Chapter 9

SUGGESTIONS AND RECOMMENDATIONS

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SUGGESTIONS AND RECOMMENDATIONS

9.1 Introduction

The suggestions and recommendations are developed from findings and conclusions. The researcher has pointed out some selected measures which need to be initiated by the women employees and also by the management of various industrial organizations. Researcher has elaborated some of the significant suggestions and recommendations on the part of well being of women employees working in industrial units of Kalyan-Dombivali MIDC area and also superiors of these working women of various industrial organizations. The main objectives of these suggestions and recommendations is for better working environment within organizations and for maintaining higher efficiency and productivity level of women employees in the organization.

9.2 General Suggestions for Women Employees and Superiors

1. Women employees facing various problems and difficulties not only at organizational front but also at household front. Hence, the researcher suggests that women employees working particularly those women employees working at
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Higher level are financially well settled. So they can take help of automation. The household work she can handover to domestic servant so that she can be more comfortable and relaxed at her work place.

2. Child care is another duty that women employees cannot neglect, but if they are economically settled, then can hand over this duty toward local babysitting centers, so that they can spare more time to educate them and move freely than before.

3. A career oriented unmarried women employees can also decide to marry at the later stage. This will enable them to provide more time to settle down in their career and become financially independent.

4. The educated women employees working at higher level post should take active part in informal organization network. They should show their interest in accepting new challenges and opportunities. This can help them to create self development and growth.

5. Superiors of various industrial organizations should be aware of the problems of women employees; particularly married working women. They are not able to work for shift duty; therefore it is advisable to them that they should not unnecessarily force married women employees to work in shift duty.

6. Effective communication is one of the skills through which a person can make his own identity in the minds of people. The superiors should communicate frequently with their male employees as well as female employees about their day to day
performance. It helps to maintain good relationships among them and create a healthy working environment.

7. Women employees perform several duties at their home as well as at their office as compared to men. Women employees do maximum amount of duties in their day to day life. In the workplace also they are performing duties which are equivalent to men employees. Hence, the researcher suggests that the superiors should provide equal wages/salaries to both of them. It helps to create an atmosphere of equality within the organizations.

8. As far as maternity leave is concerned, women employees need maternity leave after their delivery. The researcher suggests to superiors that after taking into account the number of years work experience, sincerity, punctuality etc. of the women employees they should allow some sort of maternity leave to their women employees; it leads to improve the morale of women employees in the organization.

9. Most of the time, those women employees have small kids and face problems of taking care of their children. Due to non availability of any arrangements many women employees leave their job and take care of their children on their own. The researcher suggests superiors to make arrangement of crèche facility at their workplace for the small babies of women employees. In this way the strength of women employees will not be reduced and at the same time they can perform their jobs more comfortably and effectively.
9.3 Specific Suggestions for Women Employees and Superiors

1. The less educated women employees working in various industries in Kalyan-Dombivali MIDC units are lagging behind due to lack of personal skills, education and communication skills. The researcher suggests to the less qualified women employees to improve their various skills by joining personality development programmes and complete their education through distance education institutions. It will help to improve their confidence levels and they may get a chance to be transferred to higher level jobs.

2. Quite often organizations provide special training to their staff members about new techniques, new work procedures etc. Women employees, due to over burden of their family as well as job responsibility shows less interest to participate in such training process. The researcher suggests to women employees to participate in the special training programmes; it will help them to be aware about the work procedures of the new techniques adopted by industry organization in the production process and also help to increase their efficiency level in the unit.

3. Many a time women employees possess various skills among them but due to not getting proper encouragement from their superiors they are hiding their skills and knowledge. The researcher suggests women employees should make optimum use of their knowledge and skills whenever they get the opportunity to explore it in the unit. It helps to identify their skills by the superiors and in the future they may get a chance to work for new projects in the organizations.
4. Women employees are highly de-motivated due to non-availability of promotion facility in the organization. However promotion facility is given on the basis of additional knowledge, education status of the employees. The researcher suggests women employees to enroll for further professional education such as computer courses, typing courses and other work related courses etc. and make themselves capable for getting promotion facility in their organization.

5. In many organizations various activities and programmes are conducted by the management’s staff members. The researcher suggests to women employees whenever they get a chance to participate in such programmes they should show active participation in it. Their participation will help them be visible in the industry. This can play a crucial role in their career development.

6. The superiors should understand the condition of women employees as she has to play a dual role in her life. On one side she gives priority to her family whereas, on the other side she is more career oriented. Hence, superiors should provide some kind of flexibility in her job, particularly to the married women employees who are having small kids at their home. Flexibility in job should not be considered as concession in her work. Flexibility in work helps her to properly manage the duties of the family and at the work place.

7. Superiors should take a note to have an active grievance cell or women development cell (WDC) at their unit. It help to solve various women related issues like sex discrimination, sexual harassment etc.
8. Many industries in Kalyan-Dombivali MIDC units do not provide promotion facility as well as training facility to their subordinates. Superiors should encourage more employees to be career oriented. It helps empowerment of women employees. The superior should explain to their women employees that by participating in various organizational activities training and development programmes they get better chance of promotion.

9. Superiors should encourage participation of women employees in decision making process in order to develop a feeling of being a part of an organization. It also develops a sense of empowerment among them.

10. The researcher found out that woman employees in Kalyan-Dombivali MIDC units experience a moderate level of stress. In order to tackle this problem, the superiors should provide a stress free environment by providing them off-job training towards their women as well as men employees.

11. The researcher found out that women employees in Kalyan-Dombivali MIDC units do not get a chance to utilize their own ideas and views in their work process. Superiors should appreciate good ideas and views of women employees and implement the same in their work process. It helps to cultivate innovative ideas and views among women employees.
9.3.1 Development of ‘Problems solution model for women employees’

The researcher has made an attempt to find out the various problems of women employees working in Kalyan-Dombivali MIDC units. The researcher collected the necessary data from the women employees related to their several problems and difficulties. The data was analyzed and the researcher discovered that the women employees facing different kind of problems, in order to understand those problems it was segregated into three parts i.e. organizational problems, economic problems and social problems. Hence to minimize the problems of women employees, the researcher has developed the model as under.
Model 9.1

Problems solution model for women employees

- Job Security and Safety
- Education
- Travelling Facility
- Family Support
- Adequate wages and salaries
- Promotion Opportunities
- Appropriate Training
The above model is the outcome of testing Hypotheses. The researcher found out that the women employees are facing several problems and all those problems are main hurdle on the path of women development. Also it was discovered that the work Performance of women employees were badly affected due to non availability of various facilities. Hence the model indicates the combination of all those facilities which definitly will improve the efficiency level and productivity of women employees at the work place and will also help to improve their standard of living.

9.4 General Recommendations for Women Employees and Superiors

Women employees spend a major part in their lives for employment purposes in Kalyan-Dombivali MIDC units. To motivate them at the work place the industrial units need to take initiative actions in favour of them. Proper training, guidance and counseling will help to increase the number of women employees in the unit and at the same time will help to increase efficiency and productivity level of existing women employees. To achieve these dual goals it is necessary to adopt new techniques in handling the entire women work force in the industrial organizations. With this view certain specific recommendations are listed below:

9.4.1 General recommendations for women employees and superiors

1. Self discipline: As a woman, working women should organize their day to day duties in their family as well as work place well. By taking this good quality in to practice the women employees should try out appropriate time management tasks
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for their routine work. It will help them to maintain balance between their family and work duties.

2. Healthy environment: Women employees should keep friendly relations with their colleagues as far as possible. This would lead to more comfortable life and minimize their personal stress to some extent.

3. Free communication: Women employees should communicate freely and without fear with their superiors. If they have any work related problems then they should express it freely to their superiors. This helps to make the superiors aware of their problems and they may get solution to their problems.

4. Innovative ideas: Many a time superiors in the organizations allow their staff members to share their views, ideas, and thoughts on particular issues. The researcher recommends women employees that whenever they get such opportunities, grab it. Their active part many a time helps them to get transferred at higher posts.

5. Equal treatment: While treating male employees as well as female employees, the superiors should show sense of equality. They should provide equal rights to their employees in terms of payment of wages/salaries, incentives, allowances, promotion, training and so on irrespective of gender. It helps to cultivate feelings of belonging among women employees about the organization.

6. Discussion on personal problems: Other than day to day work performance and work related problems, superiors should discuss with women employees about
their family related problems. It would help superiors to be familiar with their subordinates and at the same time improve the morale of women employees.

9.5 Specific Recommendations for Women Employees and Superiors

1. Most probably number of industry organizations provides training and promotion facility to their women employees. Women employees should grab such opportunities as it may serve a source of career growth. Many a times, due to family obligations women employees neglect such opportunities. But in such situations, women employees should make reliable alternative arrangements and utilize the career opportunities provided by their superiors in the organizations.

2. In many well established organizations women leaders are appointed, who represent entire women work force in their unit. If women are facing any work related or economic problems then they should express it frankly before their leader so that such problems can be put up in front of the management to be solved. In this way woman employees become more comfortable at their work place.

3. Due to lack of courage and self confidence many of the women employees have a tendency to under estimate their ability. The researcher recommends these women employees to participate in various personality development programmes and build self confidence among them. Such programmes help to understand their own strengths and weaknesses.

4. In many organizations male employees are given more weightage than female employees in terms of ability, knowledge and skill. The researcher recommends
women employees to keenly observe men and women role models and try to understand the logic behind the appreciation of male employees through their superiors and accordingly make changes in their own behavior and life style.

5. Organizations should have active grievance cell or women development cell where issues relating to women employees like sex discrimination, sexual harassment, unhealthy relations between employees, attitude of superiors or managements towards female employees etc. are redressed. It helps to make women employees more comfortable and without fear they can express their problems through the grievance cell.

6. In many male dominated organizations, women employees are given less importance in terms of providing training and promotion facility. Organization should encourage more women employees to be career oriented and to participate in training and development programmes. It helps women employees to understand that participation in training and development programmes affords them better chance of promotion.

7. A large number of women employees working at higher level jobs as well as lower level jobs are highly demotivated due lack of availability of job security in their organizations. Organizations should take appropriate action for providing job security to their subordinates. After completion of sufficient number of years in the organization, women employees should be provided some sort of job security in the workplace. It will help to make women employees more relaxed and also increase their efficiency level in the organization.
8. The organization should encourage women employees to participate in the decision making process in order to develop innovative ideas from women employees also develop the feeling of belongingness towards the organizations. It also helps to develop a sense of empowerment among women employees.

9. The superiors should not unnecessarily pressurize their women employees and at the same time they should not be too strict with them. They should be result oriented but should also allow some sort of flexibility in work of women employees. The superiors should guide women employees adequately in terms of career and professional development.

9.6 Suggestions for further Research

In the course of conduct of research, new questions may arise or new problems may be uncovered. The researcher has conducted study on women in Kalyan-Dombivali MIDC industrial units in Small scale industrial sector in the Thane district. However, the researcher advocates that the issues and aspects discussed in the research work relating to Small scale industrial sector can be extended to other corporate sector as well. While carrying out the research, the researcher encountered many new related issues and problems which can be considered for further independent research.

The researcher has suggested some issues that can be explored for further research endeavour. They are as under:
1. Impact of organizational climate on work performance of women employees.

2. Impact of organizational problems on family life of women employees.

3. Job security to the women employees is need of the hour.

4. Effects of impartial treatment to male and female employees in the organization.

5. Motivating women employees by their active participation in defining long term objectives of the organizations.

6. Impact of effective grievance cell on the overall performance of women employees.

7. A study of performance appraisal of employees in the organization.

8. Impact of superior’s attitude towards their female subordinates.


10. Evaluating the effectiveness of promotion provided to women employees.

9.7 Conclusion

While communicating with women employees working at different levels in Kalyan-Dombivali MIDC units, it was found out that there are some drawbacks in their work performance which leads to measure them at average level in the organization. They are underestimated due to such deficiencies in their work performance. The researcher tries to focus on those problems lying with them and
accordingly suggested some important measures to overcome it. The researcher also recommends superiors about their reframing of positive attitude towards their women employees and induces them to encourage women employees to take an active part in various activities held in the organization. Superiors should provide equal treatment to their male employees as well as female employees in terms of payment of wages, salaries, incentives, and other facilities and also provide job security for making them feel more convenient at the work place. All these facilities will definitely help women employees to upgrade their life.