Chapter 8

CONCLUSIONS AND FINDINGS

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8.7 Objectives wise findings

8.8 Conclusion
8.1 Introduction

While studying the problems of women employees working in SSI units, the researcher conducted a primary survey of various superiors of Kalyan-Dombivali MIDC area in Thane district. For this purpose suitable questionnaire was designed for superiors/management persons, women employees and the responses were analyzed by applying statistical techniques on the basis of which some inferences were drawn. The inferences have been enlisted in this chapter. Also an attempt has been made to generate some statistical values from the analysis of responses which are in the form of findings. Most of these findings measure the efficiency of women employees in the organizations, the problems faced by women employees at various levels and job satisfaction enjoyed by them at the workplace. Thus, the present chapter is dedicated for induction and deduction as a culmination of the entire research process.
8.2 General Conclusions

The researcher has arrived at general conclusions from the study of secondary data and discussion with male and female employees working at different level and other experienced authority in the Kalyan-Dombivali MIDC units. The general conclusions are as follows.

1. There has been a tremendous rise in the number of women employees, increase in importance of education among women, changes taken place in socio-cultural aspects, awareness improvement and consciousness about women’s rights and need for supplementary income are some of the reasons. However, on the other side there is still unfavorable presentation of women employees working at lower level jobs. Most of them are not getting sufficient wages and other facilities at their unit.

2. Women are continuously participating in various kinds of work. Now the traditional approach has been changing rapidly. Women avail the facilities of better education and training and have contributed the economic growth of the country.

3. Women employees, now a days are well qualified, hardworking, intelligent and financially independent and more career oriented.

4. Women employees are honest, sincere, performing different task at different levels, have good time management and are co-operative with others.

5. Women employees at managerial and other higher posts are associated with participative attitude and performing an excellent leadership styles.
6. Women working at lower level jobs possess various skills like embroidery making, threading, cutting, stitching, packing etc. Whereas women at higher posts possess various skills like administration, managerial, accounting, and clerical, decision making and leadership etc. which helps them to increase their morale and also to maintain good relations with all other staff members.

7. The problems faced by women employees working in Kalyan-Dombivali MIDC units are large in quantity, such as, insufficient wages and salary payments, lack of career oriented activities, inadequate infrastructure facility, lack of promotion opportunities etc. Duel responsibility on their shoulder i.e. work and family, creates lot of difficulties and conflicts.

8. Unmarried women employees face different kinds of problems, like working in shift duties, travelling, overtime work etc., which makes them more uncomfortable at their work unit.

9. Married women employees have to interrupt their career to fulfill their family requirements. Husband’s career is given more preference as compared to their own career.

10. For women empowerment, there is a need felt to encourage women in all sources i.e. from workplace as well as from family members.
8.3 Specific conclusions

8.3.1 Specific conclusions relating to women employees

The specific conclusions relating to women employees are as follows.

1. Most of the women working in Kalyan-Dombivali MIDC units are well qualified, married and give preference to a nuclear family lifestyle. From the primary data, researcher concluded that many of them are doing managerial level jobs. It can also be concluded that even though they are highly qualified and financially self sufficient then too they are family oriented and hence give priority to their family rather than work.

2. The women working at higher level jobs possess various skills and techniques. However, few of them accepted their work opportunities and challenging jobs at their unit. Most of them are happy with their present routine job only.

3. The experienced and highly qualified women have specific organizational problems. One of the most important problem expressed by them are lack of promotion facility. By performing same kind of job for so many years their work efficiency is also affected and in turn into dissatisfaction about the work.

4. The less educated women working at lower level jobs are also facing specific problems, e.g. Lack of training opportunity. Due to this woman employees fail to show their efficiency and capability at their work place.
5. In detail, women employees are facing number of serious problems which can be broadly categorized as organizational problems, family problems and social problems. The organizational problems contain lack of promotion and training opportunities, inadequate working conditions, lack of maternity leave, lack of safety and security, sexual harassment etc. at workplace. They also face family related problems that contain child and elderly care, hostile environment at home, work-family conflict. The women employees are not expected to exhibit out of role behaviors.

6. The researcher has found out that woman employees working at lower level jobs do not get adequate amount of wages due to which they are not able to save some part of their funds for their future requirements. The inadequate wages causes stress and conflict among the working women in these industrial units.

7. The researcher has found out that, there is no regular increment in wage payment of women employees in Kalyan-Dombivali MIDC areas. Women employees working at lower level jobs were financially struggling hard, which may not allow them to perform their job more effectively and efficiently at their unit.

8. The researcher has found out that some of the industries in Kalyan-Dombivali MIDC areas do not allow welfare facility towards their male as well as female employees. As a result women employees feel insecure at their work place, which in turn leads into women employees conflict and stress at their jobs.

9. The researcher found out that many industries in Kalyan-Dombivali MIDC areas do not reward excellence in performance of women employees. This causes lack of
interest among women employees in performing better jobs at their work place. Women employees do not want to put extra efforts in their performance because their efforts are not counted by their superiors in the unit.

10. In maximum number of industries in Kalyan-Dombivali MIDC areas, the women employees do not get local traveling facility or allowance, due to that many of time women employees are not able to reach on time at their work unit. This causes conflicts and stress among the working women in SSI of Kalyan-Dombivali MIDC areas.

11. All the above problems result in high level of stress, conflict and unhealthy environment among working women in Kalyan-Dombivali MIDC units. By testing hypothesis, the researcher concludes that moderate level of dissatisfaction, stress and conflict is experienced by the women employees due to lack of promotion and training facility.

8.3.2 Specific conclusions of superiors/management

1. The superiors of the Kalyan-Domivali MIDC units have wide span of control.

2. The superiors have regular dialogue with women employees as well as male employees about their day to day work performance.

3. The Superiors hold the opinion that women employees are not excused for doing their work except for genuine reasons.
4. The researcher concluded that superiors believe that women employees as well as male employees are good in their work performance and are able to achieve their targets in time.

5. The researcher discovered that superiors gave equal rating to women and male subordinates, who are good performers and equally dedicated and committed in their duties at work place.

6. The superiors hold the opinion that women employees put extra efforts in their work performances. They handle all the resources with less wastage.

7. The researcher found out that superiors agreed that women employees very rarely bring up their family problems for not completing their work on time.

8. The superiors also agreed that women employees have equal capacity to perform work as those of male employees.

9. The superiors assess male subordinates are always ready to take up promotion opportunities as compared to women employees

10. The researcher also found out that superiors hold the opinion that women employees show their interest in terms of getting training facility at their work place.

11. The researcher discovered that superiors gave equal rating to women as well as male employees on variables such as ability to work, appropriateness in work performance, their discipline, punctuality and attendance on the job.
### 8.4 Objective wise conclusions

The researcher has drawn certain conclusions according to the objectives of the study and it is represented as follows:

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<tr>
<th>Sr. No.</th>
<th>Objectives</th>
<th>Conclusions</th>
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| 1.      | To study the industrial profile of Kalyan-Dombivali MIDC area in Thane district. | a) The Kalyan-Dombivali MIDC industrial area is established in Thane district. Number of small villages nearby the industrial area has survived due to this industrial sector.  
          |                                                                              | b) Kalyan-Dombivali MIDC units produce a wide variety of goods and service and also provide large scale employment opportunities to male as well as female employees in the country. |
| 2.      | To portray the problems and difficulties that women employees face in selected SSIs in Kalyan-Dombivali MIDC area in Thane district | a) There are number of problems and difficulties faced by women employees in Kalyan-Dombivali MIDC area, which causes them to feel uncomfortable at the work place. |
3. To find out promotion and training opportunities provided to women employees in the selected SSIs units in Kalyan-Dombivali MIDC area.

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<td>b) The problems faced by higher qualified women employees working at higher level jobs are different from the problems of less qualified women employees in the industrial firms.</td>
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<td>a) The less qualified women employees are facing economic problems due to lack of skills and techniques. At the same time they do not get special training for improving their work performance.</td>
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<td>b) The highly qualified women employees are not having sufficient amount of promotion facilities in their firm, which leads to higher level of job dissatisfaction among them.</td>
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<td>a) The workers participation by women employees is one of the important factor which creates a</td>
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### Conclusions and Findings

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| 5. | To study the job satisfaction of women employees in the SSIs in Kalyan-Dombivali MIDC area in Thane district. | feeling of belonging among the women employees.  
   b) The workers participation by women employees helps to improve the morale of women employees in the industry organization.  
   a) Job satisfaction is one of the significant aspect that Kayan-Dombivali MIDC unit need to provide to their women employees by fulfilling their monetary as well as non monetary requirements.  
   b) Job satisfaction among the women employees not only helps to increase their efficiency but also leads to increase the productivity of the industry organization. |
| 6. | To study the attitude of men in the SSI units of Kalyan-Dombivali MIDC area towards women employees. | a) The attitude of men, specifically male superiors towards women employees needs to be positive and co-operative. |
7. To suggest the suitable measures to minimize the problems of women employees in selected SSIs in Kalyan-Dombivali MIDC area.

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<th>b) The positive attitude of superiors towards female subordinates helps to create motivation among them.</th>
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<td>a) Proper action needs to be taken by Kalyan-Dombivali MIDC industrial units to minimize the problems of women employees.</td>
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<td>b) Along with Kalyan-Dombivali MIDC industrial units, it is duty of Government of India to take initiatives to minimize the problems of women employees.</td>
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8.5 General Findings

1. The women employees working at lower level posts feel that wages they obtain were very inadequate as compared to their work load.

2. The women employees expressed that they were not getting freedom to adopt their own views, ideas and skills at their work place. They have to act according to the rules and regulations framed by the superiors in the organization.
3. The married women face problems of crèche facilities for their kids in their unit. They did not get maternity leave as well as other maternity facilities at their workplace.

4. The researcher also found that women employees are not allowed to participate in the decision making process of industry units.

5. Out of the 400 women respondents, maximum number of women expressed that besides their wages and salaries they did not get any other financial benefits at their unit. Inadequate wages and salaries reduce productivity of women employees. They do not show any interest for performing better jobs at their work units.

8.6 Specific Findings

8.6.1 Specific findings relating to women employees

The specific finding relating to women employees are as follows.

1. The researcher has asked 400 women employees in Kalyan-Dombivali MIDC units to fill the questionnaire out of which 50 per cent women are working at higher level jobs and 50 per cent women working at lower level jobs.

2. Out of 400 women respondents, around 75 per cent women employees were married and remaining were unmarried. The problems of married working women’s are totally different from problems of unmarried working women. The researcher has found out that the married working women have lots of responsibilities at their home. They have to take care of their kids and elders at
their home along with performing their job at their work unit. However, the researcher also has found out that unmarried working women have various problems like travelling, working in shift duties, working overtime etc.

3. Out of total the women respondents, 100 per cent women expressed their priority towards family than the work. The researcher has found that even though women are working at higher level jobs, they possessed higher qualification or women working at lower level jobs are less qualified, they gives first priority towards their family. They always think from their family point of view and then give priority to their job.

4. The women employees were asked whether they are provided any training or promotion opportunities. Maximum number of women did not get any training or promotion opportunity while very few women employees agreed that they were provided general training facility at their work place.

5. The feeling of inequality is more among women employees in Kalyan-Dombivali MIDC units. Women working in Kalyan-Dombivali MIDC areas feel that their superiors favour the male employees and give less importance to them. The researcher has found that women employees feel that they are always asking for excuses on the part of their family responsibility, due to which their superiors pay less attentions towards them.

6. The researcher also found through primary data that women employees have very good planning abilities as compared to those of their male counterparts. They can complete their work target within a given period of time to them.
7. With regard to punctuality, the researcher found out that maximum women employees are punctual whereas, very few women employees are less punctual due to their family problems.

8. With regard to co-ordination with other staff members and subordinates, the researcher found out that maximum number of women employees co-ordinate with their superiors and other subordinates in the industrial organization.

8.6.2 Specific findings related to superiors/management

1. Out of the total population of superiors, 96.1 percent superiors feel that majority of women employees do not make excuses for not doing their work on time. Whereas 3.9 percent of superiors assess that woman employees are lazy to do their work. On the whole it can be stated that women employees provide better quality work performance.

2. The researcher discovered that the superiors have different opinions about women employees in achieving targets on time, only 2 percent of superiors feel that women employees always complete their work on time, whereas 7.8 percent superiors feel that mostly women employees achieve their target on time. Also 49 percent superiors felt that sometime women employees finished their work on time. However 41.2 percent superiors strongly assess that woman employees do not achieve their target on time. Hence, it can be concluded that majority of women employees complete their work within the time allotted to them.
3. On the basis of analysis, the researcher discovered that 96.1 percent of the superiors assess that women employees bring up their family problems for not completing their work on time, whereas 13.9 percent of superiors feel that women employees never bring up their family problems while performing their duties at work place.

4. It was found out that 68.6 percent of superiors strongly feel that women employees are more dedicated and committed than men, whereas 31.4 percent of superiors assess that women employees are not more dedicated and committed as compare to male employees.

5. It was also discovered that 39.2 percent superiors assess that women employees put extra efforts in their work, whereas on the other side 60.8 percent of superiors strongly feel that women employees does not take additional efforts in their work.

6. From the analysis of primary data, it was found out that 84.3 percent of superiors feel that women employees are ready to accept promotion facilities in their industrial unit, whereas 15.7 percent of superiors assess that women employees are never ready to accept promotion facilities in the organization.

7. With regard to training facility, the researcher found out that 100 percent of superiors assess that women employees readily accepted training facility provided in the firm. Hence, it can be stated that woman employee’s shows positive response towards training facilities adopted by superiors for them.

8. It was also discovered that 15.7 percent of superiors undertake career development programmes for their employees, whereas 84.3 percent of superiors undertakes very limited career development programmes for their employees.
9. The researcher discovered that 23.5 percent of superiors offer special training program for woman employees, whereas on the other side 76.5 percent of superiors do not pay adequate attention towards offering special training programs for their employees for their better job performance.

10. It was also found out that 92.2 percent of superiors allow women employees to use their own knowledge, skills and ideas in their work performance. Only 7.8 percent of superiors do not allow women employee to use their own skills, ideas etc. in the work process.

11. On the basis of analysis of primary data, the researcher conclude that superiors evaluate the job performance of women as well as men employees on the basis of rating system and take regular feedback of work performance of their subordinates.

12. Superiors has expressed their opinion on work performance of male employees is slightly better than female employees. The superiors feel that female employees are facing various family problems due to which they are not able to concentrate properly on their work; as a result they are not able to show their excellence and skills at their work unit.

13. The researcher also found that superiors believe that women employees have better capability and patience at their work place as compared to men employees. The researcher also found that superiors hold the opinion that women employees do not easily take up a challenging task, they feel more comfortable with their routine jobs.
14. The researcher concluded that overall opinion of the superiors about the work performance of women employees is satisfactory and co-operative.

**8.7 Objective wise findings**

The researcher has drawn certain finding according to the objectives of the study and it is elaborated as below:

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Objectives</th>
<th>Findings</th>
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</table>
| 1.      | To study the industrial profile of Kayan-Dombivali MIDC area in Thane district. | a) The Kalyan-Dombivali MIDC area is one of the well known and well settle industrial areas in Thane district.  
b) The Kalyan-Dombivali Industrial units are producing a wide range of goods and services at the same time it provides large scale employment opportunities to the people residing in this area. |
| 2.      | To portray the problems and difficulties that women employees face in selected SSI units in Kalyan-Dombivali MIDC | a) There are number of problems such as organizational problems, economic problems and social |
### Conclusions and Findings

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<td>3.</td>
<td>To find out promotion and training opportunities provided to women employees in the selected SSI units in Kalyan-Dombivali MIDC area.</td>
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<td>problems faced by women employees in Kalyan-Dombivali MIDC Industrial area in Thane district.</td>
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<td></td>
<td>a) Inadequate promotion facility creates unhealthy relationship between superiors and subordinates.</td>
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<td>b) The different types of problems create major obstacles in the development of women employees.</td>
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<td>4.</td>
<td>To find out the participation of women employees in the selected SSI units in Kalyan-Dombivali MIDC area.</td>
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<td>a) Women working in Kalyan-Dombivali industrial units get very less opportunities to participate in decision making process of the firm.</td>
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<td>b) The women employees in Kalyan-Dombivali MIDC units are getting a basic training for their jobs but there is lack of special training for improving their job performance.</td>
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</table>
Conclusions and Findings

5. To study the job satisfaction of women employees in the SSI units in Kalyan-Dombivali MIDC area.
   a) Majority of women employees are dissatisfied with the work environment of Kalyan-Dombivali MIDC area in Thane district.
   b) It has found out those women employees do not perform their job with more efficiently and effectively due to inadequate facilities in the firm.

6. To study the attitude of men in the SSI units towards women employees.
   a) The researcher has found out that the attitude of male superiors towards their female subordinates is quite positive.
   b) The superiors understand the problems of their women employees and try to adjust them accordingly.
   b) The qualified women employees are de-motivated because their knowledge, skills and experienced are not taken into the consideration.
7. To suggest the suitable measures to minimize the problems of women employees in selected SSI units in Kalyan-Dombivali MIDC area.

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| a) | Selected industries in Kalyan-Dombivali MIDC area takes initiatives to minimize the problems of women employees.

b) The management staff members of Kalyan-Dombivali MIDC units provides a very less attention towards problems of women employees, it leads to maximum number of problems of women employees remain unsolved.

8.8 Conclusion

While quantifying the responses of number of women employees working in Kalyan-Domivali MIDC units, it was found that the strength of women employees was increasing rapidly. Women employees perform their duties at different levels. Their education plays a vital role for their overall development. Women employees now a day possess more efficiency to do their work. There is increase in their effectiveness and of course in their productivity levels. But in spite of all the above qualities of women employees, it was found out that superiors of different industrial units do not pay appropriate attention towards encouragement of women employees in
the organization. Lack of promotion facility highly affected the morale of qualified women employees as a result of which there is decrease in their productivity. The superiors needs to encourage women employees for training facility, career oriented skill, participation in defining long term objectives of the firm etc. and also needs to provide them sufficient salary/wages and other allowance for improving the standard of living of women employees and at the same time promote them for employ themselves in various industrial units.