ABSTRACT

India is witnessing a change in the gender-mix of employees in the organized sector. There is a need to address the problems that arise due to the clash of women’s perceptions, attitudes and behaviour that female socialization encourages, with male corporate culture and male rules of career development; with the policies and practices of male-led corporations (Pandey and Sastry 1991; Sastry and Pandey 1992). The study is an effort to know and understand the hurdles faced by the female employees at the workplace when compared to their male counterparts. Research objectives are to know the perceived performance evaluation, career growth, reward and punishment among male and female employees in the manufacturing and service sector. The study examines the difference in the self-evaluation and supervisory evaluation of male and female employees. The population for the study includes both male and female in the middle rung of the organization. Both male and female staff level employees of manufacturing and service sector (Hospitals) are considered as the population of the study. The sample size of 300 staff level employees consisting of 150 staff members from manufacturing and 150 from service (Hospital) sector with equal contribution of data from male and female staff members. The supervisory evaluation data collected from 36 immediate superiors of staff members in manufacturing sector and 44 immediate superiors in service sector is treated as another source of data constituting the sample size. The sampling design used for the study is disproportionate stratified Random sampling as there is uneven male and female staff level employment in both the sector. The collected data was analyzed and interpreted with relevant statistical tools. The future of gender studies is relatively strong. The study is largely, a descriptive study that has however, provided interesting insights on existence of gender discrimination in the organizations which affects the socialization and equality.

KEY WORDS

INTRODUCTION

India, like most developing countries, is witnessing a change in the gender-mix of employees in the organized sector. The changing political, economic and psycho-social scenes have given some slow, but steady, impetus to women’s literacy and awareness within the female population. As a result, there is a shift in the labour market in terms of gender-mix, the number of women applicants for jobs are growing steadily, particularly in the middle rung of the organizations. Organizations and their role structures that are hitherto designed by male incumbents, subtly incorporates a somewhat male bias in their normal functions and culture (Sastry and Pandey 1992; Harragan 1977; Henning and Jardim 1977).

There is a need to address the problems that arise due to the clash of women’s perceptions, attitudes and behaviour that female socialization encourages, with male corporate culture and male rules of career development; with the policies and practices of male-led corporations (Pandey and Sastry 1991; Sastry and Pandey 1992). Due to career interruptions and turnover, women are less likely to reach top executive positions. Women, it has been found, are clustered in positions with relatively little power (Hansen 1974; Hill 1980; Wolf and Fligstein 1979). Also, even when promoted, they may not advance, as far or as fast, in the organizational hierarchy as their male counterparts (Stewart and Gudykunst 1982). Women seldom reach top level positions in the organizations (Dexter 1985; Raynolds 1987). Women workers are professed as secondary income earners, and there is greater likelihood of them being segregated into jobs at the low-end of the occupational ladder. This trend continues to hold even in recent labour market experiences. This is mainly because the workplace culture has been created by men and is naturally “masculine” with a language competency and ethos typically favouring men. It is an effort to know and understand the hurdles faced by the female employees at the workplace when compared to their male counterparts. Thus the study attempts to examine the gender differences in certain major areas like performance evaluations, career growth, rewards and punishments in the manufacturing and service sector (Hospitals).

STATEMENT OF THE PROBLEMS

Women are facing a high degree of gender bias when it comes to their career. There is a general perception that women are less capable than men at the work place. It is often a strenuous struggle for a woman not just to prove her mettle but also to make a deserving way to the top. Even though women perform well at various levels, we get to see a very meager percentage of them in top decision making levels. Some of the hindrances that women face in their career when compared to men are considered for research:

- While males and females might perform exactly the same, there could be certain factors in their environment that leads to perceived
differences.

- Male employee’s self-evaluation of performance will be higher than the self-evaluation of their female counterparts.
- Usually there is a delay in the career growth of the female employees as her leadership capabilities are undermined.
- Female employees receive lower rewards than their male counterparts.
- Female employees receive less punishment than their male counterparts.

The study attempts to observe the existence of gender discrimination problems in the manufacturing and service (Hospital) sector and to suggest the means for the organizations to address the gender related problems, which have their roots in the culture and society of the region.

SCOPE OF THE STUDY

- The study helps to observe the areas where the gender discrimination stands dominant.
- The study helps the corporate to understand that the efficiency and capability be judged on the basis of performance and not on the basis of gender.
- The study helps to establish a platform that treats women and men at par with each other.

OBJECTIVES OF THE STUDY

- To know and understand the perceived performance evaluation and career growth among male and female employees in the manufacturing and service sector.
- To find the difference between the self-evaluation and supervisory evaluation of males and females.
- To know and understand the perception of male and female employees on the rewarding system practiced by the organization.
- To understand the preferential differences among male and female employees in considering the attributes supporting the career growth.
- To know the differences in punishments received by the females when compared to their male counterparts.
- Suggestions / Recommendations.

While male and female employees in an organization might perform exactly the same, there could be certain factors in their environment that leads to perceived differences. The study examines the perceived performance of males versus females in the manufacturing and service sector (Hospitals).

RESEARCH METHODOLOGY

RESEARCH

Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. In fact research is an art of scientific investigation. The advanced learner’s dictionary of current English lays down
the meaning of research as a “careful investigation or inquiry especially through search for new facts in any branch of knowledge”. Redman and Mory (1923), defines research as a systematized effort to gain new knowledge”. Some people consider research as a movement from the known to the unknown. It is actually a voyage of discovery. The inquisitiveness is the mother of all knowledge and the method which man employs for obtaining the knowledge of whatever the unknown, can be termed as research.

**Research Design**

The research design used in the study is descriptive by nature. Descriptive research can be either quantitative or qualitative. It involves collection of quantitative information that can be tabulated. Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts and describes the data collection (Glass & Hopkins, 1984).

**Population**

The population for the study consists of members from six manufacturing industries (UMS group of Companies, Sakthi Sugars Ltd., V.R. Foundry, Universal Radiator, Gangothri Textiles, Roots Industries Ltd.) and four hospitals (K.G. Hospital, GKNM Hospital, Coimbatore Arya Vaidya Sala, Ramakrishna Dental Hospital) classified under service sector situated in and around Coimbatore City. The staff level employees including male and female members from the manufacturing sector and the service sector and their immediate superior’s constitute the population for the study. The study attempts to bring out the facts and existence of gender discrimination in the areas like performance evaluation, career growth, rewards and punishments. Hence both male and female employees were included for the study to know the perceptual differences among them in the organization. The data from the male and female staff members of the manufacturing and service sector was collected to observe the prevalence of gender discrimination in these sectors. Similarly the immediate superiors of the staff level employees included in the population were considered to gather the supervisory evaluation data. Thus the male and female staff members of both manufacturing and service sectors along with their immediate superiors are considered as population for the study.

**Sampling Unit**

The sampling unit consists of male and female employees in middle rung of the organization. There were approximately 700 employees in the middle level with a distribution of 451 male employees and 249 female employees in the six manufacturing sector considered for the study. A total of 132 immediate superiors of the staff members also exist in the manufacturing sector.

In the service sector there were around 600 employees in the middle level with a segmentation of 226 male employees
and 374 female employees from four different hospitals in Coimbatore city. The service sector also holds 122 immediate superiors of the staff members. Thus from the total sampling unit, the required samples are considered for the study.

**SAMPLE SIZE**

The sample size consists of 300 staff level (office) employees divided as 150 staff members from manufacturing sector and 150 staff members from service sector. The immediate superiors of the concerned staff members selected for the study were also included for the study to know their perception towards their subordinate’s performance and gender discriminations. Thus 36 superiors from manufacturing sector and 44 superiors from service sector were considered for the research.

**SAMPLING DESIGN**

Keeping in view the problem and the scope of the study, the researcher attempts to observe and understand the gender differences in performance evaluation, career growth, rewards and punishments in both manufacturing and service sector (considering various Hospitals) in Coimbatore City. The first set of samples are collected from the 300 employees at the staff level with equal distribution of males and females from manufacturing and service sector, divided as 150 samples from each sector. The data regarding supervisory evaluations are collected from the immediate superior’s of each staff level employees to know their perception towards their male and female subordinates’ performance. Thus the supervisor’s evaluation data were collected from 36 supervisors in the manufacturing sector and 44 supervisors in the service sector who are the immediate appraisers of the staff members from whom the required data were collected for the study. The sampling design adopted for the study is disproportionate stratified random sampling as the researcher was in need of equal number of male and female respondents at the staff level category in both the sectors. In disproportionate stratified random sample, the populations of sampling units are divided into subgroups or strata, and samples are selected separately from stratum. Crucially the sampling fraction is not the same within all strata: Some are over-sampled relative to others. Disproportionate stratified sampling takes a different proportion from different strata, which is done to ensure minorities are adequately covered.

**METHODS OF DATA COLLECTION**

The primary data was the first hand information’s collected through structured questionnaire and interview schedules. The supportive information’s regarding gender discrimination was collected through books, magazines and websites called secondary data. The period of data collection ranges from July 2009 to August 2010.

**STATISTICAL TOOLS FOR INTERPRETATION**
The relevant statistical tool was compatibly used to test the hypothesis and the results were interpreted. Thus descriptive and inferential statistics were computed with SPSS Package Version 16.

RESULTS AND DISCUSSION

GENDER DISPARITY

According to the superior’s opinion, the gender disparity is predominantly viewed in the manufacturing sector than in the service sector as there exists a prominent opinion difference among male and female superiors.

It is understood that men are more influential in a mixed sex group, they participate more, they are more assertive and are able to spend more time on their job. But women face a great challenge of balancing job and family responsibilities (Lockheed 1985, Wagner & Berger 1977, Wood & Karten 1986, Sangamitra Buddhapriya, 2009).

Thus the gender differences is prominently observed in self-rating, supervisory evaluations, perceived opinion regarding performance evaluation, career growth, rewards and punishments in the manufacturing sector. It is also observed at low level in the service sector (Hospitals).

GENDER DIFFERENCES – PERFORMANCE EVALUATION AND CAREER GROWTH

The hypothesis is tested on the qualities of current job which is stated as “There is no significant difference in perceived opinion among the male and female employees about the positive qualities of the job held by them in the manufacturing and service sector” show difference in the perceived opinion among the male and female staff members while rating certain qualities of their current job. In the manufacture sector, the features like chance to lead, new ideas, career growth, tension free atmosphere, easy targets and good working atmosphere exposes a predominant opinion differences. The female respondents perceived that their job lack these qualities in the manufacturing sector. The qualities like challenges, exhibit excellence and an easy target shows that the opinion of the female staff members mismatches with the opinion of male staff members in the service sector. The observations show higher gender discrimination in manufacturing sector and lower in the service sector as both male and female employees view their job with more positive aspects in the service sector.

The results obtained for the capacity of the employees being fully utilized by the organization in both manufacturing and service sector favours the hypothesis as the calculated chi-square value is less than the table value and it is not significant in both the sectors.

The male and female staff member in the manufacturing sector and service sector exhibits perceptional differences in choosing the factors contributing to the career growth of the employees. The female staff members support the factors that “relationship”, while male
staffs members favour the factors that strengthen are “task” oriented (Mohita Yalamanchi, 2004). The result shows that women emphasise personal relations and men are bothered about task accomplishment. The results of the factor analysis also support the above view, where the female staff members perceived team spirit and friendly atmosphere and male staff members preferred organizational climate and policies and career growth as major factors. Women actually face obstacles in their career progression due to family responsibilities (Rosenthal et al., 1996 and Sanghamitra Buddhapriya, 2009).

**Gender Differences in Self-Rating versus Superior’s Ratings**

The self-evaluation by male and female staff members in assessing their performance and leadership qualities in manufacturing sector exposes a major difference among them in rating. Women have self-rated them low due to their feeling of uncertainty and poor self confidence in their job tasks (Deaux, 1979; Rosenthal, et al, 1996). The female staff members in the service sector have rated themselves better than the female staff members of the manufacturing sector as the service sector gives importance to personal relationship. Women, as a group, described themselves as different from or even opposite to men on presumed requisite management traits (McClelland, 1965).

The superiors have rated male staff members higher than the female respondents in possessing leadership qualities in the manufacturing sector. The superiors have rated male staff members higher in planning and execution qualities and rated female respondents on par with male staff members in other leadership qualities in the service sector. The results of the present study shows prominent gender discrimination in the superior’s evaluation in the manufacturing sector (Mary Connerley and Ross Mecham, 2008).

**Gender Differences in Rewards and Punishments**

In the manufacturing sector, the female staff members have received lesser number of rewards when compared to their male counterparts. The gender differences are observed in the rewarding system practiced in the manufacturing sector. Female staff members are considered more worthy for rewards than male employees, but they are not actually receiving higher rewards at the time of compensation for the same performance (Terborg and Ilgen (1975), whereas in the service sector female staff members are rewarded on par with their male counterparts and the service sector (hospitals) is dominated by female members.

Women are given lesser chance for getting promoted when compared to men in the manufacturing sector. Women face differential treatment in placements and promotions (Cohen and Buncker, 1975). The gender difference is observed in punishment system in
manufacturing sector. Comparatively the male respondents have experienced partiality in the punishment system than the female respondents. The females receive fewer rewards and less punishment than their male counterparts (Rozema and Gray, 1987).

FINDINGS, SUGGESTIONS AND CONCLUSION

GENDER DISPARITY

1. The perception of the immediate superiors of the staff level employees regarding gender disparity is assessed separately as female favouring factors and male favouring factors considering the manufacturing and service sector. The statements favouring female staff members are rated as follows in the service sector.

- “Women are better than men in their interpersonal skills and in handling people”, is rated low by male than the female superiors.
- “Women are at an advantage during performance evaluation in our organization”, is rated low by female superiors.

The factors favouring female employees are rated by the superiors in the manufacturing sectors and the result shows.

- “In our organization nowadays, there exists a good support system for women” is rated low by the female superior’s.
- “Women are generally stereotyped in our organization” is rated low by the male superiors. “Women are at an advantage during performance evaluation in our organization”, is rated low by the female superiors.

2. Similarly the attributes favouring male staff members are rated by their immediate superiors and the results are as follows:

- The statements like, “men are expected to put in longer hours than women in a given work environment in our organization”.
- “Men are better suited than women for jobs which require more analytical skill”.
- “Men are more competent than women in an organization environment” are rated low by the female superiors.
- “Men generally find it difficult to work under lady boss” is rated low by the male superiors in the manufacturing sector.
- Whereas in the service sector, the statements like,
- “Men are expected to put in longer hours than women in a given work environment in our organization”, is rated low by female superiors.
- “Men generally find it difficult to work under lady boss” is rated low by male superiors.

PERFORMANCE EVALUATION AND CAREER GROWTH

The respondent’s opinion regarding their capabilities being fully utilized by their organization exposes that 14.7% of female and 18% of male respondents
agree with it in the manufacturing sector. Similarly 13.3% female and 12.7% male respondents agree that their capabilities are fully utilized by their organization in the service sector.

The tabulation regarding the opinion about the progress made by the respondents in the organization in the manufacturing sector shows that 16% of male and 13.3% of female members are satisfied with it. Whereas in the service sector 30.7% with equal distribution of male and female remained neutral.

The respondents were asked to rate the qualities of their current job. The attributes of the qualities of their current job like chance to lead, develop new ideas, career growth, tension free atmosphere, easy targets and good working atmosphere are rated low by the female employees of the manufacturing sector. The female respondents of the service sector rated the “challenges”, “exhibit excellence” and “easy targets” low when compared to their male counterparts.

The perceived opinion rating for the factors contributing to career growth by male and female respondents in the manufacturing sector differed widely. The male respondents agree with the task oriented factors, while female respondents favoured relationship oriented factors as factors contributing to their career growth. Similar approach was prevailing among the male and female staff members of the service sector.

The results of the factor analysis done to find the choice of the factors contributing to performance evaluation and career growth perceived by the male and female staff members exposed variation in both manufacturing and service sector. The cluster of attributes under organizational climate and policies labeled as factor 1(F1) are perceived as major contributing factor by male respondents. Whereas female staff members perceived team spirit and friendly atmosphere as a prime factor contributing for effective performance evaluation and career growth in the manufacturing sector. In the service sector, male members perceived career growth and equality, while female members opted for Team spirit and friendly atmosphere. Thus it was observed that women succeed through interpersonal relationship bound and men are task-oriented.

**SELF EVALUATION Vs SUPERIOR’S EVALUATION OF PERFORMANCE AND LEADERSHIP TRAITS**

1. The 2 x 2 chi-square test is used as a source to assess the difference among the opinion of the self-evaluation of the staff level employees and their immediate superiors’ evaluation in both manufacturing and service sector. The performance and leadership traits are evaluated. The integrity is self evaluated to be equally good by both male (32%) and female (31.3%) staff members. The superiors also evaluated both their male and female subordinates
equally good in possessing the integrity skill in the manufacturing sector. In the service sector also both male and female staff members self-evaluated them to be equally good in case of integrity skill. Similarly the superiors evaluated both their male and female subordinates equally good in integrity skill.

2. The planning skill is self-evaluated to be good by male staff members and poor by female staff members. Similarly the superiors also evaluated their male subordinate’s superior to the female subordinates in case of planning in the manufacturing sector. In the service sector, both male and female staff members evaluated them to be equally good in planning ability. The superiors evaluated the male subordinates to possess good planning skill than the female subordinates.

3. The male employees self-evaluated their execution skill to be superior to the female employees. The superiors evaluated their male subordinates to possess better execution skill than the female subordinates in the manufacturing sector. In the service sector, both male and female staff members self-evaluated them to be equally good in execution skill. Whereas superiors evaluated male subordinates to be better in execution skill than the female employees.

4. The problem solving and decision making ability is self-evaluated to be equally good by both male and female staff members. The immediate superiors evaluated their male subordinates to be better than female subordinates in their problem solving and decision making skills in the manufacturing sector. In the service sector, male employees evaluated themselves better than the female employees in possessing problem-solving and decision making skill. Their immediate superiors evaluated both the male and female equally good in problem-solving and decision making skill.

5. The self-perception of the employees and the perception of their immediate superiors about the innovative skill of the employees evaluate male staff member’s superior to the female staff members in the manufacturing sector. In the service sector, the male staff members perceive themselves as holding better innovative skills than the female staff members. But their immediate superiors evaluated both male and female staff members to possess good innovative skill.

6. In the manufacturing sector, the male staff members self-evaluated them to hold better team building efficiency than the female employees. The immediate superiors also evaluate their male subordinates ahead of the female subordinates in the manufacturing sector. In the service sector, the female staff members self-evaluated them inferior to the male employees. Whereas their immediate superiors evaluate male and female subordinates equally
good in their team building skill.

7. The ability of the employees to communicate effectively is self-evaluated and also evaluated by their immediate superiors as male staff members stand ahead of the female staff members in the manufacturing sector. In the service sector the self-evaluation and evaluation by their immediate superior’s shows that both male and female staff members stands equally good in possessing effective communication skill.

8. The leadership qualities of the employees are assessed through self-evaluation by the staff members and the evaluation by their immediate superiors which expose men to hold superiority over women in the manufacturing sector. Whereas in the service sector both male and female staff members are equally good in their leadership qualities based on the self evaluation and evaluation by their immediate superiors.

9. The interpersonal sensitivity is self-evaluated by the male and female staff members of both manufacturing and service sector as male staff members are placed ahead than the female staff members. Their immediate superiors of both the sectors evaluate their male and female subordinates equally good at interpersonal sensitivity skills.

10. The male and female staff member of the manufacturing sector self-evaluates them to possess equally good continuous learning ability. Their immediate superior evaluates their male subordinates as superior to the female subordinates in this particular quality. The self-evaluation exposes inequality among male and female respondents, as male staff members rated themselves higher than their female counterparts, whereas superior’s evaluation shows equality, as they felt that their subordinates have good continuous learning ability in the service sector.

REWARDING AND PUNISHMENT SYSTEM

1. The number of times the respondents have been rewarded for their best performance by their organization shows that 12.7% of female staff members remain unrewarded when compared to male (6%) staff members. 8.7% of male employees and 4% of female employees are found to be rewarded more than 10 times in the manufacturing sector. In the service sector 13.3% of male respondents and 8.7% of female respondents remain unrewarded.

2. It is observed that the rewards received by the respondents are rated as extremely good by 10.7% of male employees and 6.7% of female employees. Whereas 5.3% of male respondents and 14% of female respondents rated the rewards as poor in the manufacturing sector. In the service sector 13.3% of male and 10% of female respondents rated it as poor.

3. In the manufacturing sector 5.3% of male and 12% of female
respondents disagree with the statement of rewarding system being impartial and common for all in the organization. In the service sector 8.7% of male and 10% of female disagree with it.

4. The respondents’ opinion regarding their promotion on time and their satisfaction with the responsibility and power assigned to them by the organization is gathered. The result shows 18% of male and 7.3% of female respondents agree with it in the manufacturing sector. In the service sector 14.7% of male and 14% of female respondents agree with it.

5. The opinion of the respondents regarding their experience in showing partially in the punishment action taken by the management against the employees who commit mistakes is shared. It is observed that 6.7% of male and 15.3% of female disagree with it in the manufacturing sector. The service sector shows 14% of male and 8.7% female disagree with the statement.

6. The respondents based on their opinion about the rewarding system practiced in their organization shows that 16.7% male and 18.7% of female remain neutral in the manufacturing sector. In the service sector 12.7% of male and 13.3% of female totaling to 26% expressed their dissatisfaction.

7. The respondents were asked about the kinds of rewards they received from their organization for their best performance. The manufacturing sector reported that the female respondents received less monetary rewards and additional responsibilities. When compared to men more women were found unrewarded in the manufacturing sector. Similarly in the service sector women received less monetary rewards and they were also found unrewarded when compared to men.

8. The opinion regarding the punishment system existing among male and female respondents in the manufacturing sector shows that 18.6% female respondents rated for system as good and 18% of male respondents rated it as poor. While in the service sector 13.3% female respondents rated the punishment system as good and 13.3% male respondents rated it as poor. The opinion regarding the punishments system exposes a wider difference among male and female respondents in manufacturing but a narrow difference in the service sector.

SUGGESTIONS

There should be a strong corporate involvement in handling the constraints faced by women employees. Dealing with these constraints requires changes in the corporate policy of personnel practices. The personnel policy should bring in significant changes that are family friendly and can have a positive impact on selection, training and career development for all employees based on equality and social justice, thereby contributing to the overall climate and culture of the organization.
INDIVIDUAL LEVEL

Women should not fall victim to social conditioning, they should apply for a variety of jobs and avoid the stereotypic feminine jobs and specializations. Women should ensure their participation in wide variety of training programmes, which in turn can bring an aggressive change in policy and also help them to locate their area of contribution. They should know to fit themselves into the organization productively and share their views on various organizational practices like performance appraisal, career planning, rewarding system etc. women should take measures to build social networks, to gain information to exhibit better performance and to get recognition for their competencies in the organization.

A similar suggestion was also given by Sastry N and Pandey S (1994) in their work on integrating women into corporate structure. Experienced women should actively involve themselves as mentors to other young women employees and inculcate psychological preparedness to bear the overload as they play multiple roles. This in turn helps them to practice work life balance and effectively manage their home and gain job satisfaction.

DEPARTMENTAL LEVEL

Managers should be firm against the gender bias while identifying human resource requirements and selecting candidates for the department. The managers should be encouraged to be alert and keep a check on discrimination. They should enforce a strict negative reinforcement to those who express discriminatory behaviour. The managers need to extend their support to meet family needs and influence the career growth of the employees by enhancing the departmental resources. Socialization of women in the organization can be ensured by involving women in all staff development programmes and seeking their opinion at various situations.

ORGANIZATIONAL LEVEL

The organizations should develop policies that create a women-friendly work environment. They need to establish training programmes for women, such as mentorship, career guidance and leadership development. They can promote awareness initiatives that highlight the value of women managers. They need to elicit input from women employees regarding policies, promotion and performance review processes. The suggestion was shared earlier by Budhwar P.S and Bhatnagar J (2005) in their work on women in management in the new economic environment. The organizations need to hold a true commitment to hire and promote women and include women in the annual business strategy.

NATIONAL LEVEL

The Nation should adopt certain broad-based strategies. The Nation should felicitate the outstanding women in various disciplines by arranging annual award functions. The national level meets headed by various women role
Examining The Gender Differences In Performance Evaluation Career Growth Rewards And Punishments In Manufacturing And Service Sector
– Mrs. S. Sujatha and Dr. P. T. Saleendran

models who have achieved in different fields should be conducted to encourage women’s participation. Legislation which could reinforce organizations to make policies that are family-friendly could be considered. The nation should take efforts to develop a healthy future labour market by providing solutions for employees in child rearing, parental leave etc merely by considering it as a social responsibility rather than a pure family affair, which was also suggested by Gupta and Koshal R.K. (2006) in their research.

CONCLUSION

The battle often in organization is not on what are the differences are or similarities between men and women but on how to retain women employees despite differences or no differences. The study attempted to explain the perceptional difference among men and women in various areas like performance evaluation, career growth, self-ratings, supervisory evaluation, rewards and punishments, which in turn helps the manufacturing sector and service sector (hospitals) to understand the existence of gender discrimination that affects the organizations, policies and practices, as well as the performance of women and men. Women are discriminated at various levels.

The work place culture has been created by men and is naturally “masculine” with a language competency and ethos typically favouring men. Most of the organizations and institutions are embedded in culture, ideologies, practices and social norms in which women have so far been assigned a lower status (Sujatha, 2011). From the study it is observed that the discrimination is dominant in the manufacturing sector and comparatively low in the service sector (Hospitals).

The study also revealed that women employees have feelings of uncertainty and poor self-confidence in some job tasks which is clearly evident from their self-rating, where they are rated to be good by their superiors in certain qualities. The superiors can help the women employees to understand their natural talents and skill sets for companies to know where the gender differences do exist and its implications in organizational roles which in turn help the organizations to take appropriate actions to deal with the differences. In a general sense, organizations can see improvements in performance by doing a better job of training even the superiors to deal with a diverse work force.

The future of gender studies is relatively strong. The study could be conducted to understand the readiness of the organizations to use women as resources. A real time assessment of particular needs and status of women employees could be done. The study could be further extended to assess organizational policies to detect discrimination in recruitment, placement, and promotion and performance evaluation. The present study is largely, a descriptive study that has however, provided interesting
insights on existence of gender discrimination in the organizations which affects the socialization and equality. Thus it is essential to make professional competence a salient characteristic of work-related transactions to reduce interference of gender.

SCOPE FOR FUTURE RESEARCH

The present study is an observational study to examine gender differences in performance evaluation, career growth, rewards and punishments in manufacturing sector and service (Hospital) sector. The research stood as a base to understand the existence of gender discrimination at a higher level in the manufacturing sector and comparatively at a lower level in the service (Hospital) sector.

The area of the study leads to further research on gender role stereotyping and its relationship to organizational roles. The study could be conducted to understand the readiness of the organizations to use women as resources. A real time assessment of particular needs and status of women employees could be done. The study could be further extended to assess organizational policies to detect discrimination in recruitment, placement, promotion, performance evaluation etc.

This is largely, a descriptive study that has however, provided interesting insights on existence of gender discrimination in the organizations which affect the socialization and equality. Thus it is essential to make professional competence a salient characteristic of work-related transactions to reduce interference of gender.

BIBLIOGRAPHY


Examing The Gender Differences In Performance Evaluation Career Growth Rewards And Punishments In Manufacturing And Service Sector

– Mrs. S. Sujatha and Dr. P. T. Saleendran

Vol. 65, issue. 6; pp. 65-80.


(Sepember): 485-491.