Review of Literature

At present there is very little literature available in this field in India. Not much research has been done in this direction especially in the area of women conductors.

**Sharma Kumus (1984)**

The author felt the need of interlinked strategies at different levels of government and the society as changing status of women require both structural and attitudinal transformation to deal with both social and economic inequalities.

**Porus P. Munshi (1999)**

The author opined that glass ceilings and material walls are faced by women in organizations. Currently, women in management are handicapped by not having advisors to guide them and canvas for them in senior management.

**Irene Dankleman (1982)**

The researcher in his study stated that the specific place of women in promoting sustainable development is increasingly appreciated. However, there is still an overall lack of serious consideration of the role of women’s their contribution and potential in relation to environment and development and there has been a failure to allocate sufficient resources to ensure their inclusion and integration.

**Gilmer (1984)**

The author found that working conditions were more important for female than for male workers, especially for married ones.

**Jaya Arunachalam (1984)**

The author in her report on “Empowering Women for a positive revolution” revealed attitude of families towards women’s domestic responsibilities, the unsympathetic attitude of employers,
lack of training, limiting employment opportunities and above all, women’s low perception in the labour market and had provided ample impressions both to employers and the society that women work only to make subsidiary income to the families, whereas the principal breadwinner were still men. It had also given rise to belief that women were not career-minded and therefore does not mind dead and hobs without promotion options. The facts mentioned precede that even that small percentage of women who get into formalsector, face discrimination and exploitation in their factories and were pushed to accept jobs not accepted by men. A critical examination of these facts would reveal how labour intensive industries had more women workers on low schedule of payment leading to capital accumulation.

Irene Padavic, Barbara F. Reskin (2002)

The authors found that sex differentiation and gender differentiation are fundamental features of work. They operate through the sexual division of labour that assigns different tasks to people party on the basis of their sex and that labels certain tasks as “belonging to” or being pertained to one or the other sex. Sex and gender differentiation also results in undervaluation of women’s work and overvaluation of men’s work. These processes are clearly visible in policies and practices of employers, governments and families. Their results can make women workers demotivated because of which they may lose their work efficiency.


The researchers opine that the government is a very labour intensive enterprise. Public organisations provide services, enforce laws and regulations, solve problems, and have varied missions. Their varied missions include protection of the environment, food safety, elderly and disabled assistance, education of our children, and civil rights enforcement. All of these activities require an intelligent the use of human resources. The quality of employees in the country
directly relates to how well the country performs. Essential tasks of human resource managers are to find qualified employees for these government positions, as well as to promote an attractive work environment for these employees. Failure to use effective human resource management risks low productivity and a lack of commitment to the community. County managers have the challenge of meeting multiple objectives including productivity, staffing and many more.

**Anuradha Sharma (1999)**

In her book the author has stressfully mentioned that ‘Women and Work’ is an emerging aspect of human resource management. She says that women will be equal sharing workforce in the next century. Yet the facts, figures and perception reveal that the world of work is different for men and women. She suggests that restructuring women’s role is essential for allowing them to achieve excellence, competence and life satisfaction. Even though the constitution of India provides equal opportunities for both sexes, in practice the discrimination against women are very common. From her study she feels a strong conviction that there is no choice for us than to develop new HR policies for the benefit of society at large.

**Susan Bullock (1994)**

In her book the author has sated through proven facts and figures that women are working all around the world. Yet the work they do has always been, and continues to be, less important than that performed by men. In many case women’s activities are not even acknowledged as work. She says that not only do the women encounter more problems in education and training but they are over represented amongst the lowest paid, part time work force, enjoying limited employment rights. Hence there is a need to work for elimination of gender discrimination and promoting equality of opportunity and treatment for women workers.
Nalini Sastry, Subrata Pandey (2000)

Through the study the author had found that a lot of new human resource strategies are been framed in relation to recruitment, selection, placement, performance evaluation and promotion of women in the organizations now, but most of them rely on informal relationships given the male bias in the corporate culture, this help may not reach the women. Hence human resource management policies can be engineered suitably for strategic intervention with an aim to integrate women employees into the mainstream of the organization.

L. Krishnaveni (1984)

The author in her report on “Status of Indian Women”. She mentioned that a “Working Women” referred to a woman who works outside her home for a wage or salary. Now-a-days most of the women had been coming forward to work in order to create a meaning for them or out of economic necessity. Generally the women work equally along with men in informal sector. They were facing so many problems especially household responsibilities like cooking, cleaning, washing; child care, etc. were causes for low female work participation in informal sector had no job security and maternity benefits like women engaged in the organized sector.

Rudd and Wiseman (1984)

The author found that inadequate equipment and supplies as well as lack of other facilities have often been a source of low morale and dissatisfaction for women.

Violet Alva’s (1985)

The author’s opinion was that equal remuneration men and women workers for work of equal were still for from reality. Marriage versus career home were the hurdles to over come in the higher status of society where women have stepped out to seek careers. There was a sort of could war favours between the sexes prevailing the relationship between men and women when they
step out work together. Women had proved that they were capable of mastering any skill or science as well as men does.

**Blau and Kahn, 2000.**

Occupations adopted mostly by women are less paid. The gender pay gap is caused by differences in qualifications, labour market treatment, overall wage structure, prices set by the labour market for skills and employment in certain areas.

**Rao&Latha, 1999**

Time is used differently, in all societies, by women and men. Women often work at least two more hours than men per week. Gender segregation is present everywhere from top to bottom of the occupational chain of command and within certain individual job categories. Vertical segregation naturally includes a lot of additional factors—skills, pay, status, power and responsibilities. Female dominated occupations are often less advantageous than men dominated occupations. Sickness benefits, types of employment controls, type of work, pay, pension, hours of employment, and promotion opportunities are all included in their disadvantages.

**Heilman, (1997).**

Stereotyping can have an influence on the way in which men and women are perceived in the workplace. Stereotyping is a process of categorisation that is effective and efficient in most instances, but is often inaccurate when used to group people according to attributes such as attitude or abilities.

**Cornelius Helena (1998)**
According to the author the use of stereotypes as the basis for assessment of individuals can result in advantage or disadvantage, not because of individual ability or lack of it but because of group membership. Gender stereotypes are still pervasive and widely shared,

**Jawaid, Khan & Batool, 2002**

Even though there is an increase in the participation of women in every field of work, still the social attitudes towards them have not shown any advancement.


The authors studied recruitment as one of the most critical Human Resource activity which was vital for the organizational success.

**Rawnak Jahan (2010)**

The reasons behind most of the problems they face are: male domination, patriarchal mentality and perceived lower social status of women. Other problems are related to conservative view, lack of education among people and underdevelopment of the country. Consequences of these problems are: reduced performance, mental and physical stress, problem in the family, negative effect on children, disturbance in family life, impaired career development and weakened initiative and innovativeness.


A study undertaken by the author identified that the disparity between male and female representation in public administration is wide.

**Mahtab, (2007)**

The researcher in her study identified various problems of women working in diverse occupations. Her work stated that women are working mostly at the bottom of the hierarchy. The
study finds that gender discrimination and sexual harassment in the working environment are the two major problems that every working women faces.

**Davidson and Cooper (1992)**

The study emphasize that men are viewed as leaders in organizations, while women are seen to be the followers. They argue that women who work in male-dominated environments are less inclined to see themselves as leaders or seek leadership roles. Davidson and Cooper found that managerial women experience greater strain, and feel more isolated at work, than do their male counterparts. This extra pressure manifests itself in issues such as lack of self-confidence and less obvious forms of discrimination causing these women to believe that they occupy minority status in their organizations and in society as a whole. This discrimination can be subtle, such as a lack of job advancement opportunities, a lack of mentors, or being presented with only stereotypical female worker challenges.

**Thomas et al. (1994)**

*Informal recruitment processes are common*. In their review of the research literature and consideration of cultural audit results of organisations, Thomas et al. (1994) found that the majority of organisations favour the use of informal recruitment and selection processes, such as small social networks and employee referrals. Many organisations rely on informal, rather than merit-based, processes in order to be able to select the best candidates and to screen out large numbers of unsuitable applicants. Such processes also minimise the cost of the recruitment process and can lead to bias.
Heilman, 1997

The author opines that Stereotyping can have an influence on the way in which men and women are perceived in the workplace. Stereotyping is a process of categorisation that is effective and efficient in most instances, but is often inaccurate when used to group people according to attributes such as attitude or abilities.

Erik et al., (2006)

Their study showed that women with small children face a largest gender penalty in careers. Gender penalty is larger for younger and older women and less for middle aged women. There was no any empirical support in their study that women have lesser career opportunities in the private sector than in public sector, relative to men.

Habib (2000)

Habib has studied the effects of Brick Wall and Glass ceiling in public administration of Bangladesh. His analysis has shown that women are discriminated in civil services of Bangladesh from entry to the higher posts (Glass Ceiling). Social cultural factors are the principal stumbling blocks and build a wall for entry of woman into civil services. Their career path was hindered by the impediments of the systematic and attitudinal reasons. Government laws and regulations in this regard are proving ineffective. However, that discrimination was not for the women who came from upper class. This disparate treatment against women had implications for their morale, motivation and performance.

Davies and Jackson, 1993
From the 1960s onwards women's participation in the labour market has followed what has been described as an 'M-shaped curve'. This term refers to the fact that participation rates for women vary by age, as women opt out of the labour force during prime child-bearing years. From the late 1970s, a return to the workforce after child rearing became more common for women of all ages, and women began to return to work after shorter periods of time than in previous years.

**Zahid Ali Channar et.al (2010)**

The results show that females are discriminated more than males in employment, and this discrimination prevails more in public sector than in private sector.

**Rusaw (1994)**

The author found that the U. S. federal government promoted women more slowly and less often than male counterparts. Federal agencies responded by implementing training for women to close grade and pay gaps, under the assumption that skill acquisition would make women more promotable. However, the findings indicated that training to acquire skills was only of marginal value because of the way in which structural factors, such as low-ceiling jobs, unfavourable personnel management decisions, and organisational cultural values that emphasised hands-on versus classroom-produced competencies, constricted women's mobility.