized as "men's work." Men are beginning to share the responsibilities of housework and childcare. And women and men alike are more likely to believe in women's rights to equal employment and educational opportunities. Still, many barriers to equality remain. By 1986, for example, although the gap between male and female earnings had narrowed, the median income for women with college degrees was still only equivalent to the median income for male high school dropouts. And women who do enter male-dominated careers are still likely to experience discrimination. What societal conditions perpetuate inequality between men and women? How have men's and women's views of their possibilities changed in recent years? What new policies are necessary if we want to create a society in which women's opportunities are no longer limited by sex discrimination? Sociologists who study sex and gender relations are interested in these questions. The sociological perspective sees gender as a culturally learned pattern of thought and behavior. Thus, while one is born male or female, social expectations vary for each sex, resulting in different roles for men and women in society. Although many of those expectations are changing, social institutions are still organized in ways that differentiate people by gender. This results in different structures of opportunity and reward for men and women in this society.
From a sociological viewpoint, gender, like class and race, must be seen as a central category of social organisation and social experience. Sociologists see relations between the sexes as shaped by cultural, historical, and social systems which organize our personal relationships and distribute rewards and privileges? Moreover, a sociological perspective on gender relations understands that gender intersects with class and race relations; we cannot generalize the experience of white men and women to that of other groups. Although many aspects of men's and women's experiences have changed in recent years, women remain a subordinate group in this society. As we have already seen, other social problems are also shaped by the dynamics of gender, race, and class relations in contemporary society. High rates of violence against women, for example, stem from the equation of masculinity and power. The current high rates of poverty among women heading households are one indication of the precarious economic situation of women in a society where they earn less than men and are tracked into sex-segregated occupations and family roles. In this study we examine the way gender identities are learned and how economic resources are distributed among women and men. We by clarifying some basic terms sociologists use to discuss gender relations.

**Balance Between Family and Work**

There is another type of problem which arises when she has to work over-time to complete her work. In certain government jobs the woman employee also face transfers, she finds it difficult to go, having the family behind- If she is married she cannot go leaving her husband am! Children in such a situation generally she has to give up the job. If
she is unmarried the parents would not permit her to go alum- It she is married and working, she has to leave the job it’ her in laws do not approve of her working or if she is married in some other place that also she has to resign. Again if she wants to work at a new place, it becomes difficult for her to find a new job. In some cases women have to leave the job when the children are too young and there is nobody in the family to look after them. By the time children are grown up, women are out of touch with the field and are not able to find work again. Unfortunately in our country, the systems of part-time jobs have not developed yet. Part-time jobs would have been more convenient to young married working women with children. But it has not been acceptable as they are poorly paid for and part-time jobs consume comparatively more time and require equally hard work from her.

**Limited Choices**

Another notable problem for the woman worker is that they do not get jobs in the fields for their interest. They have to accept the work they get. But this problem is not confined only to women. Many male workers also have the same problem.

The professional women have their own problems. As she is professionally trained, she aspires to utilize her skills, to put up the best performance and to earn a proper income. But the in-laws do not accept her working. In this way many women doctors, engineers and technicians leave their profession after marriage or do work for limited hours for pleasure only even when they work the fellow professionals, especially the males have a negative attitude. Sometimes the work women get do not befit their qualifications. For example, it is often believed that teaching, medical practice etc. are the ones more suitable for women, and
thereby they are forced to accept what is available and do not achieve the levels they are trained for. The composition of staff at the work place also creates problems. Some traditional families in India, for example, would like their women to be posted exclusively in a girl’s college or school. These families are afraid that in a place where the majority is men, their women will be not entertain such a baseless apprehension and do not stand in the way of their women working in a male dominated office, or a boy’s school, or a coeducational institution. Sex segregation in the offices and establishments is an unhealthy pattern either for the present or for the future. It is a negation of equality with men.

**Sexual harassment at the workplace**

Every year, sexual harassment in the workplace is one of the most common types of complaints received by the Commission under the Sex Discrimination Act. In 2009 – 2010, 21% of all complaints to the Australian Human Rights Commission were under the Sex Discrimination Act, and 88% of those complaints related to sex discrimination in the workplace. The wide use of new technologies such as mobile phones, email and social networking websites creates new spaces where sexual harassment may occur.

Sexual harassment at work is against the law. Sexual harassment can be committed by an employer, workmate or other people in a working relationship with the victim.

Sexual harassment can be a barrier to women participating fully in paid work. It can undermine their equal participation in organisations or
business, reduce the quality of their working life and impose costs on organisations

**Other Problems for Working Women**

A study conducted by M.M. Vanamala on Public Sectors in Andhra Pradesh shows that except the maternity benefits, the other facilities are poor and inadequate. Only about 20% of the women employees are provided with transport facilities, 16 per rent housing facilities and 38 per cent child care facilities.

This indicated that the public enterprises miserable neglected women in providing employment opportunities and adequate status. In the present situation, maternity leave is being revised and unproved. The provision for unpaid "special leave" of varying length in excess of the statutory maternity leave as is practiced in France, may he followed. In fact health problem of underprivileged working women are worst due to exploitation, oppression, denial of social and economic justice.

Hunger, poor sanitation and housing, unhealthy source of drinking water, infesting of insects and parasites, lack of protection from various elements of nature, poor educational status and limited access to media of mass communication, are some of the major consequences of these conditions which affect the working pattern of the society. Under-nutrition and malnutrition are common phenomenon among the working women in India, particularly in the underprivileged section. Thus, besides the patriarchal discrimination, women in India suffer due to exploitation and oppression by the privileged sections.

Such exploitation is also closely linked with extensive health problems that prevail among the women belonging to the underprivileged
class. Because of this, they also have less access even to community financial health institutions. The struggle for health of women should therefore be a struggle for social, economic and political emancipation of the underprivileged as a class. With a platform of equal rights and status of women, women and men will have to fight together to attain emancipation of the underprivileged.

Women anywhere in the world have to suffer from some in built disadvantages, compared to men, because of certain biological reasons. They have to put up with menstruation, pregnancy, child birth, lactation, child rearing and menopause and their vinous complications. Physically, they are less strong, they are also are vulnerable to sexual aggression and abuse. The different cultural, social and economic situations in India have given different focus to these biological disadvantages of women. These situations also influence the way these biological disadvantages affect the health of the working women.

One may hence analyze the status and conditions of these working women in various industries. A study done by Srmhnaz Anklesaria gives us a clear cut picture. She has pointed out the defects of Factory Act which seeks to ensure protection to millions of women covered by it. It applies to any premises where 10 or more workers are employed and where a manufacturing process is carried on with or without the aid of power. The Act is enforced by the State Governments through their factory inspectorates. It was amended in 1976 to include the three sections which deal specifically with health hazards that the workers face.

The Act outlines the principal health risks to factory workers, which arise from dangerous gases, acids and dust, harmful bacteria and micro-organisms, compressed and rarefied atmosphere, improper
lighting, extremes of temperature, humidity and excessive strain. But it is silent on the impact of all these on women workers. The repercussions on women can be slightly different from those on men because of the additional physical and psychological factors and can be complicated by pregnancy, maternity and gynecological issues. Further environmental factors like, heat, humidity, and repetitive work, toxic substances also affect women. They can adversely condition pregnancy, child birth, lactation, child rearing and menopause and their various complications.

The law prohibits women's employment in dangerous: and heavy operations in organized sector, at the same time in organized sector, as head-loader, handcraft puller, Construction workers, women work more than men for longer hours and sometimes for less wages.

What the Factories Act, does say is that prohibited from employment in dangerous and No women p worker should be asked to clean or lubricate or adjust any machinery while it, is in motion if her work exposes her to the risk of injury from any moving part. Do woman workers should be employed for pressing cotton in any part of a factory in which a cotton opener is at work. There are also specified limited on the amount of weight a woman worker can carry. '11ns is limited to 65 lbs for an adolescent and 30 for a child. The State governments can, therefore, restrict or prohibit the employment of women in any operation which may expose them to serious risk of physical injury.

It is well spread belief that physical structure and maternal functions of women place her at a disadvantage. But practices do not follow this. Women have never shirked hard labor, whether it is farming, planting, transplanting, winnowing, weeding, harvesting, grinding, pounding, nothing, holds them back. It is has been seen that work which
is physically very strenuous is done not by men but by women like head loaders, handcraft pullers, on instruction workers etc. Any disadvantage that women's maternal functions may cause is largely man made. So these responsibilities have to be seen as vital functions to perform for which a woman must be adequately compensated. Male refusal to take on specific home and child-care responsibilities has also placed a dual responsibility of home as well as office on working women. These responsibilities cause mental as well as physical problem which ultimately leads to health hazards.

Further instead of outlining the kind of health hazards in modern industry for women, the law merely lays emphasis on the negative stereotypes of working women which restrict her access to certain kind of work.

The Act also says that there should be separate toilets and sanitary, dressing rooms for women, workers. It specifies the need for keeping both dean. Besides the obvious health reasons, what is not so well known, n is that modern industrial processes subject employees, not only to dangerous dust and vapors, but a variety of disease breeding organisms that can be transmitted by fellow workers to one another. Hence the need for eliminating unhygienic unhygene1 contacts between workers. In study after study we come across the women workers' complaint of the absence or shortage of separate toilets at their work plate. The fact is that the Factories Acts which are enforced by the factory inspectors are not implemented. Thus in different industries women workers are suffering from innumerable difficulties and nothing has been done to alleviate them.
Both men and women can be working on the same jobs, but women can for a variety of reasons be affected more than their male colleagues. A survey of the agate workers in Gujarat, revealed that lungs disease had affected 70.6% of women and 60.4% respectively of the women, compared to 17.9% and 12.9% of the males.

**Working Women and Family Life**

**Family Role**

**Childs:**

Although there was no prompting about the role of children in the interviews, just over half of these women mentioned the part, played by their children in carrying out domestic duties. It was clear from their comments, however, that in most of the families children performed only very few duties. Most frequently mentioned were: making their own beds, keeping their own rooms clean and tidy, was hint up, hovering, and preparing vegetables, or sometimes meals. A few women had children, mainly daughters, who would undertake washing ironing or shopping, while two had an elder daughter who would take care of a younger child after school hours. (Of course in most families there was not a large enough gap between the births of children for this arrangement to be possible). A few explained that they paid their daughters to help at home.

This practice could also reveal an interesting sexual division of child labour. Indeed, daughters were more often relied upon for support than sons. Sangeeta's comments, and the following extract, provide illustrations of this.

In only a very few cases, however, did women rely at all heavily upon their children for support or assistance with domestic
responsibilities. Savita, who lived alone with her four children, was one of the few women who had made a specific bargain with a daughter in connection with the sharing of household duties. She explained to me how she had talked matters over with her daughter (aged 15) before taking a full-time job: In a few cases, women expected assistance from their children, but stressed that this was because it was 'good for' children help, rather than specifically because it would lighten their load as a working mother. As Rachel explained, 'He does do those chores, not because I need him to, but I feel he should do.'

In summary, then, it was evident that, in many households, children were not expected to play any significant part in domestic duties. However, a few women made statements which offered a challenge to the prevailing ideology concerning the sexual division of domestic labour.

In most families, though, the status quo in this respect was under no serious threat, and indeed was in many cases being systematically reinforced and reproduced.

**Husband:**

According to a survey all the respondents were or had been, married; however, when interviewed only three-quarters of them were living with their husbands (and in nine of these forty-eight cases this was a second husband). The remaining women were mostly living alone with their children, although three were co-habiting and one was living with her parents. There was thus a substantial minority within the sample for whom the sharing of domestic tasks and childcare with husbands was currently impossible. When it is remembered that some of the women currently living with their husbands had spent time living alone with their children in the past, it can be seen that the sharing of domestic tasks with
husbands is not even a theoretical possibility for many women, at least periodically. In fact about a third of all the women reported that they had at some time been living with their children but without a husband.

This was usually after marital breakdown, although in a few cases the women concerned were single mothers. For some this arrangement was temporary, perhaps lasting just a couple of years between the breakdown of one relationship and the formation of another; for others it was virtually permanent, lasting for a decade or more. I draw particular attention to this phenomenon no order to stress that the sharing of childcare and domestic responsibilities between spouses is a strategy for employment which is not available to all mothers at all times. I need hardly add that, as I demonstrate below, there will also be cases where the husband is (theoretically) available, but the strategy is not. In some families husbands (and occasionally wives) continue to put up which resistance to the idea of male participation in the tasks of domestic labour.

The respondents have to say about the role played by husbands in the work at home, it important to distinguish between the tasks associated with the care of children, and the aspects of domestic labour popularly referred to as 'housework' -cleaning, cooking, and washing. Where young children are concerned, their care is a 24-hour job, although of course this does not mean 24-hour labour for the person caring for the child. Some of the caring for children can be done while one is asleep, or watching television, or performing almost any household task. It consists of 'being at hand,' and ready to respond to the infant's sometimes unpredictable needs. Other aspects of childcare, of course, involve labour of a kind which can be physically exhausting; attending to the bodily needs of
infants, keeping them in clean clothes, and playing with them or watching over them while they play. These are all tasks which those who care for children will confirm are often hard work indeed.

About half of respondents reported that their husbands took (or had taken) a part in caring for their children. Frequently, the husband's willingness to do this - sometimes under protest - was the key factor in enabling a respondent to take a paid job. Husbands might care for their children on Saturdays, while their wives worked as sales assistants for example; or in the evenings, so that women could work an evening shift in a factory or take a part-time job as a hospital domestic. They might be willing to 'keep an eye on' the children first thing in the morning so that their wives could go out to clean offices or pubs.

Whilst some of these husbands were no doubt relieving their wives of some of the labour of childcare, in many cases they were merely undertaking to 'be at hand'. For example, wives might find their husbands prepared to stay in from 5.00 to 8.00 each evening while they went out to work, but still they have to perform the labour of childcare. Some husbands were willing to take on some of the labour of childcare - but they were most definitely in the minority. Sara, who had never left the labour market, despite having three children, had a husband who was prepared to share this work with her. His occupation (nurse) had made him more familiar with the tasks of caring than are many men. Sara feels they are both able to work full-time, only because they have a high level of co-operation at home.

The 'easy side' of childcare certainly seemed to be all most husbands has been prepared to undertake. Being 'at hand' when the
children were small, and being willing to take on some of the organizational tasks associated with older children, was all most women seemed to expect of their husbands.

Husbands, then, had frequently been crucial in enabling women to take on employment (especially part-time jobs), but had only rarely been prepared to perform the more laborious tasks of childcare. In all but a few cases, the husband's role in caring for children was specifically related to the fact of the wife's employment. A small minority of husbands was willing to supervise children during school holidays, and an even smaller group would take time off work to care for a sick child.

What had been the extent of the husband's participation in the tasks of housework? About half of the women reported Working Women: Issues and Challenges that their husbands played a significant role- in the performance of domestic and household duties apart from childcare. This usually meant that their husbands would do washing up, and perhaps some preparation of meals, or household cleaning. A third of the women felt their husbands made (or had made) a really important contribution to the general tasks of housework. Such men were described as 'very helpful,' or 'sharing.' The nature of their participation varied between a willingness to do anything their wives requested, to genuine sharing of duties, and more independent activity.

Some women explained that their husbands carried out certain tasks on a regular basis. Of the women currently living with a husband, two-thirds had husbands who regularly did washing up, and about half husbands who would do some meal preparation (occasionally preparing entire meals but more frequently just preparing vegetables, or heating up meals previously prepared by the wife). Just over a third had husbands
who did some household cleaning (alone), while a mere three would regularly make beds. Of all the women interviewed, only one said her husband would sometimes wash clothes, and none reported that her husband was willing to do ironing. Mona's husband was more than usually active in performing household duties.

Several explanations were given for the more limited participation by husbands who were more common. Some husbands were (or were perceived by their wives to be) incompetent at performing such tasks. Feminists may suspect a male conspiracy of 'studied incompetence,' but it was clear that the process sometimes developed with the collusion of wives.

Other men were reluctant to undertake tasks which they identified as 'a woman's job,' and several women reported their husbands' refusal to do any domestic task which was publicly visible. Minorities of the women were, or had been, married to men who took no part at all in household duties.

It is important in attempting to understand the sexual division of domestic labour to recognize it as part of a domestic bargain between spouses. This means that a husband's attitude to his wife's employment (and earnings) is highly significant. I asked the women how they thought their husbands felt about having a wife with a paid job. Many husbands were apparently happy about their wives' employment because they appreciated the importance of their earnings in either enabling the family to make ends meet, or having a higher standard of living.

While sometimes the extra income was seen as beneficial for the while family, in many cases it was made clear that the husband saw his
wife's earnings as bringing a direct material benefit to him. Cathy made this point more clearly than any of the other.

**Expectations from other family members**

Family members of most of the working women expects that the lady should do all the household work before going to work as well as after coming back from work. They expect that she should look after the kids, their studies, their health, their classes and everything.

**Household work**

Women have to look after all the small things of house like cooking, cleaning, to buy grocery, vegetables, snacks for children, different bill payments, taking sick family member to the doctor, taking kids to amusement park or for outing etc. There are unending household works for women.

**Personal problems**

We should call Working women as ‘Super Women’, because she has to manage so many things everyday and she does it successfully. But while doing this, she neglects to look at herself! This negligence towards herself affects her health majorly. She faces a number of health problems like blood pressure, body ace, pregnancy problems, menstrual cycle problems etc.

Another major problem, working women face is Stress. She faces number of psychological problems like anxiety etc because of stress. As she has to perform dual responsibility, mentally and physically she tired more than men. This pressure of professional work and family responsibilities causes her number of different psychological as well as
physical problems. And one more truth is that there is no one who tries to help her to overcome this, not even her husband (most of the time).

Majority of women face the financial problems. Many times she doesn’t get sufficient wages. Most of the women don’t have the freedom to spend their money according to their wish. They have to handover their salaries to either their husband or father. Though she is independent, earning herself, she doesn’t have the freedom to spend her earning according to her wish!

**Concluding Remark**

It is an open truth that working women have to face problems just by virtue of their being women. Social attitude to the role of women lags much behind the law.

She has to almost always shoulder the burden of household chores as well. A woman could still bear up with these problems if she had control over the money she earns. But in most families even now her salary is handed over to father, husband or in-laws. So the basic motive for seeking employment of getting independence is nullified in many women’s case. Problems of gender bias beset women in the industrial sector.

Technological advancement results in retrenchment of women employees. No one thinks of upgrading their skills. Maternity leave is seldom given. It is much easier to terminate the woman’s employment and hire someone else. Trade Unions do little to ameliorate the lot of women workers. Women’s issues do not occur on the priority list of most of the trade unions. Women going to work are often subject to
sexual harassment. Public transport system is overcrowded and men take advantage of the circumstances to physically harass women. Colleagues offer unwanted attention which can still be shaken off but a woman is placed in a difficult situation if the higher officer demands sexual favours. If refused, the boss can easily take it out on the woman in other ways to make life miserable for her. There have been several cases of sexual harassment recently involving even the senior women officials. On the other hand if a woman is praised for her work or promoted on merit, her colleagues do not hesitate to attribute it to sexual favours. The psychological pressure of all this can easily lead to a woman quitting her job. Most of the problems that beset working women are in reality rooted in the social perspective of the position of women. Traditionally men are seen as the bread winner and women as the housekeepers, child bearers. This typecast role model continues to put obstacles before the working women. A fundamental change is required in the attitudes of the employers, policy makers, family members and other relatives and the public at large.

Performance Appraisal And Working Women

Following are the tools used by the organizations for Performance Appraisals of their employees.

1. Ranking
2. Paired Comparison
3. Forced Distribution
4. Confidential Report

266
5. Essay Evaluation
6. Critical Incident
7. Checklists
8. Graphic Rating Scale
9. BARS
10. Forced Choice Method
11. MBO
12. Field Review Technique
13. Performance Test

**Performance Appraisal Tools And Techniques**

1. *Ranking Method*

The ranking system requires the rater to rank his subordinates on overall performance. This consists in simply putting a man in a rank order. Under this method, the ranking of an employee in a work group is done against that of another employee. The relative position of each employee is tested in terms of his numerical rank. It may also be done by ranking a person on his job performance against another member of the competitive group.

**Advantages of Ranking Method**

i. Employees are ranked according to their performance levels.

ii. It is easier to rank the best and the worst employee.
**Limitations of Ranking Method**

iii. The "whole man" is compared with another "whole man" in this method. In practice, it is very difficult to compare individuals possessing various individual traits.

iv. This method speaks only of the position where an employee stands in his group. It does not test anything about how much better or how much worse an employee is when compared to another employee.

v. When a large number of employees are working, ranking of individuals become a difficult issue.

vi. There is no systematic procedure for ranking individuals in the organization. The ranking system does not eliminate the possibility of snap judgements.

2. **Forced Distribution method**

This is a ranking technique where raters are required to allocate a certain percentage of rates to certain categories (e.g., superior, above average, average) or percentiles (e.g., top 10 percent, bottom 20 percent etc.). Both the number of categories and percentage of employees to be allotted to each category are a function of performance appraisal design and format. The workers of outstanding merit may be placed at top 10 percent of the scale; the rest may be placed as 20% good, 40% outstanding, 20% fair and 10% fair.
Advantages of Forced Distribution

i. This method tends to eliminate raters bias

ii. By forcing the distribution according to pre-determined percentages, the problem of making use of different raters with different scales is avoided.

Limitations of Forced Distribution

iii. The limitation of using this method in salary administration, however, is that it may lead low morale, low productivity and high absenteeism. Employees who feel that they are productive, but find themselves in lower grade (than expected) feel frustrated and exhibit over a period of time reluctance to work.

3. Critical Incident techniques

Under this method, the manager prepares lists of statements of very effective and ineffective behaviour of an employee. These critical incidents or events represent the outstanding or poor behaviour of employees or the job. The manager maintains logs of each employee, whereby he periodically records critical incidents of the workers behaviour. At the end of the rating period, these recorded critical incidents are used in the evaluation of the worker’s performance. Example of a good critical incident of a Customer Relations Officer is: March 12 - The Officer patiently attended to a customer’s complaint. He was very polite and prompts in attending the customer’s problem.
Advantages of Critical Incident techniques

i. This method provides an objective basis for conducting a thorough discussion of an employee’s performance.

ii. This method avoids recency bias (most recent incidents are too much emphasized)

Limitations of Critical Incident techniques

iii. Negative incidents may be more noticeable than positive incidents.

iv. The supervisors have a tendency to unload a series of complaints about the incidents during an annual performance review sessions.

v. It results in very close supervision which may not be liked by an employee.

vi. The recording of incidents may be a chore for the manager concerned, who may be too busy or may forget to do it.

4. Checklists and Weighted Checklists

In this system, a large number of statements that describe a specific job are given. Each statement has a weight or scale value attached to it. While rating an employee the supervisor checks all those statements that most closely describe the behaviour of the individual under assessment. The rating sheet is then scored by averaging the weights of all the statements checked by the rater. A
checklist is constructed for each job by having persons who are quite familiar with the jobs. These statements are then categorized by the judges and weights are assigned to the statements in accordance with the value attached by the judges.

Advantage of Checklists and Weighted Checklists

i. Most frequently used method in evaluation of the employee's performance.

Limitations of Checklists and Weighted Checklists

ii. This method is very expensive and time consuming

iii. Rater may be biased in distinguishing the positive and negative questions.

iv. It becomes difficult for the manager to assemble, analyze and weigh a number of statements about the employee's characteristics, contributions and behaviours.

Managers commit mistakes while evaluating employees and their performance. Biases and judgment errors of various kinds may spoil the performance appraisal process. Bias here refers to inaccurate distortion of a measurement. These are:

1. First Impression (primacy effect): Raters form an overall impression about the rate on the basis of some particular characteristics of the rate identified by them. The identified qualities and features may not provide adequate base for appraisal.
2. **Halo Effect:** The individual’s performance is completely appraised on the basis of a perceived positive quality, feature or trait. In other words this is the tendency to rate a man uniformly high or low in other traits if he is extra-ordinarily high or low in one particular trait. If a worker has few absences, his supervisor might give him a high rating in all other areas of work.

3. **Horn Effect:** The individual’s performance is completely appraised on the basis of a negative quality or feature perceived. This results in an overall lower rating than may be warranted. “He is not formally dressed up in the office. He may be casual at work too!”

4. **Excessive Stiffness or Lenience:** Depending upon the raters own standards, values and physical and mental makeup at the time of appraisal, rates may be rated very strictly or leniently. Some of the managers are likely to take the line of least resistance and rate people high, whereas others, by nature, believe in the tyranny of exact assessment, considering more particularly the drawbacks of the individual and thus making the assessment excessively severe. The leniency error can render a system ineffective. If everyone is to be rated high, the system has not done anything to differentiate among the employees.

5. **Central Tendency:** Appraisers rate all employees as average performers. That is, it is an attitude to rate people as neither high nor low and follow the middle path. For example, a professor, with a view to play it safe, might give a class grade near the equal to B, regardless of the differences in individual performances.

6. **Personal Biases:** The way a supervisor feels about each of the individuals working under him - whether he likes or dislikes them
7. as a tremendous effect on the rating of their performances. Personal Bias can stem from various sources as a result of information obtained from colleagues, considerations of faith and thinking, social and family background and so on.

8. **Spillover Effect**: The present performance is evaluated much on the basis of past performance. "The person who was a good performer in distant past is assured to be okay at present also".

9. **Recency Effect**: Rating is influenced by the most recent behaviour ignoring the commonly demonstrated behaviours during the entire appraisal period.

**Concluding Remark:**

Performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Its aim is to measure what an employee does According to Flippo, a prominent personality in the field of Human resources, "performance appraisal is the systematic, periodic and an impartial rating of an employee’s excellence in the matters pertaining to his present job and his potential for a better job." Performance appraisal is a systematic way of reviewing and assessing the performance of an employee during a given period of time and planning for his future. It is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze his achievements and evaluate his contribution towards the achievements of the overall organizational goals.
References:


9.


