CHAPTER -6

Conclusion and Suggestions

Job satisfaction is a process which is used by the managers to motivate their employees so that they put in their best foot forward for the accomplishment of the organisational goals. Job satisfaction is the most vital factor as the employees spends most of their time at their work place. Job satisfaction is the internal and personal feeling of an employee which influences productivity in the organisation. Although there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends upon various other factors also. Job satisfaction is the positive feeling which the employee holds towards his job. Job satisfaction among women employees in any organisation holds much of significance due to their increased ratio. Coming out of the mindset of the closed society where the women have lived in veils for ages, the modern concept of women equality and their professional pursuits are throwing challenges to their restricted organisation role in the past.

Job satisfaction comes when one accepts a job what it is and exploits the source of satisfaction that come within it. Good feelings can come from high performance, quality work, learning new skills, working as part of a team, assisting co-workers, demonstrating personal growth and receiving compliments. Human beings are the most important resource in an organisation. Organisations are managed and run by the people. A firm’s success greatly depends upon the capability of its members. This is because men and women differ in terms of attitudes, values, aspirations, motivations and life goals.

The present study has investigated and analysed aspects like job satisfaction among women employees in relation to their working conditions including working activities, human resource activities, interpersonal relations, supervision and also the perception of male employees regarding working of women employees and client perception regarding women employees working in Punjab Telecom Circle BSNL, Chandigarh.

The present Chapter includes major findings, issues, and problems, suggestions, recommendations based on observations, informal interviews, discussions and open ended questions and then the devised hypotheses have been tested.
Statement Validation

In subsequent pages the statements and the hypotheses that have been framed for the study have been tested using devised methodology as well as statistical techniques.

Criteria for validating the statement

The findings in favour of the statement have been marked as ☑ and which have been against marked as ☒ and findings with no clear trends have been marked as =. The results have been complied on the basis of the Favourable counts ☑ and disfavourable counts ☒. In the end all the Favourable ☑, disfavourable ☒ responses have been counted separately and where Favourable counts ☑ have been found more than disfavourable counts ☒ the statement have been validated, on the other hand when the disfavourable counts ☒ were more than the favourable counts ☑ then the statements have been invalidated. The Neutral counts = have not been considered either way; hence have not been counted for or against the hypotheses.

In the following pages certain statements have been either validated or invalidated and hypotheses which have been either accepted or rejected. Statistical techniques like Regression Model, ANOVA, Post Hoc Test and t-test have been applied to reaffirm the findings:

Statement I: The women employees working in the Punjab Telecom Circle of BSNL are satisfied with the work and working conditions.

Major Findings on Job satisfaction among women employees BSNL (Chapter III)

☑ The highly significant majority of the respondents were in agreement with the statement that their job provided them opportunities to learn new skills in their field.

☑ The highly significant majority of the respondents were in agreement with the query that women employees got enough opportunities to use their professional skills in their day to day job.

☑ The significant majority of the respondents were in agreement with the statement that the environment was work conducive.
The significant majority of the respondents were in agreement with the statement that women employees were highly individualistic and only completed those assigned tasks for which they were expected to be compensated.

The significant majority of the respondents were in agreement with the statement that employees in the organisation were treated according to their work assignment not on kinship, caste, language and gender basis.

The significant majority of the respondents were in agreement with the query that repetitive nature of job did not affect their working.

The highly significant majority of the respondents were in agreement with the query that they were satisfied with the assigned quantum of work.

The highly significant majority of the respondents were in agreement with the statement that women employees were satisfied with the extent of authority given to them to fulfil their responsibilities.

The cent percent respondents were in agreement with the statement that their work profile kept their interest alive in the work.

The significant majority of the respondents were in agreement with the statement that their job involved much of the challenge.

The cent percent respondents were in agreement with the statement that achievement in the office was attributed to the teamwork and not to the individuals.

The cent percent respondents were in agreement with the statement that women employees received clear instructions from their supervisors regarding their work profile.

The high majority of the respondents were in agreement with the query that the suggestions of the women employees were valued by their supervisors in the organisation.

The high majority of the respondents were in disagreement with the statement that their supervisor wanted that every action in the office to be done in way and manner he desired.
The cent percent respondents were in agreement with the query that women employees got unbiased feedback from their supervisor about their work.

The cent percent respondents were in agreement with the statement that women employees found the HR Department was in place for their Circle office.

The cent percent majority of the respondents were in agreement with the statement that HRD was contributing to increase the performance of the employees.

The cent percent respondents were in agreement with the statement that HR Department utilized potential of its employees by positioning them at the right place.

The fair majority of the respondents were in agreement with the statement that the HRD made arrangements to provide training to the employees of the Punjab Circle.

The cent percent majority of the respondents were in agreement with the statement that the HRD transferred the employees keeping in their qualifications.

The cent percent respondents were in agreement with the statement that employees had sufficient access to their supervisor for seeking professional advice from them.

The cent percent respondents were in agreement with the statement that women employees enjoyed cordial relationship with both their superiors and subordinates.

The cent percent respondents were in agreement with the statement that the work cooperation was highly valued in their office.

The cent percent (100.0 percent) respondents were in agreement with the statement that women employees could discuss their work related issues with the members of the work group.

The cent percent respondents were in agreement with the statement that the women employees’ were satisfied with the problem solving method of their work group.

= No clear cut trends were available in all categories of each variable the responses were unequally divided between the favourable and disfavourable responses thus indicating that the two way communication worked smoothly in the Circle office.
The cent percent respondents were in agreement with the statement that job were described to them before being asked to perform it.

The cent percent majority respondents were in agreement with the statement that they were sanctioned leave whenever they requested for it.

The cent percent respondents were in agreement with the statement that women employees got promoted whenever they were due for it.

The cent percent respondents were in agreement with the statement that women employees were satisfied with the leave travelling concessions provided to them.

The cent percent respondents were in agreement with the statement that women employees were satisfied with the medical provisions made by the BSNL.

There were thirty favourable responses ☑, one disfavourable response, ☐ and one neutral response = to different posers. Hence, the number of favourable responses were more than disfavourable responses so as per the devised criteria this statement stands validated.

Hypothesis I (a) : Higher the age of the women employees higher is the job satisfaction level.

Regression model on Age variable

In all the domains of the Working Conditions, there existed positive slope between the domains and the age sub-groups implying that the increase in age increased the satisfaction levels of the women employees as well. Thus, accepting the hypothesis that higher the age of the women employees the higher is the satisfaction levels. (See Chapter III, Table Number 3.1.1)
ANOVA on Age variable

Age had significant effect on the satisfaction level

Age had significant impact on all the domains of Working Conditions except Supervision. The satisfaction levels of the employees in the Salary and other benefits domain was highest followed by Interpersonal Relations than Working Activities and HRA and Supervision. *(See Chapter III, Table Number 3.1.4)*

Post Hoc test on the Age variable

The *findings* of the Post-Hoc test revealed that Working Activities of the respondents were significantly correlated with each other in the Age groups 1, 2, 3 & 4 signifying the definite effects of Age on Working Activities whereas there existed poor correlation between the respondents of Age groups 2, 3 & 4 and 3 & 4 signifying weak or no effects of Age.

The *findings* of the Post-Hoc test revealed that HRA of the respondents were significantly correlated with each other in the Age groups 2 & 3 and 3 & 4 signifying the definite effects of Age on HRA whereas there existed poor correlation between the respondents of Age groups 1, 2, 3 & 4 and 2 & 4 signifying weak or no effects of Age.

The *findings* of the Post-Hoc test revealed that Inter Personal Relations of the respondents were significantly correlated with each other in the Age groups 1, 3 & 4 and 2, 3 & 4 signifying the definite effects of Age on Inter Personal Relations whereas there existed poor correlation between the respondents of Age groups 1, 2, 3 & 4 signifying weak or no effects of Age.

The *findings* of the Post-Hoc test revealed that Salary and Other benefits of the respondents were significantly correlated with each other in the Age groups 1, 3 & 4 and 2, 3 & 4 signifying the definite effects of Age on Salary and Other benefits whereas there existed poor correlation between the respondents of Age groups 1 & 2 and 3 & 4 signifying weak or no effects of Age. *(See Chapter III, Table Number 3.1.5)*

Distribution of scores according to the Age variable.

- Overall 72.0 percent of the women employees agreed with the statements relating to *Working Activities* in comparison to 23.0 percent respondents who strongly agreed with the posers. However, it was amply clear that maximum of 78.7 percent of the
respondents in the age group of 49-60 years agreed with the statements affirming satisfaction levels with working activities. Whereas on contrary the respondents in the youngest age group (54.5 percent) were minimum in proportion to have agreed with the statements. The analysis further ratified the finding that higher proportions of women employees’ senior-in-age (49-60 years) than employee’s younger-in-age were satisfied with working activities. (See Chapter III, Table Number 3.1.11)

- Overall 79.0 percent of employees agreed with the statements signifying their satisfaction with the Supervision. Maximum of 92.0 percent of the respondents in the age group of 49-60 years agreed with the statements affirming satisfaction levels of women employees with Supervision, whereas, on contrary the 63.6 percent respondents youngest age group (18-28 years) in minimum proportion agreed with the statements. Again ratifying that women employee’s senior-in-age were satisfied with supervision than employees younger in age. (See Chapter III, Table Number 3.1.12)

- Overall 57.0 percent of the respondents agreed with the statements ratifying their satisfaction with the HRA in the organisation whereas 28.0 percent of the respondents remained undecided. Maximum of 68.4 percent and 68.0 percent of the respondents in 29-38 years and 49-60 years age group respectively agreed with the statements affirming satisfaction levels of women employees with HRA. Whereas, on contrary no trends were available in the age group of 18-28 years and 39-48 years as the undecided responses in substantial proportion influenced the trend of the responses. However, again ratifying that higher proportion of women employee’s senior-in-age than younger in age were satisfied with HRA. (See Chapter III, Table Number 3.1.13)

- Overall 68.0 percent of the women employees agreed with the statement relating to Inter Personal Relations. The maximum of 78.9 percent of the respondents in the age group of 29-38 years agreed with the statements affirming satisfaction levels of women employees with supervision; whereas on contrary, the 60.0 percent respondents in the senior most age group (49-60 years) were minimum in proportion to have agreed with the statements. Thus, there were not much of variations in the responses signifying the overall satisfaction with the Inter-Personal relations. (See Chapter III, Table Number 3.1.14)

- Overall 73.0 percent of the women employees agreed with the statement relating to Salary and other benefits in addition to 22.0 percent respondents who strongly agreed with the posers signifying their satisfaction with the Salary and Other benefits.
However, on the basis of scores indicated that higher proportion (82.5 percent) of women employees in the age group of 29-38 years were in agreement with the statement. Further the trend established that women employees senior-in-age (39-60 years) were in agreement with the statements establishing that women employees senior in age were satisfied than the employees younger-in-age with the Salary and Other benefits. (See Chapter III, Table Number 3.1.15)

**Hypothesis 1 (b): Higher the educational qualification of the women employees higher is the level of job satisfaction.**

**Regression model on Educational qualification**

In four domains Working Activities, Supervision, Inter Personal Relations and Salary and Other benefits there existed negative slope indicating that as educational qualification increased the satisfaction decreased except Human Resource Activities where positive slope was seen. The application of regression has established that educational qualification had non significant impact on four domains of Working Conditions; Working Activities, Supervision, IPR and Salary and Other benefits except the domain of HRA.

Thus, hypothesis that higher the qualification the higher is the satisfaction level stands rejected except in one domain i.e. HRA.

**ANOVA on Educational qualifications**

As per the ANOVA test the Educational qualifications had significant effect on the satisfaction level.

The satisfaction levels of the respondents in Salary and Other benefits domain was found to be statistically higher than other domains followed by Inter Personal Relations and Human Resource Activities and Supervision. It was found to be least in the domain of Working Activities. (See Chapter III, Table Number 3.1.6)

**Post Hoc test on Educational qualification**

The findings of the Post-Hoc test revealed that HRA of the respondents were significantly correlated with each other in the Educational qualification groups 1 & 2 and 2, 3 & 4 signifying the definite effects of Educational qualification on HRA whereas there
existed poor correlation between the respondents of Educational qualification groups 1, 3 & 4 and 3 & 4 signifying weak or no effects of Educational qualification.

The findings of the Post-Hoc test revealed that Inter Personal Relations of the respondents were significantly correlated with each other in the Educational qualification groups 1, 2 & 4 signifying the definite effects of Educational qualification on Inter Personal Relations whereas there existed poor correlation between the respondents of Educational qualification groups 1 & 3 and 2, 3 & 4 signifying weak or no effects of Educational qualification.

The findings of the Post-Hoc test revealed that Salary and other benefits of the respondents were significantly correlated with each other in the Educational qualification groups 1 & 2 signifying the definite effects of Educational qualification on Salary and Other benefits whereas there existed poor correlation between the respondents of Educational qualification groups 1, 3 & 4 and 2, 3 & 4 signifying weak or no effects of Educational qualification. (See Chapter III, Table Number 3.1.7)

**Distribution of scores according to the Educational qualifications variable.**

- Overall 72.0 percent of the women employees agreed with the statements relating to Working Activities in addition to 23.0 percent respondents who strongly agreed with the posers. However, it could be seen that maximum of 88.9 percent of the respondents with higher qualifications agreed with the statements attesting satisfaction of the women employees with Working Activities. The available trends established that cent percent respondents with Diploma qualifications were satisfied with the working activities. (See Chapter III, Table Number 3.1.16)

- Over all 79.0 percent of the respondents were in the agreement with the statement establishing their satisfaction with the Supervision domain. More of respondents with lower qualifications were satisfied with Supervision domain. Further, it can be seen with the statements that cent percent of the respondents with Diploma qualifications agreed with the statement affirming high satisfaction levels of the employees with supervision. Whereas on contrary 76.3 percent of the respondents with Post-Graduate qualification were in minimum proportion to have agreed with the statements. Thus, the trend of the scores established that more of respondents with lower qualifications were satisfied with supervision domain. (See Chapter III, Table Number 3.1.17)
Overall 57.0 percent of the women employees agreed with the statements relating to HRA in addition to 28.0 percent respondents who remained undecided to the posers. The cent percent respondents with Diploma qualification agreed with the statement followed by 88.9 percent of the respondents with Diploma qualifications who agreed with the statements affirming their satisfaction with HRA. (See Chapter III, Table Number 3.1.18)

Overall 68.0 percent of the women employees agreed with the statements relating to IPR in addition to 29.0 percent respondents who strongly agreed with the posers. However, it was clear that maximum of 76.3 percent of the respondents with Post-Graduation qualifications agreed with the statements affirming satisfaction of the women employees with IPR. On contrary 40.0 percent respondents with Diploma qualifications strongly agreed with the statements indicating their strong affirmation to the statements. (See Chapter III, Table Number 3.1.19)

Overall 73.0 percent of the women employees agreed with the statements relating to Salary and other benefits in comparison to 22.0 percent respondents who remained in addition strongly agreed with the poser. However, it was clear that maximum of 79.7 percent of the Post-graduate respondents agreed with the statements affirming satisfaction of the women employees with Salary and Other benefits. (See Chapter III, Table Number 3.1.20)

Hypothesis I (c): Ever married women employees have higher level of job satisfaction than never married women employees.

t-test on marital status

The analysis of the table indicates that satisfaction levels in three domains of Working Conditions i.e. Supervision (0.048) and Interpersonal Relations (0.025) and Salary and Other benefits were found to be statistically different as the p value was found to be significant (p <0.05) whereas in other two domains: Working Activities and Human Relations Activities, p-value was found to be non-significant reflecting that there were not much of variation in the responses of the never married and ever married women employees- respondents in these three domains. (See Chapter III, Table Number 3.1.10)

Distribution of scores according to the marital status variable.

Overall 72.0 percent of the women employees agreed with the statements relating to Working Activities in addition to 23.0 percent respondents who strongly agreed with the posers. However, it was clear that maximum of 72.2 percent of the respondents
who were ever married agreed with the statements affirming satisfaction of the women employees with Working Activities whereas 23.0 percent of the ever married strongly agreed with the statements. On the contrary 10.0 percent never married respondents remained undecided as they were not sure about Working Activities. *(See Chapter III, Table Number 3.1.25)*

- Overall 79.0 percent of the women employees agreed with the statements relating to Supervision in addition to 13.0 percent respondents who strongly agreed with the posers. However, it was clear that maximum of 80.0 percent of the respondents who were ever married agreed whereas 20.0 percent of the never married respondents strongly agreed with the statements affirming satisfaction of the women employees with Supervision. On contrary 13.3 percent ever married respondents remained undecided on the issue as they were not sure about Supervision domain. *(See Chapter III, Table Number 3.1.26)*

- Overall 57.0 percent of the women employees agreed with the statements relating to HRA in addition to 28.0 percent respondents who strongly agreed with the posers and 9.0 percent of the respondents disagreed with statement. However, it was clear that maximum of 58.9 percent of the ever married respondents agreed whereas 25.6 percent remained undecided and 10.0 percent strongly disagreed with the statements affirming satisfaction of the women employees with HRA. On contrary 50.0 percent never married respondents remained undecided as they were not sure about HRA domain. *(See Chapter III, Table Number 3.1.27)*

- Overall 68.0 percent of the women employees agreed with the statements relating to Inter Personal Relation in addition to 29.0 percent respondents who strongly agreed with the posers. However, it was clear that maximum of 80.0 percent of the respondents who were never married agreed with the statements affirming satisfaction of the women employees with IPR. On contrary 31.1 percent ever married respondents strongly agreed with the statements. However, 10.0 percent of the never married respondents remained undecided. *(See Chapter III, Table Number 3.1.28)*

- Overall 73.0 percent of the women employees agreed with the statements relating to Salary and other benefits whereas 22.0 percent of the women employees strongly agreed with statements relating to Salary and Other benefits. However, it was clear that maximum of 73.3 percent of the ever married respondents agreed in addition to 22.2 percent of the ever married respondents who strongly agreed with the statements. *(See Chapter III, Table Number 3.1.29)*
Hypothesis 1 (d): Higher the experience in the job of the women employees higher is the job satisfaction level.

Regression model on Number of years in the job

In four domains of Working Conditions i.e. Working Activities, Supervision, Inter Personal Relations and Salary and Other benefits there existed positive slope except Human Resource Activities which had negative slope suggesting that as the Number of years increases the satisfaction with the above mentioned domains will also increase.

Thus hypothesis stands accepted that Higher the experience in the job of the women employees higher is the job satisfaction level in the four domains except one domain. (See Chapter III, Table Number 3.1.3)

ANOVA on Number of years in the job

ANOVA test suggested that Number of years in the job had significant effect on the satisfaction levels.

The satisfaction levels of the respondents in Salary and Other benefits domains was found to be statistically higher followed by Inter Personal Relations followed by HRA Working Activities and Supervision. (See Chapter III, Table Number 3.1.8)

Post Hoc test on Number of years in the job

The analysis of data implied that status of Number of years in the job had significant effect on their satisfaction levels in the two domains IPR and Salary and Other benefits.

The findings of the Post-Hoc test revealed that Inter Personal Relations of the respondents were significantly correlated with each other in the Number of years in the job groups 1 & 5 and 2 & 5 and 3 & 5 signifying the definite effects of Number of years in the job on Inter Personal Relations whereas there existed poor correlation between the respondents of Number of years in the job groups1, 2, 3 & 4 and 2 & 3 and 4 and 3 & 4 and 4 & 5 signifying weak or no effects of Number of years in the job.

Number of years in the job and Salary and other benefits

Significant difference was observed between number of years in the job groups and Salary and Other benefits.
Non-significant difference was observed between number of years in the job groups and salary and other benefits between number of years in the job groups 1, 2, 3 & 4 and 2 & 3 and 3 & 4 and 4 & 5 (number of years in the job) p-value > 0.05 (non-significant) in the Salary and Other benefits domain. The overall satisfaction levels of the women employees were found highest in the group 5 followed by group 4, 3, 1 and 2.

The findings of the Post-Hoc test revealed that Salary and Other benefits of the respondents were significantly correlated with each other in the Number of years in the job groups 1 & 5 and 2, 4 & 5 and 4 & 5 signifying the definite effects of Number of years in the job on Salary and other benefits whereas there existed poor correlation between the respondents of Number of years in the job groups 1, 2, 3 & 4 and 2, 3 and 4 and 4 & 5 signifying weak or no effects of Number of years in the job.

(See Chapter III, Table Number 3.1.9)

Distribution of scores according to the Number of years in the job variable.

- Overall 72.0 percent of the women employees agreed with the statement relating to Working Activities in addition to 23.0 percent respondents who remained strongly agreed with the posers. However, it was clear that maximum of 90.9 percent of the respondents with 13-18 years experience and 33.3 percent of the respondents with 19-24 years experience strongly agreed with the statements affirming satisfaction of the women employees with Working Activities. On contrary 27.6 percent respondents with less than six years in the job remained undecided as they were not sure about Working Activities because of their short experience. (See Chapter III, Table Number 3.1.21)

- Overall 57.0 percent of the women employees agreed with the statements relating to HRA in addition to 28.0 percent respondents who remained strongly agreed with the posers. However, it was clear that maximum of 63.0 percent of the respondents with...
25-30 years experience and 33.3 percent of the respondents with 19-24 years experience strongly agreed with the statements affirming satisfaction of the women employees with HRA. On contrary 27.2 percent respondents with 25-30 years in the job remained undecided as they were not sure about HRA. However, 20.0 percent of the respondents with 19-24 years and 13.8 percent of the respondents with less than six years strongly disagreed with the statements indicating that younger and senior employees were not much aware of HRA activities in the organisation. (See Chapter III, Table Number 3.1.22)

- Overall 68.0 percent of the women employees agreed with the statements relating to IPR in addition to 29.0 percent respondents who strongly agreed with the posers. However, it was clear that maximum of 79.3 percent of the respondents with less than 6 years experience and 33.3 percent of the respondents with 19-24 years strongly agreed with the statements affirming satisfaction of the women employees with IPR. At the same time 34.6 percent respondents with 25-30 years experience strongly agreed with the statements relating to IPR. (See Chapter III, Table Number 3.1.23)

- Overall 73.0 percent of the women employees agreed with the statements relating to Salary and Other benefits in addition to 22.0 percent respondents who strongly agreed with the posers. However, it was clear that cent percent of respondents with 13-18 years experience were in agreement with the statements signifying their satisfaction with salary and other benefits. (See Chapter III, Table Number 3.1.24)
Statement II: The male employees are satisfied with the working behaviour of women employees.

Major Findings on Perception of Male employees towards working of female employees (Chapter IV)

☑ The highly significant majority of the respondents were in agreement with the statement that women employees behaved in a responsible manner.

☑ The cent percent respondents were in agreement with the statement that women employees were cooperative while accomplishing the office work.

☑ The significant majority of the respondents were in disagreement with the statement that women employee’s exhibited aggressive behaviour when were they asked to perform some extra work by the colleagues.

☑ The high majority of the respondents were in disagreement with the statement that women employees used their ‘being a woman’ to their advantage in accomplishing assigned tasks to them.

☑ The high majority of the respondents were in agreement with the statement that women employees were aware of the office processes and procedures.

☑ The majority of the respondents were in agreement with the statement that women employees were committed to their work.

☑ The significant majority of the respondents were in agreement with the statement that women employees were punctual in coming to the office.

☑ The significant majority of the respondents were in agreement with the statement that women employees were good at handling controversial official matters.

☑ The significant majority of the respondents were in agreement with the statement that women employees discussed their family matters at work place.

☑ The significant majority of the respondents were in agreement with the statement that women employees contributed equally in the achievement of the organisational goals.
The significant majority of the respondents were in agreement with the statement that women employees were slow to react to the organisational changes.

The highly significant majority of the respondents were in disagreement with the statement that women employees were promoted earlier than their male counterparts.

The high majority of the respondents were in agreement with the statement that women employees completed tasks assigned to them on time.

The highly significant majority of the respondents were in disagreement with the statement that women employees were appreciative of the support received from their male counterparts.

The fair majority of the respondents were in disagreement with the statement that women employees delayed work due to one or other reason.

The high majority of the respondents were in disagreement with the statement that women employees worked overtime if needed.

The significant majority of the respondents were in agreement with the statement that women employees sought guidance from the male counterparts in the matters where they were not clear.

The high majority of the respondents were in agreement with the statement that women employees worked as effectively as the male employees.

The high majority of the respondents were in agreement with the statement that women employees used given official authority without any hesitation.

The significant majority of the respondents were in agreement with the statement that to instil more confidence among women employees they be given orientation and training programs.

The high majority of the respondents were in disagreement with the statement that additional privileges were given to women employees due to their gender.
The high majority of the respondents were in **disagreement** with the statement that *women employees felt shy while working with male employees*.

The highly significant majority of the respondents were in **agreement** with the statement that *the male employees had no hesitation in having female employees in their team*.

The high majority of the respondents were in the **agreement** with statement that *women employees proved to be good managers*.

The fair majority of the respondents were in **agreement** with the statement that *women employees avoided taking initiatives*.

= **No clear trends** were available with the statement that *women employees shirked responsibilities given to them*.

= **No clear trends** were available with the statement that *women employees were capable of handling any job profile*.

= **No clear trends** were available with the statement that *women employees handle their job without any stress*.

The fair majority of the respondents were in **disagreement** with the statement that *women employees were well aware of the office rules and procedures*.

The significant majority of the respondents were in **disagreement** with the statement that *male employees took the authority of the women employees lightly*.

The fair majority of the respondents were in **disagreement** with the statement that *women employees couldn’t handle their work pressure aptly*.

There were twenty two favourable responses☑️, three neutral response = and six disfavourable responses☒ to the statement. Hence, there were more favourable responses to the raised query, thus. statement II stands validated.
Hypothesis II (a): Higher the age of the male employees higher is their satisfaction with the working of the women employees.

Regression model on Perception of Male employees on Age variable.

There existed negative slope between the perception of the male employees and the age variable which indicated that as the age of the male respondents increased their satisfaction levels with the working behaviour of women employees decreased.

With the increase in the age there was decrease in the satisfaction level of the male employees towards the working of women employees. Thus, the hypothesis that higher age and the higher satisfaction got rejected. (See Chapter IV, Table Number 4.1.1)

ANOVA on the basis of Age

As per the ANOVA test the Age had non significant effects on the perception of male employees towards the working behaviour of women employees.

The satisfaction levels of male respondents with the working behaviour of female employees were not found significantly different between each group of qualifications. (See Chapter IV, Table Number 4.1.3)

Distribution of scores according to the Age variable.

The distribution of scores reflected that overall 66.7 percent of the male employees strongly agreed with the statements relating to the satisfaction with the working of the women employees in addition to 33.3 percent respondents who agreed with the posers. However, it was clear that maximum of 72.7 percent of the respondents in the 18-28 years strongly agreed with the statements affirming their satisfaction with the working of women employees. On contrary 62.5 percent respondents in the age group of 49-60 years strongly agreed with the posers indicating that the level of satisfaction was lower than the satisfaction levels of young respondents. (See Chapter IV, Table Number 4.1.6)
Hypothesis II (b): Higher the educational qualification of the male employees the higher is their satisfaction with the working of the women employees.

As per the application of Regression model on Perception of Male employees on Educational qualification

As per the application of regression model in relation to Educational qualification variable the results suggested that their existed positive slope indicating that with the increase in Educational qualification of male respondents the satisfaction of the male employees with the working behaviour of the women employees also increased.

Thus, hypothesis Higher the educational qualification of the male employees the higher is their satisfaction with the working of the women employees stands accepted. (See Chapter IV, Table Number 4.1.1)

ANOVA on the Educational qualification variable

The satisfaction levels of respondents with the working of female employees were not significantly different between each group of qualifications. (See Chapter IV, Table Number 4.1.4) As per the ANOVA test The Educational qualification had non significant effects on the perception of male employees towards the working of women employees.

Distribution of scores according to Educational qualification variable.

- The distribution of scores reflected that overall 66.7 percent of the male employees strongly agreed with the statements confirming their satisfaction with the working of women employees in addition to 33.3 percent respondents who agreed with the posers. However, it was clear that maximum of 82.4 percent of the respondents with Diploma qualifications agreed with the statements affirming satisfaction of the male employees with working of women employees. (See Chapter IV, Table Number 4.1.7)

Hypothesis II (c) Ever married male employees were satisfied with the working of women employees.

t-test on Marital status : Male employees perception

The analysis of the table indicates that satisfaction levels of the male employees with the working of the women employees were found to be statistically non-significant reflecting that there was not too much variation in the responses of the never married and ever married
male respondents. However, ever married respondents were slightly more satisfied with work. *(See Chapter IV, Table Number 4.1.2)*

**Distribution of scores on Marital status variable**

- The distribution of scores reflected that overall 66.7 percent of the male respondents strongly agreed with the statements reflecting their satisfaction with the working of the women employees in addition to 33.7 percent respondents who agreed with the posers. However, it was clear that maximum of 79.3 percent of the ever married respondents strongly agreed with the statements whereas 63.6 percent of the never married respondents agreed with the statements affirming satisfaction with the working of the women employees. *(See Chapter IV, Table Number 4.1.8)*

*Hypothesis II (c): Higher the educational qualification of the male employees, higher is their satisfaction with the working of the women employees.*

**As per the application of Regression on Number of years in the job: Perception of Male employees**

There existed negative slope between the perception of the male employees and the number of years variables which indicated that as the number of years in the service of the male respondents increased their satisfaction levels with the working of women employees decreased.

Thus, hypotheses *Higher the educational qualification of the male employees, higher is their satisfaction with the working of the women employees* stands rejected. *(See Chapter IV, Table Number 4.1.1)*

**ANOVA test on Number of years in the job**

The satisfaction levels of male respondents with the working behaviour of female employees were not significantly different between each group. *(See Chapter IV, Table Number 4.1.5)* *As per the ANOVA test on the number of years had no significant effects on the perception of the male employees.*

**Distribution of scores on the Number of years in the job variable**

- The distribution of scores reflected that overall 66.7 percent of the male respondents strongly agreed with the statements relating to the satisfaction of female employees in
addition to 33.7 percent respondents who agreed with the posers. However, it was clear that maximum of 72.2 percent of the respondents with 19-24 years of job experience followed by the respondents with less than 6 years of experience (70.3 percent) who strongly agreed with the statements affirming satisfaction with the working of women employees. (See Chapter IV, Table Number 4.1.9)

Statement III: The clients are satisfied with the dealings and the difficulties negotiations of the women employees.

Major findings and summary of client perception towards women employees working in BSNL (Chapter V)

☑ The highly significant majority of the respondents were in agreement with the statement that women employees were as helpful to you as their male counterparts were.

☑ The cent percent respondents were in agreement with the statement that women employees were well versed with the office procedures.

☑ The significant majority of the respondents were in the agreement with the statement that women employees responded to the work related queries.

☑ The significant majority of the respondents were in the agreement with the statement that the complaints of the clients were taken care by the women employees.

☑ The cent percent respondents were in agreement with the statement that women employees had concern with the problems of their clients.

☑ The cent percent respondents were in agreement with the statement that women employees treated the service seeker as a complainant rather than as a client of the organisation.

☑ The high majority of the respondents were in agreement with the statement that the clients were satisfied with the behaviour of the women employees.

☑ The fair majority of the respondents were in agreement with the statement that client preferred dealing with women employees of the organisation.
The percent respondents were in agreement with the statement that women employees were well organised in their task performing.

The percent respondents were in agreement with the statement that women employees were clear as to what information they wanted to draw for the official purposes from the client.

The percent respondents were in agreement with the statement that women employees communicated clearly to the clients as to what information was required from them for official purposes.

The percent respondents were in disagreement with the statement that women employees kept on gossiping around most of the time.

The highly significant majority of the respondents were in agreement with the statement that the decision taken by the women employees were based on logical reasons.

The percent respondents were in agreement with the statement that benefits and choices of a service were explicitly explained to the clients by the women employees.

The highly significant majority of the respondents were in agreement with the statement that women employees appreciated the client’s suggestions concerning a service.

The percent respondents were in agreement with the statement that women employees were committed to their job.

The percent respondents were in agreement with the statement that women employees hardly took notice of the presence of their client and kept busy with their doings.

The percent respondents were in agreement with the statement that women employees were not able to provide all the relevant information to the client.

The percent respondents were in disagreement with the statement that women employees were lethargic in processing the office work.

The significant majority of the respondents were in agreement with the statement that women employee’s didn’t take longer time in processing the request of the clients.
The highly significant majority of the respondents were in disagreement with the statement *women employees kept on putting the work by making excuses of one or other kind.*

There were eighteen favourable responses ✓ to the statement, three disfavourable responses ☓ to the statement. Hence there was more number of favourable responses. Thus, the statement III stands validated.

**Hypothesis III (a): Higher the age of clients higher is their satisfaction level regarding working of the women employees. (On the basis of Dealings and Difficulties negotiations).**

As per the application of Regression model of women employees: Client perception *(On the basis of Dealings and Difficulties negotiations)*

There existed positive slope between the perception of the clients and the Age indicating thereby that as the Age will increase the satisfaction levels of clients towards the dealings of the women employees will increase. *(See Chapter V, Table Number 5.1.1)*

There existed negative slope between the difficulties negotiation and Age signifying that client’s satisfaction levels will decrease with the increase in Age. *(See Chapter V, Table Number 5.1.2)*

**ANOVA test on the basis of Age with the Dealings of women employees: Client perception**

*As per the ANOVA test Age had non significant effect on the Dealings domain*.

The analysis of this table reflected that satisfaction levels of client respondents in the aspects of dealings were found to be non-significantly different between each group (p value above 0.05). *(See Chapter V, Table Number 5.1.4)*

**ANOVA on the basis of Age with the Difficulties Negotiations of women employees : Client perception**

*As per ANOVA test Age had non significant effect on the Difficulties negotiations domain.)*

The analysis of this table reflected that satisfaction levels of client respondents in the aspects of difficulties negotiations were found to be non-significantly different between each group (p value above 0.05). *(See Chapter V, Table Number 5.1.4)*
**Satisfaction levels of the clients with the dealings of the women were found higher than difficulties negotiations domain**

*Hypothesis III (b): More of male clients were satisfied with the working of women employees. (On the basis of (i) Dealings and (ii) Difficulties negotiations).*

**t-statistics on the dealings of the women employees: Client perception**

The satisfaction levels of the clients with the working of the women employees were found to be statistically highly significant in the Dealings domain. *(See Chapter V, Table Number 5.1.3)*

**t-statistics on the difficulties negotiation of the women employees: Client perception**

In the Table 5.1.3 Difficulties negotiations domain the satisfaction levels were not found significant (p-value 134") reflecting no variation in the responses. *(See Chapter V, Table Number 5.1.3)*

*Thus, the hypothesis III (a) (i) stands accepted as can be seen from the t-test results that more of male clients were satisfied with the working of women employees than female. Since non-significance difference was found in the difficulties negotiations domain hence hypothesis III (b) (i) stands rejected.***

*Hypothesis III (c): Higher the educational qualification of clients higher is their satisfaction level regarding working of the women employees. (On the basis of Dealings and Difficulties negotiations).*

**Regression model on the basis of Educational qualifications with the Dealings domain:**

*Client perception*

There existed negative slope between the perception of clients towards the dealings of women employees and their Educational qualification indicating that with the increase in the Educational qualifications the satisfaction levels of the clients with the dealings of women employees will decrease. *(See Chapter V, Table Number 5.1.1)*
Regression model on the basis of Educational qualifications with the Difficulties negotiations: Client perception

There existed positive slope between the variable educational qualifications and the abilities of the women employees to negotiate with difficulties indicating that Educational qualifications of the clients there will be increase in the satisfaction level of the clients. (See Chapter V, Table Number 5.1.2)

Thus, the hypothesis stands accepted.

ANOVA on the basis Dealings

As per the ANOVA test Educational qualification had significant impact on the domain of dealngs. The analysis of this table reflected that satisfaction levels of client respondents in working were found to be significantly different between each group (p value below 0.05).

The satisfaction levels of the clients on the basis of Educational qualification with the working of women employees was found higher in the Dealings domain. (See Chapter V, Table Number 5.1.10)

ANOVA on the basis of Difficulties negotiations

The satisfaction levels of the clients on the basis of Educational qualification with the working of women employees was found higher in the Dealings domain. The analysis of this table reflected that satisfaction levels of client respondents in aspects of difficulty negotiations were found to be significantly different between each group (p value below 0.05). (See Chapter V, Table Number 5.1.5)

Educational qualification had significant effect on the domain of the difficulties negotiations.

Distribution of scores according to Dealings by the women employees: Client perception

- The distribution score reflected that overall 82.0 percent of the client respondents were satisfied with the dealings of the women employees whereas 14.0 percent of the respondents remained undecided. However, it was clear that maximum 82.5 percent of the respondents in the age group (18-28 years) agreed with the statements affirming satisfaction clients with the dealings of women employees interestingly 25.0 percent
respondents in the age group 49-60 years strongly agreed with the statement whereas 25.0 percent respondents in the same group remained undecided. *(See Chapter V, Table Number 5.1.6)*

- Further the distribution of scores reflected that overall 82.0 percent of the client respondents agreed with the statements relating to the dealings of the women employees whereas 14.0 percent of the respondents remained undecided. However, it was clear that maximum 93.1 percent of the male respondents agreed with the statements affirming satisfaction with the dealings of women employees contrary to 77.3 percent of the female respondents whereas 19.9 percent of female respondents remained undecided to the issue. *(See Chapter V, Table Number 5.1.8)*

- The distribution of scores reflected that overall 82.0 percent post graduate of the client respondents were satisfied with the dealings of the women employees whereas 14.0 percent of the respondents remained undecided. However, it was clear that maximum 87.1 percent of the Post graduate respondents agreed with the statements affirming satisfaction of the women employees with the dealings of women employees on contrary 66.3 percent of Graduate respondents were satisfied with the statements however 33.3 percent of Graduate respondents strongly satisfied with the statements. *(See Chapter V, Table Number 5.1.10)*

**Distribution of scores according to the Difficulties negotiations by the women employees: Client perception**

- The distribution of scores reflected that overall 60.5 percent of the client respondents remained undecided signifying in a way their concealed dissatisfaction with the difficulties negotiation of the women employees. However, it was clear that maximum 50.9 percent of the respondents in the age group (18-28 years) remained undecided with the statements affirming their unsure opinion about the women employee’s abilities to negotiate with difficulties on contrary 75.0 percent respondents in the 49-60 years were unsure in high proportion with the difficulties negotiation. *(See Chapter V, Table Number 5.1.7)*

- The distribution of scores reflected that overall 33.5 percent of the client respondents agreed with the statements relating to the apt negotiation of the women employees with difficulties whereas 60.5 percent of the respondents remained undecided. However, it was clear that maximum 61.0 percent of the female client respondents remained undecided with the statement affirming that female clients were not sure
about aptness of the women employees to negotiate with the difficulties. However, 34.5 percent of the male client respondents were satisfied with the difficulties negotiation. *(See Chapter V, Table Number 5.1.9)*

- The distribution of scores reflected that overall 60.5 percent of the client respondents remained undecided with the statements relating to the aptness of women employees to deal with difficulties whereas only 33.5 percent of the respondents agreed were satisfied with the difficulties negotiations. However, it was clear that maximum 71.4 percent of the respondents with Other qualifications were unsure with the statements affirming concealed perception about the aptness of women employees negotiate with difficulties contrary to 66.7 percent graduate respondents who were satisfied with the aptness. *(See Chapter V, Table Number 5.1.11)*

The above mentioned finding have been derived using quantitative method of the research, however, the researcher has made an effort to draw some findings based on the observations, informal interviews and open ended questions raised at the end of each interview schedule (used). *The qualitative analysis of the same has been done below:*

It was found that the women employees rated *job security* and *financial security* as one of the important factor of job satisfaction. The women employees of BSNL were of the view that their *salaries were adequate* enough to support their families and their job gave them *financial independence*. Further, the employees opined that due to their job they were not only *respected by their family members* but by the society as well and that added to their social circle as well. The employees admitted that due to their job their *confidence level* increased since it has given them *economic independence and identity in the society* and also has added routine to their life style. The majority of the women employees expressed that their job gave them *exposure* to meet the cross section of the society people and also chance to *learn new skills* in the organisation. It was also emphasized by the majority of the women employees that there was *not much of stress* in their job as they had *conducive work environment*, and freedom in taking decision. The further stressed that their work profile included *chance to innovate* and utilize the knowledge they have acquired. The women employees were of the opinion that their job and the organisation provided them chance for *professional growth* as well as time for pursuing their hobbies.

However, there were some grey areas according to the women employees which needed attention at different levels. It was openly confessed by the employees that work
culture within BSNL was that of a “Government Office” following rules with rigidity not allowing flexibility of private sector. The administration focuses more on paper policies and paper work than on market research analysis and strategic market strategies. The promotions were often delayed in the organisation and these the promotions were done on seniority basis and no weightage was given to performance. The other demotivating factor was that employees those who ‘work hard’ and those who ‘work hardly’ get the same salary and benefits.

The majority of the women employees referred to lack of ‘team-work’ and ‘trust’ in their working. It was also pointed out that ‘Personal goals and Personal jealousies’ often sidelined the organizational goals. The organization distributed the work not as per the caliber of the employees but on other considerations and at times this distribution was loop sided as some employees were over burdened whereas other had less of allocated work. The work distribution was not as per the qualification of the employees.

The organisations have inadequate housing facilities as the employees have to wait for long to get the official residential accommodation. Further, at times the employees were posted in the areas which were away from their home town or families.

Some of the women employees were not hesitant to express that attaining further education in the organization was not rewarded therefore discouraging the employees from the same. Further, the female employees had no common room to relax in most of the offices of the BSNL, except in BSNL Telephone Exchange, Sector 17, Chandigarh.

There was no mention of any ‘women harassment’ in the BSNL Circle Office and it was further ratified by fact that there was no complaint ever lodged with concerned committee of the organization.

POSITIVE ASPECTS OF JOB EXPERIENCE of women employees

- Job security, financial security
- Busy and scheduled routine
- It increases their social circle
- Active life style, confidence
- Respect from family members
- Less stress (compared to private firms)
- Freedom in work
Positive development, increased social circle.
- Gives opportunity to learn new skills and technologies
- Professionally by getting promotions and personally upgradation of living standards
- Maintained and scheduled life, they have identity of their own.
- Job satisfaction and friendly environment
- Best utilization of studies and look after family.
- Work profile includes lot of creativity and innovation
- Time to pursue hobbies, further studies preparations etc.
- Exposure of each and every plan coming into market, its implications, and also the power to get new lucrative plan in market.
- Routine work, scheduled life, target of life to do something in a day.
- Learn to deal with different people

**DRAWBACKS**

- Employees who work and who donot work get the same pay, it proves to be demotivating.
- Inadequate promotional avenues
- Ignoring of family matters sometimes required, especially during emergence situations
- Lack of time for children and family
- Lack of team trust which at times spoils the environment.
- Employees are more concerned with their personal things and not giving as much as they are being paid.
- Work place is not good. Work load is very high, work distribution is not proper.
- Promotion is on seniority basis not on performance and merit basis. Even policies and rules are not clear.
- Work is not assigned according to caliber
- No importance to further education.

**SUGGESTIONS**

- Give full power to complete a work to the person concerned, so that it can be done in minimum time and less wondering
- Unbiased promotional policies
- Job oriented trainings
- Allot duties based on interests and qualifications
- Promotion on merit basis
- Pay should be work based
- Promotion should be performance based
- Privately recruited staff for customer care centre
- Crèche facilities must be there.
- Periodic training should be given for the schemes.
- Improvement in work culture
- Good marketing should be there.

The investigation of the job satisfaction among the women employees would be a one sided affair if we do not try to examine what the male counterparts think about the working of female employees. Through informal chats and leading questions the opinion of the male employees working in BSNL was drawn and the same has been presented in the discussion below:

Undoubtedly the male employees have shown their overall satisfaction with the working of women employees. Yet some significant observations have been registered. The male employees found the younger women employees more career oriented and self motivated than senior female employees who were more inclined towards their family commitments. The women employees were shy, not ready to take up challenges, not ready to work odd hours, not physically strong enough to take up hard jobs. It has been suggested by the male employees that women employees be positioned in the work sections where interface with customers is involved and they should be given more training from time to time to prepare them to share more of organizational responsibilities.

The ‘so-far-formed image’ of the women employees has been that they were ‘best at handling’ light jobs and some of the male employees expressed that they took job lightly. More of commitment and dedication has been recommended. This image be changed by involving them in challenging jobs and giving them more of decision making responsibilities and also exposing them to modern technologies and field work to give them confidence.
Suggestions culled from Leading questions:

- Not all but some of female employees have to retrained according to organisational needs. Even the generation gap plays an important role as the younger generation is career oriented and as such self motivated whereas the older generation is more inclined towards family and kids responsibilities and pays a little time to organisation that what is actually required.
- Women employees should be given more responsibility but under supervision.
- Female employees need to be imparted training on-customer services, cash management with latest technology updates.
- By implementing NLP (Neuro Logic Programming) program for female employees and conducting self-improvement workshops.
- Needs to motivate female employees to accept and execute challenging job and tasks rather than taking easy and soft jobs. Work should be assigned taking into consideration the potential of individual.
- Women employees should be employed in areas where they can give full output and not in areas where job requires physical work and odd hour jobs.
- If employees want to uplift the BSNL, take it seriously and perform their duties very well inspite of taking their job as a part time job.
- More and more training with latest technology and innovation can do wonders in upliftment of the female participation.
- Being staff members they should be provided certain responsibilities and more healthy environment is required, so that there should be no gender bias and shy feeling as well i.e. “women empowerment”.
- Female employees with good communication skill and services knowledge about different plans and tariff in BSNL should be employed in customer service centre. Sound technical and computer background females should be employed in switch rooms and customer services centre.
- Regular family get together, understanding and discussing the issue with women employees and ensuring them that organisation take care of them.
- BSNL is service provider where 24 hours or odd hours contribution of employees are needed which is not possible with female staff especially where field staff is needed.
- They should have to be punctual and committed to their work. Women need to be mentally strong.
Women employees should be punctual, sincere and good training must be given to them.

Participation of a female employee can be improved only if there is no discrimination based on gender while allotting work if women employees themselves consider themselves equally capable of doing any job, as compared to male employees barring gender constraint.

Young technically/financially qualified trained women force if given chance in BSNL with free hand prove boom/saver to BSNL in future.

More orientation programme, rotational transfers, posting in field units and strict watch on punctuality of women employees.

Generally women employees are good for indoor job, for outdoor jobs women employees are not suitable. Hence female employees in department like BSNL should be restricted.

Change in attitude and mentality. They should not take undue advantage of their gender. They should leave their home task outside office desks.

More training programs oriented towards creating punctuality among them is need of the hour.

Women employees should take full responsibilities to their duties.

All employees should work responsibly and work hard irrespective of being male or female. The older employee should particularly put emphasis on work then time-pass.

Women should be trained enough professionally in order to empower women in India which will certainly reduce corruption in our country. Moreover, it will also help in improving existing dirty political environment in our country.

The female employees should be made aware of their role towards organisation. The female employees should feel secure and confident while on duty. Due care has to be taken to get them involved in their duty and make them feel homely.

Female employees must be deployed on all customer services centers of BSNL by way of engaging the female employees from outside to improve the quality of service in Customer Service Centre of BSNL.

Women employees ideas and creativity should be implemented to enhance the performance and work culture of the organisation.

As girls put discipline in a house in the same way BSNL will be more accountable and responsible towards their customers with greater participation from top to bottom in the chain.
Provide appropriate working position where they can manage their family.

Female employees may be given more opportunity to work in sections linked with customer interaction like Customer Care Centers etc this will certainly improve participation of female employees in BSNL and also improve BSNL as an organisation.

Work should be assigned according to capability of the person.

Their should be rest rooms in each building for women employees.

Women employees should be posted in customer care centres where they will have to sit and work after giving proper training of schemes and behaviour.

More dedication is required in office in office work.

Women employees should be employed in public interface platform for giving full know-how of the organisation.

Women employees should work faithfully, dedicatedly for the organisation.

They should work confidently, should take initiative in order to improve their own condition.

Women employees who are about to promote should be promoted on time, so that they can work.

Young blood should be recruited.

BSNL is the organisation which is giving equal opportunities to male as well as female employees to grow and active participation in all spheres of activities. There is no element of bias prevails in this organisation. Moreover female employees are giving their best without any fear and doubt.

By believing that their involvement will have a great effect, allow them to put their ideas into actions with due support of others.

Female participation can be improved by good behaviour of respect shown to them by male counterparts.

In the field of customer care services to improve attraction of subscribers to BSNL with better advertisement.

Management should treat women equally, unless giving undue advantages. Women employees should also be employed in field work in order to bring confidence in them. Generally, women employees are kept as Personal Assistant to higher authorities, this practice should be stopped and women should be employed in highly technical works.

Improvement in participation of women employees depends on mindset of seniors, colleagues and family members. As in India, it is expected of women to take prime
responsibility of their families and in pursuit of this the office responsibilities somehow get ignored. For this they require proper counseling and also some time management workshops. Apart from this their seniors and colleagues should empathize with them.

- Need training for personality development and also need motivation towards organisation.
- Highly educated and motivated women employees can change scenario. So, education and training are powerful tools to change the atmosphere.
- For proper upliftment of women employees and their respect, safety strict rules should be implemented.
- Women employees in all Government department work quite comfortably. Moreover telecom /IT sector working is comfortable for women employees as well. Traditionally also telecom has been favourite field of women employees as the working environment is good.
- Participation of women requires active involvement as representation of women employees in all policy decisions which have an impact on women employee in particular and BSNL in general. BSNL decision makers should keep this in their mind while making policies and implementation.
- BSNL should be motivated for work culture. As the BSNL is facing tough competition from the private companies.
- Assign them some responsibility work with liability of positive result.

**Clients perception BSNL working of BSNL**

The client of the BSNL has forwarded some suggestions to improve the working of the BSNL in general. The clients wanted and wished for immediate redressal of their complaints and at the same time they wanted that BSNL should shun the formalities which were far more company with the private IT players. The services provided by the BSNL should be client oriented and as per the requirements of the market. There is need to improve the customer care services and also add up to the number of bill payments points. The employees of the BSNL are more in the mould of government employees than being competitive. For the women employees, it has been suggested by the clients that they be posted at customer care centres.
Client’s view regarding improvement in the working of BSNL to improve the working of BSNL:

- The problem of customers should be given importance and the problems of clients should be solved timely.
- Women employees must be posted at customer care centre, as compared to male employees as female employees are more energetic and they work with more patience.
- BSNL must improve in providing cellular service connections, less formality should be there as compared to private cellular service providers.
- Women who are interested, competitive and compassionate about their work should be chosen. Also they should be provided with various perks like maternity leave, leave in case of illness, rents etc so that they can work efficiently and effectively.
- Cellular services should be improved, as it is always out of range.
- Make 3G better and economic for users.
- Employee’s working hours should be improved and they should be clearer about their schemes and schedule so that customers don’t face any problem. They are working for public so public should be treated well.
- More services and schemes needs to be launched considering consumer needs which are at par with the private sector.
- A strong network is needed.
- Customer care services need to be improved. There should be a positive response to all complaints.
- The employees of BSNL are very slow at their work. They don’t interact with people properly.
- More outsourcing for bills payment.

Issues and Challenges

It has been a fact that BSNL has been the third largest wireless telecom operator in the Country (only next to Bharti, Airtel and Reliance communication)\textsuperscript{ii}. However, of late BSNL has been under fire for getting into ‘Red’ (losses). There must be some reasons for this state of affairs which have been analyzed and assessed.

During the present study the researcher has observed and interviewed and inter-acted with different level of officials of the circle and has been to pin point certain issues and challenges faced by the BSNL in general and the Punjab Telecom Circle in particular. Some of the
important raised issues have been discussed in the following pages along with the suggestions.

1. **Over staffing in BSNL / Option for VRS (Voluntary Retirement Scheme):** BSNL has been reported as heavily staffed organization with total staff strength of 2,71,693 employees of all the categories. More than 47 percent of the total income of the company has been spent salary on payments made to BSNL employees. Further, the wage revision in 2009 involved additional expenditure of Rupees 2900 Crores. This heavy expenditure on ‘wages’ has turned the Public Sector Unit (PSU) in red.

   The PSU, of late, has been contemplating to trip its workforce in line with the recommendations of Expert Committees headed by Sam Pitroda, Advisor to Prime Minister of India, and it may resort to Voluntary Retirement Scheme (VRS) and reduce workforce of all categories by nearly one lakh (99,700) employees that means the reduction of the force by one third.

2. **Job satisfaction has no correlation with profitability:** the findings of the study have established that women employees of the BSNL were largely satisfied with their jobs. But the reports of the PSU suggested that ever since 2009 the company has registered net losses which have trickled to about Rupees 6,000 Crores (2010-11). Thus, hinting the point that job satisfaction has no correlation with the profitability as such may be there exist other factors responsible for the losses as well.

   The company must work on the lines where the employees of the PSU are motivated in a way that they raise their performance to yield profits for the company. The company also needs to introduce such telephony services which results in profits.

3. **BSNL ‘Being a Public Company’ is Basic Telephone Service Provider:** BSNL has been known as the PSU for providing Basic telephone services to the Nation without considering the costs. The BSNL has taken adequate measures to sustain its Basic Telephone Services (Landline Connections). The BSNL has not been able to plan and utilize the existing capacity of exchanges because BSNL did not adopt aggressive and dynamic tariff plans to meet the highly competitive market. Further lack of quality in service has been some contributing factors for erosion of customer base and loss of revenue of BSNL.

   It has been recommended that there is need to implement time bound programme by BSNL for increasing its landline subscribers by using aggressive marketing and also
revising its tariff plans. There is need to capture more broadband connections and thereby increase its base of services.

4. Expansion of Rural telephony services on the basis of Subsidy Policy: The Government policy to promote rural telephony and accessibility of telephones in remote and rural areas has led to increase in the rural telephony services. It has been reported by the Audit that systematic deficiencies in planning of projects, utilization of installed capacity and claim of USO (Universal Service Obligation) has led to substantial loss to the BSNL due to the failure of telecom circles to maintain fault free/ functional rural household direct exchange lines and village Public Telephones.

*It has been recommended that there is need of planning the Broadband port capacity requirements in tune with the potential of the village and also devising the effective marketing strategy to utilize the rural exchange to the rural exchange mission to generate revenue and also take advantage of USO subsidy.*

5. Heavy Maintenance Cost and Non realization of Compensation Charges for damage to BSNL/ Cutting the maintenance cost: BSNL has been incurring heavy cost on its landlines and services. The salaries paid to the line staff and the efficiency shown by them in maintaining the services has always been a topic of discussion. Further, BSNL has not realized compensation charges for damages to cables done by outside agencies which also resulted into net losses.

*BSNL must cut its maintenance cost by reducing its technical staff on the lines of private companies who hardly spend on the maintenance of the services and further BSNL must realize, the compensation charges for the damages to optical fiber cable and underground cable by outside agencies.*

6. Excess procurement of materials/ Channelizing the procurement as per the needs: Another grey area which emerged from the reports and after the discussions with the officials has been the excess procurements of cables and excess purchase of GSMFWPS (Global System for Mobile Communication based Fixed Wireless Phones).

*It has been recommended that these inadequacies in planning, procurement and utilization and marketing of BSNL be improved to curb the tendencies of injudicious procurements of materials.*
7. **Continuing the Telecom facilities despite non-payment of dues:** Another reason for BSNL to incur the losses has been the fact that BSNL has failed to disconnect the telecom services for non-payment of dues. It has resulted not only in non realization of dues but also the extra expenditure which has to be incurred on the maintenance of the services to the defaulters.

From that the above discussion, it has emerged that there has been many fund leakages and loopholes in the functioning of BSNL and the Punjab Telecom Circle has not been exception to this rule. Thus, BSNL to be profit making PSU has to be performance oriented while competing with private sector. BSNL needs to revamp itself in the backdrop of changing scenario and following are some of the suggestions which if adhered to can go long way in implying the performance of BSNL and in general and the Punjab Telecom Circle in particular.

1. BSNL needs to come out of the Bureaucratic Jacket.
2. BSNL must adopt Marketing Strategies of Private Competitors.
3. Performance based incentives to its employees can help BSNL to come out of the Red.
4. BSNL must cut down on its employee’s strength by adopting VRS.

The present study can be concluded on the note that women employees Punjab Telecom Circle of BSNL have been found satisfied with their job and the male employees and the clients were also found satisfied with the working of women employees. However, BSNL has not been showing good results in terms of Profits and the provided services due to its government like functioning despite the fact that BSNL has been state owned autonomous company.

The researcher in the end feels that she has contributed an iota in the field of research in the area of Job Satisfaction among women employees in a Public Sector Unit. The researcher would feel proud if future researchers take up the issues which have been knowingly or unknowingly been left out of the study. The researcher hopes that the present piece of research work would invigorate the thought process among the academicians, students and the practicing managers, particularly in the field of Human Resources; in the field of Telecom Sector.
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