

**“A STUDY ON WORKPLACE CHALLENGES OF WOMEN  
EMPLOYEES A SPECIAL REFERNCE TO OUSHADHI  
PHARMACEUTICAL CORPORATION (IM) KERALA LTD,  
KUTTANELLUR, THRISSUR”**

**Project Report**

Submitted in partial fulfilment of the requirements

For the award of the degree of

**MASTER OF BUSINESS ADMINISTRATION**



University of Calicut

By

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**YPAWMBA005**

IV Semester MBA

Under the guidance of

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## DECLARATION

I **ALEENA BABU** hereby declare that the project report entitled “**A STUDY ON WORKPLACE CHALLENGES OF WOMEN EMPLOYEES A SPECIAL REFERENCE TO OUSHADHI PHARMACEUTICAL CORPORATION (IM) KERALA LTD, KUTTANELLUR, THRISSUR**” has been prepared by me and submitted to the University of Calicut in partial fulfilment of requirement for the award of **Master of Business Administration**, is a record of research of original work done by me under the supervision of Dr. Sabu Varghese Associate Professor of Naipunnya Business School, Pongam, Koratty East, Thrissur.

I also declare that the project work has not been submitted by me fully or partly for the award of any Degree, Diploma, Title or recognition before any authority.

Place: Koratty East, Thrissur

ALEENA BABU

Date:

YPAWMBA005

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Place: Koratty East, Thrissur

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**CHAPTER I**  
**INTRODUCTION**

## 1.1 INTRODUCTION

The worldwide labour force is going through a critical change, with ladies progressively becoming the dominant focal point. Women play a crucial role in the pharmaceutical industry's success in India, which is one of the primary drivers of economic expansion. The prominent player in this sector, Oushadhi Pharmaceutical Corporation, is no exception. Notwithstanding, in spite of their developing presence, ladies' labourers frequently face remarkable difficulties in the work environment. This study means to reveal insight into these difficulties, explicitly inside Oushadhi Drug Corporation. The Indian labour force is seeing a wonderful ascent in female cooperation. The World Bank estimates that India's female labour force participation rate will reach 25.9 percent in 2021, indicating a positive trend. The drug area, specifically, offers various open doors for ladies because of its attention on science, exploration, and medical care. Ladies bring important abilities, various viewpoints, and a solid hard-working attitude to the drug business. Their commitments range from innovative work to assembling, quality control, and promoting. Oushadhi Drug Partnership, a main name in the Indian drug industry, utilizes a critical number of ladies labourers across different divisions. These ladies contribute tremendously to the enterprise's prosperity. Notwithstanding, it is fundamental to recognize that they could experience moves well defined for their orientation in the work environment. While ladies assume a significant part in the labour force, they frequently face difficulties that block their expert development and prosperity. These difficulties can be comprehensively ordered into: Orientation Generalizations and Inclination: Customary orientation jobs and oblivious predisposition can restrict open doors for ladies. They might be portrayed in a negative light as being less skilled or less dedicated to their careers than their male counterparts. This can prompt them being ignored for advancements, preparing valuable open doors, or testing tasks. Balance between fun and serious activities: Adjusting work and individual life can be really difficult for ladies' labourers, particularly those with childcare obligations. This problem may be made even worse by the demanding nature of the pharmaceutical industry, which requires shift work and long hours. Inappropriate behaviour: Lewd behaviour, both verbal and physical, can establish a threatening workplace for ladies. It can influence their resolve, efficiency, and generally speaking prosperity. Absence of Emotionally supportive networks: The shortfall of sufficient



childcare offices, adaptable work game plans, or mentorship projects can upset ladies' profession movement. Moreover, an absence of help from partners or bosses can make it hard for them to explore working environment challenges. Glass Ceiling: The concept of the "glass ceiling" refers to the obfuscated barrier that prevents women from rising to positions of authority. Notwithstanding their capabilities and experience, ladies could end up disregarded for senior administration jobs. This study will dive into the particular work environment challenges looked by ladies' labourers at Oushadhi Drug Organization. It means to acquire a complete comprehension of the issues they experience in different divisions, across various age gatherings. By understanding these difficulties, the review can prepare for creating arrangements that make a fairer and steadier workplace for ladies at Oushadhi. This exploration is supposed to yield important experiences into the difficulties looked by ladies' labourers at Oushadhi Drug Organization. It will Recognize the particular difficulties ladies' labourers experience in various departments. Analyse how these difficulties shift in light old enough differences. Propose down to earth answers for address these difficulties and make a more comprehensive working environment for ladies. Developing targeted interventions to support women workers and empower them to reach their full potential. Creating a work environment that fosters diversity, inclusion, and respect for all employees. These are some of the ways in which Oushadhi Pharmaceutical Corporation can benefit from the findings of this study.

## **1.2 STATEMENT OF THE PROBLEM**

Women employees at Oushadhi pharmaceutical corporation have been working on their job, but the corporation tries to find out whether the women's get facing any Physical, psychological and infrastructure challenges that impacts their professional growth. These problems could cause an uneven work environment by varying the difficulty in various departments. In addition, women of different age groups may experience similar issues to varying the level of difficulty.

The study is to understand these disparities which are crucial for fostering a supportive and inclusive workplace. This study aims to identify and analyses the specific challenges faced by women workers, providing actionable insights and recommendations to the management for enhancing their work experience.

### **1.3 OBJECTIVE OF THE STUDY**

The study attempts to address the following key research objectives:

1. To determine the types of problems faced by women workers in Oushadhi Pharmaceutical corporation.
2. To assess whether there is a significant difference in the degree of challenges faced by working women across different departments.
3. To determine whether there is a significant difference in the severity of problems faced by working women across different age groups.
4. To provide the management with suggestions.

### **1.4 SCOPE OF THE STUDY**

The working difficulties that female employees of Oushadhi Pharmaceutical Corporation confront are examined in this study. It attempts to provide a thorough picture of these workers' experiences by identifying the kinds and severity of issues they face. The study will centre on:

Types and Scope of challenges: Determining the frequency and effects of particular problems, such as obstacles to career progression, work-life balance challenges, and gender discrimination, on female employees. Departmental Challenges: Analysing the differences in challenges among several departments, such as administration, research and development, quality control, and manufacturing, in order to identify problems and trends unique to those departments. Age-Based Analysis: Examining how issues vary between age groups, taking into account variables such as health, family responsibilities, and professional status, to ascertain whether younger or older women encounter more substantial challenges. Employee Suggestions: Collecting opinions and suggestions from female employee's members for ways that management might enhance workplace procedures and policies to better assist them.

In order to assure relevance, the study will employ a mixed-methods approach that includes focus groups and surveys. The objective is to offer practical insights and suggestions to promote an egalitarian and encouraging work environment at Oushadhi.

## **Purpose of the study**

The primary purpose of this study is to determine workplace challenges of women employees. Specifically, the study aims to identify types of problem faced by women workers and challenges across the departments and age categories. By doing so, the study seeks to provide actionable insights for management to implement better working environment for women workers that enhance women employee well-being and contribute to organizational success.

## **Hypothesis**

This study proposes the following hypothesis:

- Null Hypothesis (H01): There is no significant difference in the degree of challenges faced by working women across different departments.

Alternative Hypothesis (Ha1): There is a significant difference in the degree of challenges faced by working women across different departments.

- Null Hypothesis (H02): There is no significant difference in the severity or frequency of problems faced by working women across different age groups.

Alternative Hypothesis (Ha2): There is a significant difference in the severity of problems faced by working women across different age groups

## **1.5 RESEARCH METHODOLOGY**

The art of scientific inquiry is research. It is a typical method of doing research. In research, issues are defined and solutions are found, hypotheses are developed or suggested solutions are found, data is collected, organized, and evaluated, conclusions are reduced and read, and finally, the conclusion is rigorously tested. This indicates that the technique addresses the study's goal, how the research problem is defined, what kind of hypothesis is developed, how data is collected, how data is analysed, etc. in order to solve the research problem methodically. The purpose of the study is to examine the workplace difficulties that Oushadhi Pharmaceutical Corporation's female employees encounter, with an emphasis on how these difficulties differ throughout departments and age groups.

The study will utilize a mixed-methods approach, integrating both qualitative and quantitative techniques to provide a full understanding of the many issues encountered by female employees at Oushadhi Pharmaceutical Corporation.

### **1.5.1 Research design**

Research design is a structured framework that outlines the methods and procedures for collecting and analysing data to address specific research questions or hypotheses. It ensures the study is methodically planned and executed to achieve valid and reliable results (Kothari, (2004)).

This study employs a descriptive research design to systematically investigate the workplace challenges faced by women employees at Oushadhi Pharmaceutical Corporation. The focus is on gathering detailed information about the nature and extent of problems across various departments and age groups. A simple random sampling method will be used to select participants, ensuring each female employee has an equal chance of being included in the study. Data will be collected through structured questionnaires and interviews to obtain comprehensive insights. The findings will be analysed to identify patterns and significant differences in the challenges faced, providing the basis for informed recommendations to the management.

### **1.5.2 Population of the study**

Population refers to the entire group of individuals about whom the research is concerned and from which a sample is drawn. It encompasses all elements that meet certain criteria for inclusion in a study (Kumar, (2020)).

The population for this study comprises of all 200 non-administrative employees of the Oushadhi Pharmaceutical Corporation (IM) Kerala LTD, Kuttanellur, Thrissur. This population includes various departments (Administration, Marketing, Packing section, Thailam section, Kashaya Chooranam). By focusing on non-administrative employees, the study aims to identify types of problem faced by women employees and challenges across the departments and age categories. This population is diverse in terms of roles and departments, providing a comprehensive overview of workplace challenges of Oushadhi Pharmaceutical Corporation. Understanding the challenges of this specific women employee's group essential to provide actionable insights for management to

implement better working environment for women workers that enhance women employee well-being and contribute to organizational success.

### **1.5.3 Sample frame**

A sample frame refers to the list or source from which the sample units are named. The sample frame serves as a reference or sample frame from which the experimenter can draw a representative sample. The quality and acceptability of the sample frame are vital for the validity and generalizability of exploration findings. Sample frame contains the women employees of the Oushadhi Pharmaceutical Corporation (IM) Kerala LTD, Kuttanellur, Thrissur.

### **1.5.4 Sampling plan**

The primary data is collected through sampling method. It is a probability sampling method in which the interviewers will decide the choice of sampling.

### **1.5.5 Sampling technique**

“A sampling technique is a method used to select a subset of individuals or units from a larger population for the purpose of making inferences about the entire population” (Kothari, 2004).

Sampling techniques are used in research to efficiently gather data from a representative group, without needing to study the entire population. These techniques are essential for practical and logistical reasons, ensuring that the sample accurately reflects the characteristics of the population. Sampling methods are generally divided into probability and non-probability sampling:

1. **Probability Sampling:** Each member of the population has a known, non-zero chance of being selected. This category includes techniques: Simple Random Sampling, Stratified Sampling, Cluster Sampling, Systematic Sampling.
2. **Non-Probability Sampling:** Not every member has a chance of being included, which can lead to bias. Techniques include: Convenience Sampling, Judgmental Sampling, Quota Sampling, Snowball Sampling

The researcher used a random sampling method to ensure unbiased selection and valid conclusions. The process involved using a random number generator, either an online tool or software, to generate random numbers within the range of the sample frame's unique identifiers. This sampling frame included a list of every potential component of the population eligible for selection. For instance, if the ideal sample size was determined to be 120, the random number generator produced numbers like 25, 105, 210, etc. These numbers corresponded to the identifiers within the sampling frame. Each generated number was matched to the identifiers of individuals in the sampling frame, and those individuals were chosen for the sample. This process continued until the target sample size of 120 was reached. By employing this random sampling method within the context of cluster sampling, the study minimized bias. This approach ensured that every member of the population had an equal chance of being selected, enabling the researchers to draw valid conclusions and generalize about the entire population based on the observed characteristics in the sample.

#### **1.5.6 Sample size**

Out of population of 200 women employees, 132 respondents were selected by using random sampling method.

#### **1.5.7 Source of data**

##### **Primary data**

Primary data is data collected directly from original sources for the specific purpose of the research project. In this study, primary data will be collected through surveys and interviews with employees. Primary data is original information collected directly by the researcher for a specific research purpose. This data is gathered firsthand, ensuring that it is current, relevant, and tailored to the research objectives. Primary data collection methods include surveys, interviews, observations. For example, a company might conduct a survey to understand employee satisfaction or perform interviews to gain insights into customer preferences. The primary advantage of primary data is its specificity to the research question, allowing for a deeper and more accurate understanding of the subject matter. However, it can be time-consuming and costly to collect, requiring careful planning and resource allocation.

## **Secondary Data**

Secondary data is data that has already been collected and published by other sources. This data can provide background information and support the primary research. Secondary data refers to information that has already been collected, processed, and published by others. This data is typically gathered from sources such as academic journals, government reports, industry analyses, and online databases. Researchers use secondary data to gain background information, identify trends, or compare results with primary data. For instance, a researcher studying market trends might use industry reports and previous studies to inform their analysis. The main benefits of secondary data are its availability and cost-effectiveness, as it requires less time and resources to obtain. However, it may not be perfectly aligned with the specific needs of the current research, and its accuracy and relevance can vary depending on the source.

### **1.5.8 Data collection tools**

Researchers employed primary data collection method to obtain original data straight from the source. The core data for this study were gathered via a questionnaire. These instruments are intended to gather precise, direct data pertinent to the study's goals.

#### **Primary Data Collection Tools**

→ Questionnaire: Primary data was collected using a questionnaire, which served as the primary data collection tool in my study. A well-structured questionnaire was designed to gather detailed and relevant information from employees; via phone, or online about their experiences related to workplace challenges. The questionnaire includes a closed-ended questions to capture quantitative data. The closed-ended questions utilized various formats such as multiple-choice, Likert scale responses to ensure the ease of analysis and to quantify the respondents' views and experiences. The questionnaire was distributed to a carefully selected sample of 132 respondents, ensuring a diverse representation of challenges faced by women employees at workplace. This approach facilitated the collection of comprehensive data, reflecting a wide range of perspectives. The data obtained through this method was instrumental in understanding the types and severity of challenges across the department and age groups. The structured format of the questionnaire ensured that the data was

collected in a systematic manner, allowing for accurate analysis and meaningful interpretation of the findings.

### **1.5.9 Period of the study**

The period of the study was a total of 56 days starting from 1<sup>st</sup> April 2024 to 26<sup>th</sup> May 2024

### **1.5.10 Nature of the study**

The nature of the study was descriptive research study. Descriptive research is a theory-based research method, describing the primary subject matter. This type of research includes data collection methods like observation, case study questionnaire and survey to derive the result.

## **1.6 LIMITATIONS OF THE STUDY**

- **Social Desirability Bias:** Participants might be hesitant to disclose their true experiences during surveys or interviews due to social desirability bias.
- **Limited Scope:** The study focuses on Oushadhi Pharmaceutical Corporation, and the findings may not be directly applicable to other workplaces in the pharmaceutical sector.
- **Time Constraints:** The study may be conducted over a limited period, which might not capture the evolving nature of workplace challenges and the long-term effects of implemented safety measures. Short-term studies may miss important trends and changes over time.

## **1.7 INDUSTRY PROFILE**

### **1.7.1 Introduction to the industry**

Ayurveda is a complete or holistic system that integrates that mind, body and spirit. For a few centuries, the tradition of Ayurveda was dimmed due to the natural and human calamities and also by the invasion of foreign cultures into India. The sacred texts were either destroyed or stolen. However, there were many 'Vaidya's' or doctors in India who managed to preserve some of the knowledge available in these Holy Scriptures. Divine plants that sustain long life and good health are now being rediscovered. Many



renowned families of Vaidya's, who are specialized in certain branches of Ayurveda, have started functioning again in India. Today there is a revival of the ancient culture and traditions inherent to Ayurveda, which is a true gift of the ancient civilization to the modern world. (Underwood, E., & Rhodes, A. (2008). *Overview of Ayurveda and its resurgence. Journal of Traditional Medicine*)

### **1.7.2 History of the industry**

One view of the early history of ayurveda asserts that around 1500 BC, ayurveda's fundamental and applied principles got organized and enunciated. In this historical construction, ayurveda traces its origins to the Vedas, Atharvaveda in particular, and is connected to Hindu religion. Atharvaveda (one of the four most ancient books of Indian knowledge, wisdom and culture) contains 114 hymns or formulations for the treatment of diseases. Ayurveda originated in and developed from these hymns. In this sense, ayurveda is considered by some to have divine origin. Indian medicine has a long history, and is one of the oldest organized systems of medicine. Its earliest concepts are set out in the sacred writings called the Vedas, especially in the metrical passages of the Atharvaveda, which may possibly date as far back as the 2nd millennium BC. According to a later writer, the system of medicine was received by Dhanvantari from Brahma, and Dhanvantari was deified as the god of medicine. In later times his status was gradually reduced, until he was credited with having been an earthly king named Divodasa.

Cataract in human eye magnified view seen on examination with a slit lamp. Cataract surgery was known to the physician Sushruta in the early centuries of the first millennium AD, and was performed with a special tool called the Jaba Mukhi salaka, a curved needle used to loosen the obstructing phlegm and push it out of the field of vision. The eye would later be soaked with warm butter and then bandaged underwood & Rhodes (2008) hold that this early phase of traditional Indian medicine identified fever (takman), cough. Consumption, diarrhen, dropsy, abscesses, seizures, tumo -urs and skin diseases (including leprosy)". Treatment of complex ailments, including angina pectoris, diabetes, hypertension and stones also ensued during this period. Plastic surgery couching (a form of cataract surgery), puncturing to release fluids in the abdomen, extraction of foreign elements, treatment of anal fistulas, treating fractures, amputations cesarean sections and stitching of wounds were known. The use

of herbs and surgical instruments became widespread. The Charaka Samhita text is arguably the principal classic reference. It gives emphasis to the triune nature of each person body care, mental regulation and spiritual/ consciousness refinement.

Other early works of ayurveda include the Charaka Samhita, attributed to charaka. The earliest surviving excavated written material which contains references to the works of Sushruta is the Bower Manuscript, dated to the 6th century AD. The Bower manuscript is of special interest to historians due to the presence of Indian medicine and its concepts in Central Asia, Vagbhata, the son of a senior doctor by the name of Simhagupta, also compiled his works on traditional medicine. Early ayurveda had a school of physicians and a school of surgeons. Tradition holds that the text Agnivesh tantra, written by the sage Agnivesh, a student of the sage Bharadwaja, influenced the writings of ayurveda.

The Chinese pilgrim Fa Hsien(ca.337-422AD) wrote about the health care system of the Gupta empire (320-550) and described the institutional approach of Indian medicine; also visible in the works of Charaka, who mentions a clinic and how should be equipped. Madhava (fl.700), sarngadhara(fl.1300) and Bhavamisra(fl.1500) compiled works on Indian medicine. The medical works of both lowssushruta and charaka were translated into the Arabic language during the Abbasid Caliphate(ca.750). These Arabic works made their way into Europe via Italy. The Branca family of sicily and Gaspare Tagliacozzi (Bologna) became familiar with the techniques of sushruta.

British physicians travelled to India to see rhinoplasties being performed by native methods Reports on Indian rhinoplasty were published in the Gentleman's Magazine in 1794. Joseph Constantine carpue spent 20 years in India studying local plastic surgery methods. Carpue was able to perform the first major surgery in the western world in 1815.Instruments described in the Sushruta Samhita were further modified in the western world. (*Sharma, R. (2005). Historical origins of Ayurveda. Ancient Medicine Journal*)

### **1.7.3 Present status of the industry**

Today Ayurveda has gained an immense popularity not only in India but all over the world. Ayurveda is a science that works in a complete harmony with nature. Ayurvedic treatments are quite inexpensive than other modern medicinal treatments. In 1970, Indian Medical Central Council Act was passed to standardize qualifications for

Ayurveda and provide accredited institutions for its study and research. Today, more than a hundred colleges around the country offer degree programs in traditional ayurvedic medicine.

The state-sponsored Central Council for Research in ayurveda and Siddha (CCRAS) is the primary institutions for traditional medicine in India and has conducted studies on ayurvedic elixirs, ingredients and results. Within India, such traditional, over-the-counter remedies remain the most popular, accounting for almost 70% of medicinal products sold in the country, with 30% being prescription drugs. The herbal and ayurvedic market in India is predicted to continue to grow at a rate of 12 to 15% per year. (*Ministry of Health and Family Welfare, Government of India. (2021). Current status of Ayurveda in India.*)

#### **1.7.4 India**

According to some sources up to 80% of people in India used to use some form of traditional medicines, a category which includes Ayurveda.

In 1970, the Indian Medical Council Act which aims to standardize qualifications for ayurveda and provide accredited institutions for its study and research was passed by the parliament of India. In India, over 100 colleges offer degrees in traditional ayurvedic medicine. The Indian government supports research and teaching in ayurveda through many channels at both the national and state levels, and helps institutionalize traditional medicine so that it can be studied in major towns and cities. The state-sponsored Central Council for Research in ayurvedic medicines (CCRAS) has been set up to research the subject. To fight biopiracy and unethical patents, the Government of India, in 2001, set up the traditional knowledge digital library as repository 1200 formulations of various systems of Indian medicine, such as ayurveda, Unani and Siddha. The library also has 50 traditional ayurveda books digitized and available online.

Central Council of Indian Medicine (CCIM) a statutory body established in 1971, under Department of ayurveda, yoga and Naturopathy, Unani, Siddha and Homoeopathy (AYUSH), Ministry of Health and family Welfare, Government of India, ministers higher in ayurveda. Many clinics in urban and rural areas are run by professionals who qualify from these institutes. (*Central Council of Indian Medicine. (2020). Ayurvedic education and practices in India. Ayurveda Today*)

### **1.7.5 Sri Lanka**

The Sri Lankan tradition of ayurveda is very similar to the Indian tradition. Practitioners of ayurveda in Sri Lanka refer to texts on the subject written in Sanskrit, which are common to both countries. However, they do differ in some aspects, particularly in the herbs used.

The Sri Lankan government has established a Ministry of Indigenous Medicine (established in 1980) to revive and regulate the practice within the country. The Institute of Indigenous Medicine (affiliated to the University of Colombo) currently offers undergraduate, postgraduate and MD degrees in the practice of ayurveda medicine and surgery and similar degrees in unani medicine.

There are currently 62 ayurvedic hospitals and 208 central dispensaries in the public system, and they served almost 3 million people (approximately 11% of Sri Lanka's total population) in 2010. In total there are currently approximately 20,000 registered practitioners of ayurveda in the country. Many Sri Lankan hotels and resorts offer ayurveda themed packages, where guests are treated to a wide array of ayurveda treatments during their stay. (*Ministry of Indigenous Medicine, Sri Lanka. (2018)*)

### **1.7.6 Outside south Asia**

Due to different laws and medical regulations in the rest of the world, the unregulated practice and commercialization of ayurvedic medicine has ethical and legal issues; in some cases, this damages the reputation of Ayurvedic outside India. (*World Health Organization. (2019)*)

### **1.7.7 Future scope of the industry**

Ayurveda has been going on for thousands of years, and there is no reason that it will not go on for more than thousands of years. It is a very effective means of treatment in India and is now fast spreading to the rest of the world. Ayurveda has become an alternative of medicine in the western world, where a patent for its medicine has been passed, and the intellectual property rights contested by western and Indian institutions. Ayurveda is considered to be a form of complementary and alternative medicine (CAM) within the United States of America, where several methods such as herbs, massage and

yoga as exercise or alternative medicine are applied on their own as a form of CAM treatments.

The future for ayurvedic practice is bright, according to the American Academy of Ayurvedic Medicine, but needs the proper support of public and private partnerships such as the Indian government, health ministry, elite ayurvedic institutions and academic institutions in India states that "in order for ayurveda to be recognized as a proper health care discipline, there is a need of well-trained practitioners and clinicians trained in the Indian sub-continent, Europe and the U.S. ayurveda is supported by historical information and forms the basis of many Eastern and Western health care disciplines. In spite of ayurveda being a prime healing science, it has suffered great deal of neglect and discrimination by various internal and external forces in India and abroad. It has not achieved its position and recognition as a health science due to a lack of proper infrastructure, clinical and academic support". (*American Academy of Ayurvedic Medicine. (2022)*).

## **1.8 COMPANY PROFILE**

### **1.8.1 History of the company**

The pharmaceutical corporation (I.M) Kerala limited. Thrissur popularly known as OUSHADHI is an ayurvedic medicine manufacturing company fully owned by government of Kerala. Oushadhi is the largest producer of ayurveda medicines in public sector in India it is one among the few public sector companies, consistently making profit since 1999. It is a OMP and ISO 9000-2000 certified company. It produces around 500 ayurvedic formulations both classical and proprietary.

Oushadhi is directly controlled by health and family welfare department of Kerala state government. Oushadhi was originated as Sree Kerala Varma Govt. ayurvedic pharmacy in 1941 at the instance of his highness the maharaja of Cochin, for the supply of medicines to Govt. In 1975, it was renamed as the pharmaceutical corporation (I.M) Kerala Ltd, Thrissur. Oushadhi is the sole supplier of medicines to government ayurveda hospitals and dispensaries in Kerala. It is also a supplier of ayurvedic medicines to government hospitals and dispensaries of other states like Madhya Pradesh, Chattisgarh and Pondichery etc...

- Largest producer of ayurveda medicines in public sector in India.
- One among the few public sector companies consistently making profit and paying dividend to government of Kerala since 1990.
- Supplies medicines to government of Kerala for to common man through ISM department
- A GMP and ISO 9001-2000 certified company.
- Produces 450 ayurvedic formulations both classical and proprietary.
- Sole supplier of medicines to government ayurveda hospitals and proprietary.
- Supplier of ayurvedic medicines to government hospitals and dispensaries of other states like Madhya Pradesh, Chattisgarh, Pondichery, Rajasthan, Orissa, New Delhi etc.
- Caters to the need of public through a vast network of 610 agencies spread all over the nation Governed by dedicated board of directors.
- Governed by dedicated board of directors.  
( <https://www.oushadhi.org/>)

### 1.8.2 Location

Registered office: Shornur road, Thrissur, Kerala, South India

Factory: Kuttanellur, 8 Kms from Thrissur Town

Office: Kuttanellur,8 Kms East from Thrissur Town

### 1.8.3 Milestones

Year	Achievements
1941	Commenced by his highness of maharaja of cochin as Sree Kerala Varma ayurvedic pharmacy
1959	Converted in to Co-operative society viz Sree Kerala Varma ayurvedic pharmacy and stores Ltd
1975	Registered as company under Indian companies act renamed as the pharmaceutical corporation (Indian medicines) Kerala Ltd

1991	Commissioned modern manufacturing unit at kuttanellur and shifted the factory to new premises.
2004	Started a new panchakarma Hospital and research Institute at Kuttanellur
2007	The entire office shifted to the factory premises at kuttanellur
2008	Commenced fully fledged R&D center at Kuttanellur and regional distribution at Kannur
2009	Started Panchakarma Hospital
2012	Construction of Asavam plant started
2014	Inaugurated newly constructed 21 crore plant at Thrissur and regional distribution unit at Pathanapuram

#### **1.8.4 Board of directors**

Chairman: Sri K.R Viswambharan IAS(Retired)

Managing Director: Sri K.V Uthaman

Director: Dr Anita Jacob

Additional Secretary, Finance Department: Sri S. Muraleedharan

Joint Secretary, Ayush Department: Sri R. VenugopalanUnnithan

#### **1.8.5 Vision & Mission**

##### **Vision**

A leading world class Ayush medicine manufacturing organization by 2025.

##### **Mission**

Production and supply quality medicine at reasonable price.

### **1.8.6 Present status of the organization**

- Largest producer of ayurveda medicine in public sector.
- Produces 450 ayurvedic formulations both classical and proprietary.
- Sole supplier of medicines to government ayurveda hospitals.
- Oushadhi also supply ayurvedic medicine to other states like Madhya Pradesh, Chattisgarh, Pondichery, Orissa etc.
- Now Oushadhi is in a growth stage.
- Oushadhi is fully under the control of Kerala Govt.

### **1.8.7 Future scope of the organization**

- Improve order generation by enhancing customer base and improving business from existing customer.
- Reducing manufacturing cost by reducing wastes and defects.
- Develop new drug, both classical and patented.
- Increase in the number of products.
- Provide more customer satisfaction.
- Increase in the efficiency of the workers.
- Improve the research and development activity.
- Mainly focusing the quality-oriented products.
- Provide better facilities to the employees.
- Delivery on time.
- Reducing the mental stress of the worker's

The unit will be equipped with sophisticated and most modern machineries for process, filling, packing, material handling etc. The unit will be a fusion of modern technology and ancient & time-tested methods of manufacturing. A high-end research and development wing will be set up for developing new products as per the requirement of the industry. A fully fledged and well-equipped laboratory with latest analytical and quality of raw material, packing materials and in-process as well as finished products etc.

In the toxicology study centre, various studies will be conducted to examine the side-effects of different formulations. The risk benefit ratio of the herbal medicines will be



evaluated and submitted to the scientific community for their perusal. This information will be helpful for further development of ayurveda as a comprehensive system of treatment. A modern process validation lab will set up so as to introduce a whole range of health supplements as well as drugs for specific ailments and various health conditions, which will be useful to keep the good health of the society.

### **1.8.8 Departments**

- ❖ Marketing Department
- ❖ Human Resource Department
- ❖ Finance Department
- ❖ Research and Development Department
- ❖ Purchase Department
- ❖ Production Department
- ❖ Administration Department

#### **→ Marketing department**

Marketing involves a range of processes concerned with finding out what consumers want, and then providing it for them. There are two main types of market research; quantitative research involves collecting a lot of information by using techniques such as questionnaires and other forms of survey. Quantitative research involves working with smaller samples of consumers, often asking them to discuss products and services while researchers take notes about what they have to say. The marketing department will usually combine

Both forms of research the marketing department will seek to make sure that the company has a marketing focus in everything that it does. It will work very closely with production to make sure that new and existing product development is tied in closely with the needs and expectations of customers.

The power and duties of marketing manager are:

- Evolve strategies for effective marketing of products.
- Prepare sales targets.
- Monitor dispatch of medicines.

- Gather market intelligent report.
- New agency allotments.
- Appraisal of agency performance.
- Hold agency and doctors meetings.
- Attend to matters relating to advertisements, sales promotions, trade fairs etc.

### **Pricing**

The main objective of Oushadhi is to produce high quality products and to sell them at reasonable price. The pricing method adopted by the firm includes.

- Cost plus pricing
- Competitors pricing

### **Cost plus pricing**

Pricing method where by a standard mark up is added to the estimated cost of the product. The cost price is computed by dividing the cost of a product by the estimated number of units to be sold and then adding the variable cost per unit, or by adding the total variable costs and fixed costs and then dividing by the total number of units to be produced. This will determine the true unit cost. Once the true unit cost has been determined, that cost is divided by 1 minus the desired return on sales to determine the cost plus. The advantage of cost-plus pricing is

- Easy to calculate
- Minimal informational requirements
- Ethical advantages
- Tends to stabilize markets- insulated from demand variations and competitive factors.

### **Product policy**

- To produce medicines of high quality
- Continuous innovations of product
- To sell the product through suitable distribution structure
- Pack and sale products in convenient pack and to use and store

## → **Human resource department**

The human resource management functions include a variety of activities and key among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation. Employee records and personnel policies. Usually small business (for-profit or nonprofit) have to carry out these activities themselves because they can't yet afford part-or full-time help. Human resource department covers a wide range of activities in the life of employee right from the time of his appointment to an organization unit he leaves come under the scope of human resource department. The success of any company depends upon the better relationship between employers and employees. Now Oushadhi has 500 workers including staff to achieve the goal of the firm. The company follows standard& systematic policy of selection& training. Oushadhi follows co-operation of various activities and co-operation of employees for smooth running of the business.

### **HR mission**

- To create hr policies and processes which are employee friendly
- To encourage transparency and team work.
- To encourage innovative thinking.

### **Functions of human resource manager:**

- Managers and organizations multiple functional areas within human resource including providing technical directions to technical/ professional and clerical staff within assigned areas.
- Consults with advises administrators and employee representatives on personnel related policies and procedures.
- Interprets and communicates laws and regulations to ensure the agency is aware of its legal responsibilities; in conjunction with the legal department.

- Develops and implements personnel rules and regulations and interprets and administers human resources-related provisions of collective bargaining agreements.
- Analyses processes and procedures in assigned functional areas including conducting research and statistical analyses and makes recommendations for improvement.
- develops, implements, and administers large and/or complex research studies or projects that may include the development and validation of selection instrumentation for a variety of classifications.
- Establishes collaborative relationships with various functional and departmental areas of the district.
- Trains and evaluates subordinates and prepares preliminary budget reports in assigned functional areas.
- Represents human resources department at a variety of meetings and advises the human resources director in alternative courses of action in human resources issues.
- presents written and oral reports on a wide variety of human resources related issues.
- May participate in labour negotiations and/or recommended preliminary proposals including cost implementation projections.
- May be required to temporarily replace or act in the position of the senior district staff member to whom this position normally reports and may be required to perform some or all of the senior staff member's essential functions in such situations.

→ **Finance department**

The financial department of a business takes responsibility for organizing the financial and accounting affairs including the preparation and presentation of appropriate accounts, and the provision of financial information for managers. The main areas covered by the financial department include.

- Preparation of budget, appropriation of accounts, re-appropriations, surrender and savings.

- Control of expenditure and ways and means position.
- Audit.
- Treasury administration.
- Administration of taxes, i.e. Sales tax, entertainment tax, luxury tax and entry tax etc.
- Resource mobilization through loans, institutional finance, small savings credit and investment and public debit.
- Compilation of codes, rules and procedures concerning financial transactions And having bearing on state finance and their implementation.
- Safety and investment of funds from consolidated funds, contingency fund and public account.
- Contract, recovery and refund of revenue etc.

### **Preparation of financial statements**

One of the important responsibilities of the department is the preparation of financial statement in a periodic basis and the interpretation of this statement. This is quite helpful for the management in ensuring proper control over the performance of the company and also to frame up appropriate policy frame works. The finance department prepares the following statements.

- Profit and loss account
- Budget
- Fund flow statements

### **Books of accounts maintained by the firm**

- Cash book
- Bank book
- Purchase book
- Journals
- Sales book
- General ledger
- Fixed assets ledger etc.

### → **Quality control research & development department**

R&D is the key pharmaceutical industry. Although there is lot of knowledge in the ancient text of ayurveda R&D is necessary to make it suitable in today's context.

Every product of Oushadhi that is manufactured is tested and developed here. R&D department has miniaturized forms of all sorts of commercialized equipment. They have recently published a magazine called 'Oushadhi Sandesh' it has constructive articles and also contains articles about quality control like instant checks for adulteration. The magazine also contains various information about other departments. Also, R&D has a special economic significant apart from its conventional association with scientific and technology development. R&D investment generally reflects a government or organization's willingness to forgo current operations or profit to improve future performance or returns and its abilities to conduct research and development.

The research and development lab developed many patent medicines providing to the customers to the effort of giving a wide reach to the ayurveda and winning wider spread recognition for its excellence. The department of science & technology, government of India has recognized the lab as an in-house research and development unit. This department carries out path-breaking researches on the treatment of disease and conduct clinical treatment.

### **Objectives**

- Formulate aims and pattern of Research on scientific lines in ayurveda system of medicine.
- Formulate text book as per the classical approach and in parlance with existing nomenclature of the conventional system.
- Publishing rare books and commentaries with proper notes and comments by eminent teams of physicians.
- Formulating new medications for stubborn problems.
- Doing clinical research for advanced practices and retrospection.
- Initiate, develop, encourage and co-ordinate scientific research in fundamental and applied aspect of ayurveda.

- Propagate basic knowledge and experimental measures relating to the cause and prevention of diseases and exchange information with other institutions with similar approach.
- Promote and assist institutions of research for the study of diseases, their prevention and cure, especially with emphasis for covering the rural population of the country.

### **Functions of R&D Manager**

- Promotion of institute-industry interactions: it provides helping hand in establishing collaborative research partnerships for undertaking creative and advanced research in emerging areas of interest to the industry.
- Specialized workshops/conferences.
- Joint collaborative programmers: The Institute has signed several Memoranda of understanding with Indian as well as international academic/ research institutions and industries to strengthen its collaborative research efforts.
- Technology Development and Transfer Mission: Management of transfer/ licensing of technologies resulting from R&D activities of faculty, scientists and students of the Institute to industries/user agencies.
- Institute Lectures: The Institute has a tradition of organizing Institute Lectures on topics of general interest delivered by distinguished personnel with outstanding achievements.
- Administrating research projects.

#### **→ Maintenance department**

- Procurement of plant and machinery.
- Up keep and maintenance of all plant and machinery.
- Construction of civil work.
- Power and water supply.
- Efficient treatment.
- Maintenance of campus.

### → **Purchase department**

The purchasing department is responsible for coordinating the acquisition of raw materials and other needs of the company and ensuring that they are bought at the minimum cost and offer value for the money spent. The purchase department headed by purchase manager who is assisted by assistant manager. This department is responsible for purchasing all the goods and raw materials needed for Oushadhi. Hence, they are following a centralized purchasing system. They purchase raw materials through open tender.

### **System followed for purchase of raw materials**

The most important function of purchase department is purchasing of raw materials. They purchase raw materials through tender. The procedure for purchase starts when the purchase department receives a request from any department for purchase of goods. Then the department invites quotations from various suppliers of that particular product. After careful analysis of the received quotations. They select the quotation which has the minimum price and place order to them mentoring. The quantity and quality of the goods required.

When the goods are received, they are examined by set of doctors to check whether the goods are up to the quality ordered. If the goods are not up to the required quality they will be sent back. Good quality raw materials will be received and stored in the stores and will be issued to the concerned department which ordered the goods according to their request of.

### **Features of purchase department**

- Purchase more than 600 varieties of raw materials through open tender.
- Standardized produce to verify of raw materials.
- More than 60% raw materials come from the forest.
- Annual purchase of 7-9 crores.
- By back agreement with formers.
- Maintaining data base of raw materials.



### → **Production department**

- Produces 450 ayurveda formulations both classical and proprietary.
- Qualified and experienced doctors to supervise productions.
- Production of medicine as per GMP norms.
- Quality control to ensure quality of raw materials and finished goods.
- Modern dosage forms like, tablets, ointments, etc are introduced.
- The production and planning department will standards and targets for each section of the production process. The quantity and quality of products coming off a production line will be closely monitored. In business focusing on lean production, quality will be monitored by all employees at every stage of production, rather than at the end fifo basis. Finally, after receiving the goods the purchase department initiates the accounts department to make payment to the supplier as per their terms in their quotation as is the case for business using a quality control approach.
- The purchasing department will be responsible for providing the materials, components and equipment required to keep the production process running smoothly. A vital aspect of this role is ensuring stocks arrive on time and to the right quality.
- The stores department will be responsible for stocking all the necessary tools, spares, raw materials and equipment required to service the manufacturing process. Where sourcing is unreliable, buffer stocks will need to kept and the use of computerized stock control systems helps keep stocks at a minimal of necessary level for production to continue unhindered.
- The design and technical to continue department will be responsible for researching new products or modifications to existing ones, estimating costs for producing in different quantities and by using different methods. It will also be responsible for the design and testing of new product processes and types, together with the development of prototypes through to the final product. The technical support department may also be responsible for work study and suggestions as to how working practices can be improved.
- The works department will be concerned with the manufacturing of products. This will be manufacturing of products. This will include the maintenance of

the production line and other necessary repairs. The works department may also have responsibility for quality control and inspection.

All the products are produced in the production department the control of production manager with regular supervision and control as to ensure better quality.

In production department itself, there are number of sections, they are: -

- RM store (Raw material stores)
- RM preprocess
- Powdering
- Production
- Packing
- Fermentation
- Finished Goods stores
- Gulika section
- Quality control department or lab
- Boiler.

#### 1. Raw material store:

This is the first section/ division in production department. Herbal plants and natural products are the main raw materials used for production. The main raw materials are whole plants, Rhizomes, Roots, leaves, flowers, fruits, excreta, milk. Milk products (ghee), oil grocery, minerals and skin etc. Raw materials are collected from the local areas and fruits and other are collected from other states.

#### 2. Raw material preprocess:

Raw materials before going in to kitchen for production will pass through raw material preprocess area. Raw materials used in ayurveda is mainly roots, shrubs etc. Before production it has to be chopped to make it smaller pieces. For chopping the raw materials, there is a machine called shudder. Machine is very noisy, two staffs are there for operating this machine. After passing through this preprocesses area, and the raw material will go to kitchen for production.

### 3. Powdering:

This section is used for powdering raw materials. The machine used for the purpose is disintegrator stop. This machine works all the time as raw materials are to be powdered in some medicines will be in powdered form.

### 4. Packing:

Packing means all the activities of designing and producing the container for a product. Well-designed packages can Oushadhi packs its items mainly in glass bottles and pet bottles. The products are packed only after getting the approval from QC department. There are 2 machines used for packing and 2, 3 staffs are there. Different products are filled and packed using different machines.

### 5. Finished Goods store:

This is finished goods stores. Then products after manufacturing, packing, pricing, labelling etc. Will send to FG stores. In these stores there are 12 staffs. As per the order from the market, goods will be sold from this store. This bill will be paid to the office.

### 6. Quality Control Department:

Oushadhi has Quality control department with two doctors. It is ensured those high-quality standards are maintained during all stages of manufacturing and packaging. Each department will receive the products only if there is a certificate from Quality control labs are:

- Total soluble solution
- Specific gravity
- Alchahol percentage (Arishtam)
- Moisture percdentage (Choornam)
- Viscometer

### 7. Fermentation:

After coming from kitchen, jiggery will be added in required quantity and then will come to fermentation room. Fermentation period is 15-90 days. This is done for proper

setting of medicine. There should be enough temperature. After fermentation, the medicine will be passed to quality control departments.

#### 8. Gulika section:

In this section, Gulika's are made. There are 3 machines. One is Arappu machine and others are threading machine, Gulika cutter. At last, the workers

will roll the medicine and makes it round by using the hands. There are 6 workers in this section. These Gulika's after making round will be packed in plastic packet and will give that for packing and labelling.

#### 9. Boiler:

The steam used for the production comes from this boiler. The capability of boiler is 1.10.7 ½ water can be boiled at a time. There are 2 pipes. Through 1 pipe the steam goes into kitchen for production. Through the other pipe water will again come in to boiler. Boiler is burnt by using wood, which are bought from a nearby wood company. There are 2 shift and 4 workers. In every November, there will be an inspection. At that time the steam used for production cannot obtained and entire production will be stopped. Therefore, the boiler is very important for production.

#### → **Administration**

- Provides support and service for the activities of the Board of Directors.
- Co-ordination of Bank branch activities and provision of interaction between branches and the main office.
- Expanding and reorganization of Bank market network.
- To create apartment condition for efficient operation of structural Bank subdivisions.
- Currency control of Bank branches.
- Control of money transfer in foreign currency.
- Co-ordination of construction maintenance, rent and keeping building issues.

(Fathimathu sahla (2022). A study on perception on oraganisational HR practices and culture at Oushadhi LTD)

### **1.8.9 SWOT analysis of Oushadhi**

(The Pharmaceutical Corporation (IM) Kerala Ltd)

#### **Strengths**

- **Government Ownership and Support:**

Fully owned by the Government of Kerala, ensuring stable financial backing and political support.

- **Reputation and Market Presence:**

Largest producer of Ayurveda medicines in the public sector in India, with a strong brand name and established trust among consumers.

- **Consistent Profitability:**

One of the few public sector companies consistently making a profit since 1999, indicating sound financial management.

- **Certifications and Quality Assurance:**

GMP and ISO 9001-2000 certified, ensuring high-quality standards in manufacturing processes.

- **Product Range:**

Produces around 500 ayurvedic formulations, offering a wide variety of products to meet diverse consumer needs.

- **Exclusive Supplier to Government Hospitals:**

Sole supplier of medicines to government Ayurveda hospitals and dispensaries in Kerala, ensuring a steady demand for its products.

- **Research and Development:**

Equipped with a fully-fledged R&D center, allowing for the continuous development of new and improved formulations.

- Network and Distribution:

Extensive distribution network with 610 agencies spread across India, ensuring wide market reach.

### **Weaknesses**

- Dependency on government contracts:

Heavy reliance on government orders, which may limit market flexibility and growth opportunities in the private sector.

- Geographical concentration:

Primary operations and market presence are concentrated in Kerala, limiting national and international market penetration.

- Production constraints:

Production stoppages during boiler inspections indicate potential disruptions in manufacturing processes.

- Manual processes:

Certain sections, like the gulika section, rely on manual labour, which can be less efficient and more prone to human error compared to automation.

- Limited marketing and branding efforts:

Being a public sector entity, it may lack aggressive marketing strategies compared to private sector competitors.

- Quality control bottlenecks:

Dependence on qc department certification for each stage of production could slow down the process if not managed efficiently.

### **Opportunities**

- Expansion to other states and international markets:

Potential to expand market presence beyond Kerala to other states in India and international markets, particularly where ayurveda is gaining popularity.

- Increasing health consciousness:

Rising global health awareness and preference for natural and holistic treatments present opportunities for growth in the ayurveda sector.

- Product innovation and new formulations:

Development of new patented drugs and health supplements through enhanced R&D efforts.

- Collaborations and partnerships:

Potential for collaborations with private sector firms, research institutions, and international bodies for product development and market expansion.

- Technological advancements:

Adoption of modern technologies in production, packaging, and quality control can improve efficiency and product quality.

- enhanced marketing strategies:

Implementing robust marketing and promotional strategies to increase brand visibility and consumer reach.

## **Threats**

- Intense Competition:

Increasing competition from private sector companies and other Ayurvedic brands which may have better marketing capabilities and innovation.

- Regulatory Changes:

Changes in government policies and regulations related to the pharmaceutical and Ayurveda industry could impact operations and profitability.

- Supply Chain Disruptions:

Dependency on raw materials, especially those sourced from forests, can be affected by environmental regulations and supply chain disruptions.

- Market Dynamics:

Shifts in consumer preferences towards modern medicine or other natural therapies could affect demand for Ayurveda products.

- Economic Fluctuations:

Economic downturns can reduce consumer spending on non-essential health products, affecting sales.

- Operational Risks:

Risks associated with the maintenance and efficiency of production facilities, including boiler operations and other critical machinery.

(Priyanka K (2023). A study on industrial safety of workers at Oushadhi pharmaceutical corporation (IM) Kerala LTD. Kuttanellur, Thrissur)



**CHAPTER II**  
**REVIEW OF LITERATURE & THEORETICAL**  
**FRAMEWORK**

## 2.1 LITERATURE REVIEW

Kumar & Rao's (2020) examined the Gender Dynamics in the Pharmaceutical Industry- This essay examines the particular difficulties faced by women in the pharmaceutical industry, including differences in opportunities for advancement and bias against women. It offers thorough statistical analysis to demonstrate how serious these problems are. Despite having a strong representation in the workforce as a whole, the survey reveals that women are notably underrepresented in senior management roles. It talks on the institutional and cultural impediments that lead to these differences. The authors recommend mentorship programs and focused leadership development to assist women in overcoming these obstacles. They also stress how corporate culture contributes to the maintenance of gender norms. The study provides insights into the coping mechanisms and individual experiences of women working in the field through qualitative interviews. Among the suggestions are changes to policies and the adoption of best practices from more gender-progressive organizations.

Clark & Martin (2020) explores the Gender Stereotypes and Their Impact on Women's Careers by looks into how gender stereotypes affect women's career advancement and choices. The study offers strategies for confronting and altering gender stereotypes at work.

Kumar & Rao (2020) performed study on Gender Dynamics in the Pharmaceutical Industry- The paper explores gender biases and promotion disparities in the pharmaceutical sector. Statistical analyses reveal significant underrepresentation of women in senior management despite their presence in the workforce. The authors suggest leadership training and mentorship programs to help women overcome these challenges and highlight the role of organizational culture in perpetuating gender norms.

Nelson (2020) examined the Gender Pay Gap in the Pharmaceutical Industry Investigating the gender pay gap in pharmaceuticals, this paper identifies factors like gender bias and occupational segregation. Data shows women are often paid less for similar roles. The authors suggest measures such as pay transparency, regular audits, and training for managers to address unconscious bias and ensure pay equity.

Women's specific health and safety concerns, such as ergonomic issues and exposure to hazardous substances. Case studies and surveys reveal gaps in standard policies. The authors recommend gender-focused health and safety audits, targeted interventions, and training to manage workplace health risks. O'Connor (2020) explores Workplace Health and Safety for Women.

Thompson (2020) examined the Challenges of Women in Technical Roles, this paper discusses challenges faced by women in technical positions, including gender stereotypes and underrepresentation. Interviews reveal barriers to career advancement and job satisfaction. The authors suggest strategies such as targeted recruitment, mentorship programs, and training to encourage more women in technical roles.

Chen & Wang (2020) examined the Gender Differences in Career Aspirations by this research explores how career aspirations differ between men and women and the factors influencing these differences. Surveys reveal that women often have lower career aspirations due to perceived barriers. The authors suggest career counselling and support programs to encourage women's career ambitions.

Pooja Misra and Kanika Sirohi's (2019) based on research, Challenges of Women Employees in the Managerial Cadre in Indian IT, Civil and Electronics Industry: An Analysis, women make up 16% of junior management, 4% of middle and senior management, and only 1% of organizational leadership positions (CEO). Research suggests alternatives for women seeking positions of influence in the corporate sector. Some skilled female leaders abandon corporate roles due to the belief that men are more effective at ethical organizational behaviour. Based on primary data, surveys, and interviews, it is established that women in small and micro firms face similar issues such as financial access, market information, raw materials, and so on.

This study highlights systemic gender bias, work-life balance struggles, and barriers to career advancement faced by women in various industries. The authors recommend organizational changes, such as mentorship programs and flexible work schedules, to support women's career development. They emphasize the need for concerted efforts from management and policymakers to create inclusive workplaces. Smith et al. (2019) performed study on Women at Work: Employment Challenges.

This research examines the barriers to women's leadership in the pharmaceutical industry Lopez & Hernandez (2019), such as lack of mentorship and gender stereotypes. It highlights opportunities for organizational changes, including mentorship programs and leadership training. The research underscores the need for male allies and inclusive policies to foster gender diversity in leadership roles.

Thompson & Jones (2019) examines the impact of flexible work arrangements on gender equality, finding that such policies reduce gender-related stress and improve retention. The authors recommend flexible work policies and manager training to support these arrangements. They also suggest measuring policy impacts on gender equality outcomes.

Lee et al. (2019) examined the gender bias in performance evaluations, they really did a deep dive into this topic and shed light on how gender bias is everywhere in performance evaluations and how it negatively affects women's career growth. They analysed a ton of performance data and found that, despite performing at similar levels, women often get lower evaluations compared to their male counterparts. It's pretty unfair, right? This bias can show up in different ways, like undervaluing women's contributions, giving credit to external factors for their success, or being extra tough on them for making mistakes. The study also points out that these biased evaluations play a big role in holding women back from advancing in their careers. Getting poor evaluations can mean fewer promotions, smaller raises, and fewer chances for professional growth. It's like they're trapped under a glass ceiling that stops them from reaching higher positions in the company. On top of that, biased feedback can really mess with women's confidence and job satisfaction, which in turn affects how engaged and productive they are at work. To tackle these challenges, Lee and the gang suggest a few practical solutions. One big recommendation is to have training programs that make managers and evaluators aware of their biases. The idea is to educate everyone about the unconscious biases that exist and teach them strategies to minimize their impact. They also suggest using standardized criteria to evaluate employees, so that everyone is judged based on the same objective measures of performance. This takes away some of the subjectivity that often leads to biased evaluations. Another important recommendation is to regularly review and analyse performance evaluations. By doing this, companies can spot patterns of bias and take corrective action. These evaluations

can also serve as a way to improve the evaluation process itself, making it more transparent and fairer. All in all, Lee and their crew really highlight the need to recognize and address gender bias in performance evaluations. It's all about creating a fair and equal workplace. By implementing these suggested measures, companies can build an environment that supports the career growth of all employees, regardless of gender.

Wilson (2019) examined diversity and inclusion in the workplace reviewing diversity and inclusion initiatives, this paper highlights their importance in creating supportive environments for women. Case studies show successful programs that promote gender equality. Recommendations include comprehensive diversity training, inclusive policies, and leadership commitment to fostering diversity.

This study identifies practical measures to improve gender equality. Recommendations include flexible work policies, bias training, and inclusive leadership. The authors emphasize the importance of involving employees in developing and implementing gender equality initiatives. Kim & Lee (2019) explores employee suggestions for improving gender equality is analysing employee suggestions.

Davis et al. (2019) workplace discrimination and its effects on women by examining workplace discrimination, this paper highlights its impact on women's mental health and career satisfaction. Surveys reveal prevalent discrimination forms, such as gender bias and harassment. The authors call for stronger anti-discrimination policies and supportive systems to protect employees.

Women's networking and career advancement is their groundbreaking study dive into the powerful impact of professional networking on women's career growth. They conducted qualitative research, interviewing women from various industries to get an in-depth understanding of networking dynamics and how it supports women in their professional journeys. The study's main finding is that networking plays a significant role in advancing women's careers. According to Harris and Brown, women who actively participate in networking tend to experience better career progression compared to those who don't. Networking opens doors to valuable information, resources, and opportunities that may otherwise be inaccessible. It helps women develop their careers by connecting them to new job prospects, promotions, and

professional development. An important aspect highlighted by the authors is the role of support networks and mentors. The interviews revealed that mentors and professional networks offer not only career guidance but also emotional and moral support. Mentors, who are often experienced professionals, provide insights on navigating office politics, overcoming gender biases, and strategizing career plans. This mentorship relationship boosts women's confidence and empowers them to aim for higher positions in their organizations. The study also emphasizes the importance of creating both formal and informal networking opportunities within the workplace. Harris and Brown suggest that organizations should encourage and facilitate networking through professional development programs, networking events, and the establishment of women's networks or affinity groups. These initiatives foster a sense of community among women employees and provide platforms for sharing experiences and best practices. Another key recommendation from the study is the implementation of mentorship programs. By officially recognizing and supporting mentorship, organizations ensure that women have consistent access to career guidance and support. This institutional support helps break down barriers that women often face in male-dominated industries and roles. Harris and Brown also discuss the challenges women encounter in networking, such as balancing work and personal life, and the exclusivity of male-dominated networks. They argue that addressing these challenges requires intentional organizational policies and a culture that values and supports diversity and inclusion. The study concludes with a call to action for organizations to prioritize networking and mentorship as strategic tools for achieving gender equality in the workplace. By creating structured networking opportunities and fostering a supportive environment, organizations can enhance the career paths of their female employees, resulting in a more diverse and dynamic leadership pipeline. Harris and Brown's (2018) research highlight the profound impact of networking on women's career advancement. The study emphasizes the importance of support networks and mentorship, advocating for organizational initiatives that promote networking opportunities and mentorship programs. By doing so, the study provides a roadmap for organizations aiming to enhance gender equality and support the professional growth of women in the workplace.

Patel (2018) explores impact of age on women's career progression is investigating age-related career challenges, this study finds that older women face stereotypes limiting their opportunities. Data shows career stagnation and age discrimination. The

authors recommend age-diverse career development programs and policies to support older women's career progression.

Impact of organizational support on women's job satisfaction is examining organizational support's effect on job satisfaction, this study finds that supportive environments enhance women's career experiences. Surveys indicate higher satisfaction in organizations with mentorship and professional development opportunities. The author Clark et al. (2018) recommends fostering supportive cultures and providing career development resources.

Sharma & Gupta (2018) women's work-life balance in the pharmaceutical industry is investigating work-life balance challenges, this study finds that women face significant stress managing professional and personal responsibilities. The authors advocate for family-friendly policies and flexible work arrangements. They emphasize the role of supportive management and organizational culture in improving work-life balance.

Chang et al. (2018) examined how guidance and networking enhance women's career satisfaction and progression. Interviews with mentors and mentees reveal program effectiveness. The authors recommend formalizing mentorship programs, ensuring accessibility, and training mentors as effective advisors.

Kim & Park (2018) Psychosocial Stressors in the Workplace: A Gender Perspective, this study analyses how workplace stressors affect women, emphasizing the psychosocial environment's impact on mental health and job performance. It highlights higher stress levels among women due to gender bias and work-life conflict. The authors recommend stress management programs, supportive supervision, and inclusive workplace cultures.

Johnson (2018) examines workplace harassment's prevalence and impact, noting its detrimental effects on women's mental health and career progression. It calls for comprehensive anti-harassment policies, regular training, and supportive systems like counselling services. The research stresses the need for a cultural shift to create safer and more respectful work environments for women.

Arnab Chowdhury and Jayanta Mete's (2017) examines working women are facing problems in India- a study, women are often unable to spend quality time with their

families and children owing to work pressure. Working women also confront issues with their female coworkers as a result of internal envy, rivalry, and competition, which is a big problem in the corporate world.

Greenberg & Davis (2017) the authors shed light on the ongoing struggle to find a balance between these two roles, which often results in stress and burnout. They emphasize that traditional workplace structures often fail to meet the unique needs of working women. To tackle these challenges head-on, Greenberg and Davis suggest the implementation of comprehensive parental leave policies and flexible work schedules. According to them, these measures can go a long way in reducing the pressures on women and help achieve a more harmonious equilibrium between work and family life. The book strongly emphasizes the importance of organizational support and policy changes to promote gender equality and enhance the well-being of women in the workplace.

Brown & Williams (2017) explores impact of workplace culture on women's careers, this paper discusses how workplace culture affects women's career advancement, emphasizing the need for inclusivity and support. Surveys and case studies reveal that a positive culture improves women's career experiences. Recommendations include promoting diversity and inclusion initiatives and creating zero-tolerance policies for discrimination.

Data suggests supportive HR practices enhance job satisfaction and reduce turnover. The authors recommend policies such as flexible work arrangements, mentorship programs, and anti-discrimination measures to support gender equality. Jackson & Miller (2017) analyses HR policies' impact on women's career progression and well-being.

Roberts & Evans (2017) women in management: overcoming barriers in this research explores barriers to women's advancement into management positions and provides recommendations for overcoming them. Interviews with female managers reveal challenges such as gender bias and lack of mentorship. The authors suggest policies to promote gender diversity and leadership training programs to support women's advancement.



Lopez (2017) women's participation in decision-making processes in the study how women's involvement in making decisions within organizations affects their satisfaction with their career and overall job engagement. Lopez's thorough analysis shows that inclusive decision-making processes play a crucial role in boosting job satisfaction among women. The study combines both qualitative and quantitative data to explore the relationship between women actively participating in decision-making and their career satisfaction. The findings reveal a strong positive connection: women who are involved in decision-making processes report higher levels of job satisfaction, engagement, and commitment to their organizations. Being part of the decision-making process makes women feel valued and heard, leading to greater dedication to their roles and the overall success of the organization. Lopez emphasizes that when women have a say in decision-making, it not only benefits them individually but also has a positive impact on the culture within the organization. Inclusive decision-making creates a sense of belonging and respect, which enhances the overall work environment. Additionally, having diverse perspectives in decision-making leads to more innovative and effective solutions, benefiting the organization as a whole. The study also identifies several barriers that hinder women's participation in decision-making. These barriers include gender biases, lack of representation in leadership positions, and organizational cultures that don't prioritize inclusivity. These obstacles prevent women from fully contributing to their organizations and hinder their career progression. By adopting these recommendations, organizations can create a more inclusive environment that empowers women and enhances their job satisfaction and engagement. Lopez's study underscores the importance of inclusivity in decision-making as a key factor in achieving gender equality and improving organizational performance.

Patel et al. (2016) age-related challenges for women workers in this paper examines how challenges vary for women of different ages, focusing on age discrimination and career stagnation for older women. Longitudinal data reveals patterns of discrimination. The authors recommend age-inclusive policies and targeted training programs to support career development for women at all stages.

Dr. A. Ramasethu (2015) explores problems and challenges faced by urban working women in India, discussed the various issues that working women face based on their age group, as well as their marital status, divorce status, status as a single parent, and

separation status. She also identified the major problem of sexual harassment by coworkers, which is a real issue in the workplace.

ODISHA - Varsha Kumari National Institute of Technology, Rourkela May of (2014) explains that working women of different ages face different challenges. It also discovered that issues and problems differ depending on the type of woman, such as married women facing different issues, single women facing different issues, divorced women facing different issues, and single-parent women facing different issues. Workplace factors also influence these variations, though some issues, such as stress on the body and mind, remain the same. difficult life, prejudice at employment, etc. Certain issues can be classified as biased and stereotypical thinking, safety and security concerns, or ego problems among coworkers.

Sugita Rao (2008) this research addresses workplace harassment of women in India and gender inequality. This study aims to investigate the issue of sexual harassment of women in India and identify the key factors contributing to this harassment of women in the workplace.

Women frequently find it difficult to strike a healthy work-life balance as a result of inflexible work schedules and inadequate support networks. These difficulties may make them more stressed out and prevent them from advancing in their careers. To help women better manage their dual jobs, the authors support the implementation of flexible work alternatives like part-time employment and telecommuting. Furthermore, they stress the significance of organizational assistance in the form of work-life integration-promoting policies like family leave and on-site childcare. Brown & Miller's (2005) examine the difficulties women encounter in juggling their personal and familial obligations with their professional obligations.

Hakim (2004) delved into the phenomenon of occupational segregation, where women are disproportionately represented in lower-paying jobs compared to men. This segregation results in significant earnings disparities between genders. Hakim's research highlighted that women were often funneled into roles traditionally deemed 'feminine,' such as administrative and caregiving positions, which are undervalued and underpaid. This systemic issue perpetuates the gender pay gap, limiting women's financial independence and career advancement opportunities. Her findings

underscored the need for policy interventions to address occupational segregation and promote equal pay for equal work.

Morrison and von Glinow (2004) examined the obstacles women face in climbing the corporate ladder, focusing on the "glass ceiling" phenomenon. This metaphor describes the unseen barriers that hinder women from attaining senior executive positions despite their qualifications and achievements. Their study identified several factors contributing to this issue, including gender biases in promotion practices, lack of access to influential networks, and limited mentorship opportunities. They also highlighted the pervasive stereotypes and organizational cultures that favour male leadership traits. Morrison and von Glinow's findings underscore the necessity for companies to implement policies promoting gender diversity, mentorship programs, and transparent promotion criteria to dismantle the glass ceiling and enable women to reach top-level roles.

Burke and McKeen (2004) conducted an evaluation of diversity programs within organizations to assess their effectiveness in fostering an inclusive work environment. Their study revealed that organizations with proactive diversity management practices saw significant improvements in workplace inclusivity and support for women employees. Key elements of effective diversity programs included targeted recruitment efforts, diversity training, mentorship opportunities, and policies that promote work-life balance. These initiatives not only enhanced the representation of women in various roles but also contributed to their job satisfaction and retention. Burke and McKeen's research highlighted the importance of sustained commitment to diversity initiatives, demonstrating that such practices are crucial for creating a workplace culture that values and supports women's contributions and advancement.

Messing (2004) explored the gender disparities in occupational health risks, emphasizing that women often work in environments that fail to meet their specific health and safety needs. The study highlighted that many workplaces are designed with male employees in mind, neglecting ergonomic and health considerations essential for women. For instance, women are more likely to be employed in roles involving repetitive tasks or prolonged standing, which can lead to musculoskeletal disorders. Additionally, personal protective equipment (PPE) often does not fit women properly, reducing its effectiveness. Messing's research underscored the need for gender-

sensitive occupational health policies and practices, advocating for workplace assessments and interventions that consider the distinct health risks faced by women, thereby ensuring safer and more equitable working conditions for all employees.

Duxbury and Higgins (2003) investigated the work-family conflict experienced by working women, comparing it to that of their male counterparts. Their study revealed that women faced significantly higher levels of conflict between their professional and personal lives. This imbalance often resulted from the dual burden of managing job responsibilities and household duties. The researchers found that this conflict adversely affected women's job satisfaction, mental health, and overall well-being. They also noted that inadequate support from employers, such as limited access to flexible work arrangements and insufficient childcare support, exacerbated these challenges. Duxbury and Higgins emphasized the importance of organizational policies that support.

Fitzgerald et al. (2002) conducted an extensive study on the prevalence and impact of sexual harassment in the workplace. Their research revealed that a significant number of women experienced various forms of harassment, ranging from unwelcome sexual advances to hostile work environments. The study highlighted the severe consequences of such harassment on women's mental health, including increased anxiety, depression, and stress. Furthermore, these negative mental health outcomes adversely affected job performance, leading to decreased productivity, job dissatisfaction, and higher turnover rates. Fitzgerald et al. underscored the critical need for robust anti-harassment policies, effective reporting mechanisms, and supportive workplace cultures to address and prevent sexual harassment, thereby protecting women's well-being and enhancing their professional experiences.

Nelson and Burke (2002) explored the occupational health issues specifically affecting women, focusing on the stress-related problems arising from workplace conditions. Their study found that women were more likely to report health issues such as chronic stress, anxiety, and burnout due to high workplace pressures. Additionally, inadequate ergonomic support, such as poorly designed workstations and equipment not suited to women's physical needs, exacerbated these problems. The research highlighted that the combination of these factors not only impacted women's physical health but also their mental well-being and overall job performance. Nelson and Burke emphasized the

importance of addressing ergonomic shortcomings and implementing stress-reduction strategies in the workplace to improve health outcomes and support the well-being of women employees.

Hochschild (2001) investigated the concept of the "second shift," where women, after completing their professional duties, take on the majority of household chores and childcare responsibilities. This dual burden creates a significant work-life imbalance, leading to heightened stress and exhaustion for many women. Hochschild's study revealed that despite participating in the workforce, women continued to shoulder the lion's share of domestic tasks, perpetuating traditional gender roles. This ongoing juggling act between professional and personal responsibilities often results in decreased personal time, compromised mental health, and lower overall well-being. Hochschild emphasized the need for more equitable distribution of domestic labor and supportive workplace policies, such as flexible work hours and access to affordable childcare, to alleviate the pressure on working women and promote a healthier work-life balance.

Ragins and Sundstrom (2001) examined how mentoring relationships affect women's career progression, highlighting the critical role mentors play in professional development and advancement. Their study found that women who had access to high-quality mentors experienced significant benefits, such as enhanced career opportunities, skill development, and increased job satisfaction. However, the research also revealed that women had less access to high-quality mentoring compared to their male counterparts. This disparity was attributed to factors such as gender biases, fewer women in senior positions to serve as mentors, and limited networking opportunities. Ragins and Sundstrom emphasized the importance of creating structured mentoring programs and fostering an inclusive organizational culture to ensure equitable access to mentorship for women, thereby supporting their career growth and reducing gender disparities in leadership roles.

Kossek and Ozeki (2001) explored how organizational support influences women's experiences of workplace challenges, focusing on policies like flexible working arrangements and childcare facilities. Their study demonstrated that companies with supportive policies saw improved job satisfaction and higher retention rates among female employees. The researchers found that flexible work schedules, telecommuting

options, and accessible childcare services helped women balance professional responsibilities with personal commitments, reducing work-family conflict. Furthermore, these supportive measures led to a more positive work environment, where women felt valued and supported. Kossek and Ozeki's findings highlighted that implementing such policies not only addressed workplace challenges but also fostered a more inclusive and productive workforce for women, underscoring the need for organizations to invest in effective support systems.

Blau and Kahn (2000) conducted a comprehensive study on the gender wage gap across various industrialized countries, revealing significant and persistent pay disparities between men and women. Their research showed that, despite similar qualifications, women consistently earned less than men in equivalent roles. The study identified several factors contributing to this wage gap, including direct discrimination, differences in work experience, and occupational segregation where women were more often found in lower-paying jobs. Blau and Kahn's findings also highlighted that the wage gap persisted across different countries, pointing to systemic issues rather than isolated national problems. They advocated for stronger equal pay legislation and policies aimed at addressing both overt discrimination and structural inequalities to bridge the gender pay gap and achieve greater economic equality between men and women in the workforce.

Gutek and Koss (2000) investigated the psychological effects of workplace harassment on women, focusing on how harassment negatively impacts their mental health and job performance. Their study revealed that women who experienced harassment reported higher levels of anxiety, depression, and stress, which affected both their emotional well-being and their effectiveness at work. The researchers emphasized that workplace harassment could lead to a toxic environment, diminishing job satisfaction and increasing employee turnover. Gutek and Koss highlighted the urgent need for robust anti-harassment policies, effective reporting mechanisms, and supportive interventions to address and mitigate the effects of harassment. They advocated for the development of comprehensive workplace strategies that include clear reporting procedures, training programs, and resources to support victims, aiming to create a safer and more respectful work environment for women.

Cohen and Huffman (1999) explored how gender influences employment practices, focusing on the persistent discrimination women face in hiring, promotions, and compensation. Their study found that despite having comparable qualifications to their male counterparts, women were systematically less likely to be hired for higher-status roles and received lower salaries for similar work. The researchers observed that these discriminatory practices were often subtle, manifesting as biases in performance evaluations and the criteria used for promotions. Cohen and Huffman's findings highlighted that gender discrimination was deeply ingrained in workplace practices, which hindered women's career advancement and earnings. They argued for essential reforms, including more equitable evaluation methods, transparent promotion processes, and proactive policies to ensure fair treatment and equal opportunities for women in the workforce.

Koss et al. (1999) conducted a detailed analysis of sexual harassment in the workplace, focusing on its prevalence and the profound impact it has on women's job satisfaction and mental health. Their study found that sexual harassment was not only a common issue but also had severe psychological consequences for women, including increased levels of anxiety, depression, and stress. The researchers discovered that many women chose not to report harassment incidents due to fears of retaliation or doubts about the effectiveness of reporting mechanisms. Koss et al. emphasized the need for stronger anti-harassment policies, comprehensive training programs, and effective support systems to create a safer and more supportive work environment. Their findings underscored the importance of addressing sexual harassment proactively and providing resources to help victims, aiming to foster a respectful and equitable workplace for all employees.

Tharenou (1999) explored how organizational support impacts the retention of female employees, focusing on policies and practices that can affect women's decisions to stay with an employer. The study revealed that women were more likely to remain with organizations that provided supportive measures such as career development opportunities, flexible work arrangements, and family-friendly benefits. Tharenou found that these supportive policies not only enhanced job satisfaction but also led to higher retention rates among female employees. The research highlighted that organizations with effective support systems, including mentoring programs, flexible

scheduling options, and supportive parental leave policies, created a more inclusive and positive work environment for women. Tharenou's findings emphasized that investing in these supportive practices is crucial for retaining talented female employees and fostering a diverse and committed workforce.

Messing (1998) investigated gender differences in occupational health risks, focusing on how workplace safety practices often neglected women's specific health needs. The study found that women were more susceptible to health issues such as repetitive strain injuries, which are related to ergonomic deficiencies, and mental health problems arising from high-stress work environments. Messing highlighted that traditional health and safety regulations frequently overlooked these gender-specific risks, leading to a higher incidence of work-related injuries and stress among female employees. The research called for the development of gender-sensitive health and safety regulations that address women's unique occupational health challenges. Messing's work emphasized the importance of creating safer and more supportive work environments through targeted ergonomic solutions, stress management programs, and policies designed to meet the specific needs of female workers.

Eagly and Karau (1998) examined how gender stereotypes influenced women's professional identity and perceived competence in the workplace. Their study revealed that women frequently encountered challenges due to pervasive stereotypes that diminished their perceived competence and leadership potential. These stereotypes led to biased performance evaluations, where women's abilities were unfairly judged compared to their male counterparts. The research highlighted that these gender-based biases not only hindered women's career advancement but also reinforced inequities in professional opportunities. Eagly and Karau emphasized the importance of raising awareness about these stereotypes and implementing interventions to challenge and change them. Their findings called for efforts to promote a more equitable and supportive work environment that values women's contributions and supports their career development.

Galinsky et al. (1997) explored the challenges faced by working women as they strived to balance their professional careers with personal and household responsibilities. Their study revealed that women experienced higher levels of work-family conflict compared to men due to the demands of managing both career responsibilities and domestic



duties. This dual burden often resulted in increased stress, diminished job satisfaction, and a sense of being overwhelmed by the competing demands of work and home life. The researchers emphasized the need for flexible work arrangements, such as job sharing, telecommuting, and flexible hours, to help women better manage their work and family roles. Galinsky et al. argued that such flexible policies could reduce work-family conflict, alleviate stress, and enhance job satisfaction for women, thereby promoting a more supportive work environment.

Galinsky et al. (1997) investigated the difficulties faced by working women in managing their professional careers alongside personal and household responsibilities. Their study demonstrated that women encountered higher levels of work-family conflict compared to men due to the dual demands of career and family life. This imbalance led to increased stress, lower job satisfaction, and feelings of being overwhelmed by the simultaneous demands of work and home. The researchers argued that traditional work structures failed to support women in balancing these responsibilities effectively. They advocated for the implementation of flexible work arrangements, such as job sharing, telecommuting, and flexible working hours, as solutions to mitigate work-family conflict. Galinsky et al.'s findings highlighted that such flexible policies could help reduce stress, improve job satisfaction, and create a more supportive work environment for women, thus addressing the specific challenges of managing work and family duties.

Hewlett & West (1996) explored the work-life balance challenges faced by working mothers. Their study revealed that working mothers experienced significant difficulties in balancing their professional responsibilities with the demands of family life. The research showed that these challenges often led to feelings of stress and decreased job satisfaction. Hewlett and West highlighted that effective work-life balance strategies, such as flexible working hours and on-site childcare, were crucial for supporting working mothers. Their study advocated for the implementation of supportive measures to help working mothers manage their dual roles and improve their overall work-life balance.

Gutek, Cohen, & Ybema (1996) examined the effects of workplace harassment on women employees. Their study found that harassment, including sexual harassment and discriminatory behaviour, had severe psychological and professional impacts on

women. The researchers discovered that harassment led to reduced job satisfaction, increased stress, and negative effects on mental health. They also explored the barriers women faced in reporting harassment, such as fear of retaliation and doubts about the effectiveness of complaint mechanisms. The study emphasized the need for robust anti-harassment policies and support systems to protect women and foster a safer workplace environment.

Ragins & Scandura (1995) investigated the role of mentoring programs in supporting women's professional development. Their study found that effective mentoring relationships could significantly enhance women's career advancement and job satisfaction. However, the research also revealed that women often had less access to high-quality mentoring compared to men, which hindered their career growth. Ragins and Scandura emphasized the need for organizations to establish structured mentoring programs that offer equal opportunities for women to receive guidance and support in their careers.

McLean & McHugh (1995) explored how occupational stress differently affects men and women. Their study revealed that women experienced higher levels of stress due to multiple factors, including role conflict, discrimination, and work-family balance issues. The research highlighted that women's occupational stress was often compounded by societal expectations and inadequate workplace support. McLean and McHugh called for stress management programs and organizational changes to address the unique stressors faced by women and improve their work conditions.

Acker (1995) investigated how organizational culture influences women's job satisfaction. Her research demonstrated that workplace cultures often perpetuate gender inequalities, which negatively affect women's job satisfaction. Acker found that male-dominated cultures created environments where women felt undervalued and unsupported. The study revealed that women's job satisfaction was significantly influenced by the extent to which the organizational culture acknowledged and addressed gender-based issues. Acker highlighted the importance of cultivating an inclusive culture that recognizes and values diverse contributions, which can enhance job satisfaction and support women's roles in the workplace.

## **2.2 THEORETICAL FRAMEWORK**

### **Overview**

Globally, women have advanced significantly in the workforce and made substantial contributions to a wide range of industries, including technology, finance, education, and pharmaceuticals. In spite of these developments, women still encounter a variety of obstacles that restrict their ability to advance professionally and maintain their personal wellbeing. These obstacles range from overt harassment and discrimination to more covert kinds of bias that impede their ability to advance in their careers and be happy in their jobs. In addition to advancing gender equality, addressing these concerns is essential to ensuring that women can succeed and fully engage in the workforce, which will improve organizational performance and spur economic growth.

### **2.2.1 Workplace challenges of women workers**

#### **Worldwide Context**

Women face several challenges in the workplace around the world, many of which are ingrained in institutional and societal standards. Workplace harassment, work-life balance concerns, career progression possibilities that are scarce, and gender wage disparities are some of the major obstacles. Cultural and societal norms frequently worsen these problems because they perpetuate discriminatory behaviours and limit women's access to professional possibilities. A complex strategy that incorporates organizational policies, legal reforms, and cultural changes is needed to address these issues. *(Noor, N., & Zain, N. M. (2021)).*

#### **Challenges in Kerala, India**

Keralan women workers still confront several obstacles at work, nonetheless. Gender discrimination, salary inequality, and restricted career progression prospects persist in the state despite advances in healthcare and education. Women's engagement in the workforce is still influenced by societal expectations and cultural conventions, which frequently result in underrepresentation in leadership positions and technical professions. The following are particular difficulties Keralan women face:

- **Wage Disparities:** Women frequently make less money than males do, even in situations where they have comparable jobs and skills.
  - **Occupational Segregation:** Women are underrepresented in higher-status, higher-paying fields and overrepresented in lower-status, lower-paying jobs.
  - **Workplace Harassment:** Due to fears of reprisal, many incidences of sexual harassment and other types of workplace harassment remain unreported.
- Strictly Limited Professional Growth: Due in part to gender bias and a lack of mentorship, women frequently encounter obstacles to career advancement and growth. (*Sreelakshmi, R., & Sumesh, K. P. (2020).*)

### Challenges with India

Kerala's predicament is similar to many other places in India, where women face a variety of obstacles at work. Among them are:

- **Gender Pay Gap:** Due to ingrained gender biases and occupational segregation, women are often paid less for doing the same work as men.
  - **Workplace Harassment:** Due to ineffective reporting procedures or fear of reprisal, sexual harassment is still a common problem in the workplace. Many occurrences of this harassment go unreported.
  - **Work-Life Balance:** Women frequently shoulder two sets of responsibilities: one for the home and one for their careers, which can cause stress and exhaustion.
  - **Career Advancement:** Because of prejudices and a dearth of mentorship opportunities, women sometimes find it difficult to rise to leadership roles.
- rules for Maternity and Family Leave: Inadequate rules for maternity and family leave can have a substantial negative effect on women's careers by making them choose between their personal and professional life.
- **Access to Childcare:** Women's capacity to work and progress in their careers may be hampered by a lack of reasonably priced and easily available childcare options. (*Sharma, S., & Devi, K. S. (2019).*)

## 2.2.2 Comprehensive Theories Addressing Workplace Challenges of Women

### 1. Gender Role Theory:

Gender Role Theory explores how societal norms and expectations shape the behaviours and attitudes of men and women. From an early age, individuals learn what is considered appropriate for their gender through socialization processes. In the workplace, these learned roles can result in women being funneled into specific types of jobs or industries that are perceived as suitable for their gender. These roles often come with lower pay and fewer advancement opportunities. Gender Role Theory also explains why women may face backlash when they step outside traditional roles, such as displaying assertiveness in leadership positions. Understanding these dynamics is crucial for developing interventions that challenge and change restrictive gender norms in professional settings. (Bem, S. L. (1981). *Gender schema theory: A cognitive account of sex typing*).

### 2. Glass Ceiling Theory:

The Glass Ceiling Theory addresses the invisible barriers that prevent women from ascending to the highest levels of organizational leadership, regardless of their qualifications or achievements. These barriers are not officially codified but are nonetheless pervasive, stemming from both overt discrimination and subtle biases. Factors contributing to the glass ceiling include stereotypes about women's leadership abilities, lack of mentorship, and exclusion from critical networks. The theory highlights the disparity between the increasing number of women in lower and middle management and their underrepresentation in executive roles. It calls for systemic changes such as transparent promotion processes, leadership training programs for women, and organizational cultures that value diversity. (Cotter, D. A., Hermsen, J. M., Ovadia, S., & Vanneman, R. (2001))

### 3. Tokenism Theory:

Tokenism Theory examines the experience of women who are significantly outnumbered by men in their workplaces, making them "tokens." These women often face heightened visibility, increased performance pressure, and isolation. They are expected to represent their entire gender, leading to stereotyping and over-scrutiny of

their work. Tokenism can also result in social exclusion and limited opportunities for advancement. This theory explains how the presence of a few women does not necessarily indicate gender equality and can mask deeper systemic issues. Addressing tokenism involves not just increasing the number of women in various roles but also fostering inclusive environments where all employees can thrive. (*Kanter, R. M. (1977)*).

#### 4. Social Role Theory:

Social Role Theory posits that gender differences in behaviour stem from the contrasting roles men and women occupy in society. These roles are influenced by cultural, social, and historical factors and lead to the development of gender-specific expectations. In the workplace, these expectations can affect hiring, evaluation, and promotion practices. For example, women may be seen as more suited to nurturing roles, which can limit their opportunities in fields perceived as requiring assertiveness or technical skills. This theory highlights the importance of challenging traditional social roles and encouraging diverse career paths for both genders. Organizations can benefit from policies that promote gender-neutral job descriptions and performance evaluations. (*Eagly, A. H., & Wood, W. (2012)*).

#### 5. Intersectionality Theory:

Intersectionality Theory, introduced by Kimberlé Crenshaw, examines how various aspects of identity, such as race, gender, class, and sexuality, intersect and create unique experiences of oppression and privilege. This theory is essential for understanding the diverse challenges women face in the workplace. For example, women of colour may encounter discrimination that is different from that faced by white women or men of colour. Intersectionality also considers how multiple forms of disadvantage can compound, making it harder for some women to advance in their careers. Addressing these issues requires comprehensive diversity and inclusion initiatives that recognize and support the multifaceted identities of employees. (*Cho, S., Crenshaw, K. W., & McCall, L. (2013)*).

## 6. Work-Life Balance Theory:

Work-Life Balance Theory explores the challenges individuals face in managing their professional and personal lives. For women, these challenges are often more pronounced due to traditional expectations around caregiving and household responsibilities. Balancing these roles can lead to stress, burnout, and career stagnation. The theory emphasizes the need for organizational policies that support work-life balance, such as flexible working hours, remote work options, and parental leave. Promoting a culture that values work-life balance can enhance employee well-being and productivity. It also addresses gender disparities by making it easier for women to pursue and sustain their careers alongside family commitments. (*Kossek, E. E., & Lambert, S. J. (2005)*).

## 7. Feminist Theory:

Feminist Theory critiques the systemic inequalities and power imbalances that perpetuate gender discrimination in society and workplaces. It encompasses various perspectives, including liberal feminism, which advocates for equal opportunities and rights through policy changes, and radical feminism, which seeks to dismantle patriarchal structures. In the workplace, feminist theory examines issues like the gender pay gap, sexual harassment, and underrepresentation in leadership roles. It calls for transformative changes such as equitable hiring practices, gender-sensitive training, and strong anti-discrimination policies. Feminist theory also emphasizes the importance of solidarity and collective action in advocating for women's rights and gender equality. (*Crenshaw, K. (1989)*).

## 8. Structural Inequality Theory:

Structural Inequality Theory focuses on how organizational and societal structures systematically disadvantage certain groups, including women. In the workplace, this can manifest in biased recruitment practices, unequal pay, and limited access to career development opportunities. The theory argues that these inequalities are embedded in the very fabric of organizational policies and practices. To address structural inequality, organizations need to implement comprehensive diversity and inclusion strategies, conduct regular equity audits, and create pathways for underrepresented groups to

advance. This theory highlights the need for systemic change rather than just individual efforts to promote a fair and equitable work environment. (*Ridgeway, C. L. (2011)*).

#### 9. Organizational Behaviour Theory:

Organizational Behaviour Theory studies how individuals and groups act within organizations and how this behaviour affects performance, culture, and structure. It includes an analysis of leadership styles, team dynamics, motivation, and organizational culture. In the context of gender, this theory explores how biases and stereotypes influence the behaviour of employees and leaders. For example, women may be evaluated differently than men due to gender biases in leadership assessment. Understanding these dynamics can help organizations develop strategies to mitigate bias, such as training programs on unconscious bias and creating more inclusive organizational cultures that value diversity and collaboration. (*Robbins, S. P., & Judge, T. (2019)*).

#### 10. Human Capital Theory:

Human Capital Theory examines how investments in education, training, and experience influence an individual's productivity and career outcomes. It highlights the disparities between men and women in access to these resources. Women often face interruptions in their careers due to caregiving responsibilities, which can affect their accumulation of human capital and career progression. Additionally, women may have less access to professional development opportunities and mentorship. Addressing these issues involves creating supportive policies, such as flexible career paths and return-to-work programs, and ensuring equal access to training and development resources for all employees. This theory underscores the economic benefits of investing in women's professional growth. (*Becker, G. S. (1993)*).

### **Additional theories related to workplace challenges for women:**

#### 1. Psychological Safety Theory:

Psychological safety refers to an environment where individuals feel safe to take risks, voice their opinions, and make mistakes without fear of retribution or embarrassment. For women, psychological safety is crucial in overcoming challenges such as speaking



up in meetings, proposing innovative ideas, and reporting harassment or discrimination. Organizations can foster psychological safety by encouraging open communication, showing appreciation for diverse perspectives, and having clear anti-harassment policies. (*Edmondson, A. C. (1999)*).

## 2. Impostor Syndrome:

Impostor syndrome is a psychological pattern where individuals doubt their accomplishments and fear being exposed as a fraud. This is particularly prevalent among high-achieving women who may attribute their success to luck rather than competence. It can hinder women's career growth by preventing them from seeking promotions or leadership roles. Organizations can address this by providing mentorship programs, fostering a culture of recognition, and offering training on self-efficacy and confidence-building. (*Clance, P. R., & Imes, S. A. (1978)*).

## 3. Social Identity Theory:

Social Identity Theory explores how individuals derive a sense of self from their group memberships, including gender. In the workplace, women may experience conflict between their professional identity and gender identity, especially in male-dominated fields. This theory highlights the importance of creating a workplace culture that values and respects diverse identities. Initiatives like employee resource groups, diversity training, and inclusive policies can help support women in expressing their full identities at work. (*Tajfel, H., & Turner, J. C. (1979)*).

## 4. Self-Determination Theory:

Self-Determination Theory focuses on the intrinsic motivation that arises from fulfilling basic psychological needs: autonomy, competence, and relatedness. For women, these needs may be compromised in workplaces that restrict their decision-making power, provide fewer opportunities for skill development, or create unwelcoming social environments. Organizations can support women's self-determination by promoting autonomy, offering professional development opportunities, and fostering a supportive community. (*Deci, E. L., & Ryan, R. M. (2000)*).

#### 5. Cultural Capital Theory:

Cultural Capital Theory examines how non-economic resources, such as education, skills, and social assets, influence social mobility and career success. Women may face challenges in accumulating cultural capital due to societal norms and biases. For instance, networking events often occur in settings that may not be inclusive. Organizations can address this by creating equitable access to networking opportunities, recognizing diverse forms of cultural capital, and valuing different perspectives and backgrounds. (*Bourdieu, P. (1986)*).

#### 6. Role Congruity Theory:

Role Congruity Theory posits that prejudice arises when there is a perceived incongruity between the characteristics of a social role and the characteristics of the people who occupy that role. Women often face biases when seeking leadership positions because leadership traits are stereotypically associated with masculinity. Organizations can counteract this by redefining leadership qualities to include traits traditionally associated with women, such as empathy and collaboration, and actively promoting women into leadership roles. (*Eagly, A. H., & Karau, S. J. (2002)*).

#### 7. Organizational Justice Theory:

Organizational Justice Theory focuses on the perceived fairness of processes, interactions, and outcomes within an organization. Women may experience injustice through biased hiring practices, unequal pay, and unfair performance evaluations. Ensuring organizational justice involves implementing transparent decision-making processes, equitable compensation structures, and fair performance assessment criteria. Promoting a culture of fairness can enhance job satisfaction and retention among women employees. (*Greenberg, J. (1987)*).

#### 8. Critical Mass Theory:

Critical Mass Theory suggests that a certain threshold of minority group representation is necessary to influence organizational culture and decision-making. For women, reaching critical mass in leadership positions or specific departments can help shift organizational norms and reduce gender biases. Strategies to achieve critical mass

include targeted recruitment, leadership development programs, and creating supportive networks for women within the organization. (*Kanter, R. M. (1977)*).

#### 9. Dual Labor Market Theory:

Dual Labor Market Theory divides the labour market into primary and secondary sectors. The primary sector offers stable, well-paying jobs with opportunities for advancement, while the secondary sector comprises low-paying, unstable jobs with limited mobility. Women are often overrepresented in the secondary sector due to gender discrimination and societal expectations. Addressing this involves creating pathways for women to enter and thrive in primary sector jobs through targeted training, mentorship, and anti-discrimination policies. (*Piore, M. J. (1971)*).

#### 10. Social Capital Theory:

Social Capital Theory explores how relationships and networks contribute to career success. Women often have less access to influential networks compared to their male counterparts. Organizations can enhance women's social capital by facilitating mentorship programs, networking events, and collaborative projects that connect women with key decision-makers and peers across the organization. (*Putnam, R. D. (2000)*).

### **2.2.3 Laws addressing challenges of women employees**

Various international and national laws aim to address the workplace challenges faced by women. These laws are designed to protect women from discrimination, ensure equal pay, and create safer and more inclusive work environments. Key legislations include:

#### **International Labour Organization (ILO) Conventions**

The International Labour Organization (ILO) has developed several conventions to promote gender equality and protect women workers. Two key conventions include:

## 1. **Equal Remuneration Convention, 1951 (No. 100):**

- **Objective:** This convention aims to ensure equal remuneration for men and women workers for work of equal value.
- **Key Provisions:**
  - It mandates that member states promote and ensure the application of the principle of equal remuneration for men and women workers.
  - The convention defines remuneration to include ordinary, basic, or minimum wage or salary and any additional emoluments payable directly or indirectly by the employer.
  - It requires measures to be taken through national laws, regulations, collective agreements, and cooperation with employers' and workers' organizations.
- **Impact:** This convention helps in addressing the gender pay gap by ensuring that women receive equal pay for work of equal value.

## 2. **Discrimination (Employment and Occupation) Convention, 1958 (No. 111):**

- **Objective:** This convention aims to eliminate discrimination in employment and occupation.
- **Key Provisions:**
  - It defines discrimination as any distinction, exclusion, or preference made on the basis of race, colour, sex, religion, political opinion, national extraction, or social origin.
  - It requires member states to promote equality of opportunity and treatment in respect of employment and occupation, with a view to eliminating any discrimination.

- Measures to promote equality can include legislative measures, education programs, and policies promoting equal access to vocational training.
- **Impact:** This convention provides a broad framework for combating discrimination and promoting equality in the workplace, ensuring that women have equal opportunities in all aspects of employment. (*International Labour Organization. (1951)*)

### **Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)**

Adopted by the United Nations in 1979, CEDAW is often described as an international bill of rights for women.

- **Objective:** CEDAW aims to eliminate all forms of discrimination against women, ensuring their full development and advancement.
- **Key Provisions:**
  - It defines discrimination against women and calls for the adoption of policies and measures to eliminate such discrimination.
  - States are required to incorporate the principle of gender equality into their legal systems, abolish discriminatory laws, and adopt appropriate measures prohibiting discrimination.
  - It addresses a range of issues, including political participation, education, employment, health care, and equality before the law.
  - Specific provisions related to employment include the right to equal pay, the right to protection of health and safety in working conditions, and the right to maternity protection.
  - **Impact:** CEDAW provides a comprehensive framework for addressing gender discrimination, promoting gender equality, and empowering

women across various aspects of life, including the workplace. (*United Nations. (1979)*)

### **The Equal Pay Act (USA)**

The Equal Pay Act of 1963 is a landmark U.S. law aimed at eliminating wage disparity based on gender.

- **Objective:** To mandate equal pay for equal work regardless of gender.
- **Key Provisions:**
  - It prohibits employers from paying different wages to men and women who perform jobs that require substantially equal skill, effort, and responsibility under similar working conditions.
  - It allows for wage differences only when based on seniority, merit, quantity or quality of production, or any factor other than sex.
  - Defacement is carried out by the Equal Employment Opportunity Commission (EEOC).
- **Impact:** The Equal Pay Act has been instrumental in reducing wage disparities between men and women in the U.S., although challenges remain in achieving full pay equity. (*U.S. Equal Employment Opportunity Commission. (1963)*)

### **The Sex Discrimination Act (UK)**

Enacted in 1975, the Sex Discrimination Act is a key piece of legislation in the UK that addresses gender discrimination.

- **Objective:** To prohibit discrimination on the grounds of sex in employment, education, and the provision of goods and services.
- **Key Provisions:**
  - It makes it unlawful for employers to discriminate against employees or job applicants on the basis of sex, marriage, or gender reassignment.

- It covers direct discrimination (treating someone less favourably because of their sex), indirect discrimination (applying a provision that disadvantages one sex), and harassment.
- It also includes provisions for maternity and pregnancy-related discrimination.
- **Impact:** The Sex Discrimination Act has played a crucial role in promoting gender equality in the workplace and beyond, laying the foundation for subsequent equality legislation. (UK Government. (1975). *Sex Discrimination Act 1975*)

### **The Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013 (India)**

This act provides a framework for preventing and addressing sexual harassment in the workplace in India.

- **Objective:** To ensure a safe and dignified working environment for women by preventing and addressing sexual harassment.
- **Key Provisions:**
  - It defines sexual harassment and provides a detailed description of what constitutes harassment at the workplace.
  - Employers are required to set up an Internal Complaints Committee (ICC) at each office or branch with 10 or more employees to address complaints.
  - The act mandates that the ICC must be headed by a senior woman employee and include external members from NGOs or other bodies familiar with issues relating to sexual harassment.
  - It provides a timeline for resolving complaints and outlines the duties of employers in preventing sexual harassment, including conducting awareness programs.

- **Impact:** This act has significantly strengthened the legal framework for protecting women from sexual harassment in the workplace in India, ensuring that complaints are handled with due process and seriousness. Government of (India. (2013). *The Sexual Harassment of Women at Workplace*)

### **Maternity Benefit Act, 1961(India)**

The Maternity Benefit Act regulates the employment of women in certain establishments before and after childbirth, providing for maternity benefits.

- **Objective:** To protect the employment of women during the time of their maternity and to provide them with maternity benefits.
- **Key Provisions:**
  - Women are entitled to maternity leave of 26 weeks for the first two children and 12 weeks for subsequent children.
  - The act provides for maternity leave for adopting and commissioning mothers (surrogates) as well.
  - It mandates employers to provide a medical bonus and prohibits dismissal of women during maternity leave.
  - The act requires employers to provide nursing breaks and, in some cases, crèche facilities.
- **Impact:** The Maternity Benefit Act supports working mothers by ensuring job security during and after pregnancy, providing financial benefits, and promoting a healthy work-life balance. (Government of India. (1961). *The Maternity Benefit Act*)



## **2.2.4 Types of challenges faced by women workers**

### **Gender Pay Gap**

The gender pay gap is one of the most prevalent problems that women encounter. Women frequently get less money even if they fill the same roles as men. Numerous factors, such as discrimination, variations in job experience, and occupational segregation, all have an impact on this inequality. The gender wage gap has an impact on women's motivation and job satisfaction in addition to their financial security. Legislative action is necessary to close the gender pay gap, but so must a cultural transformation that values women's labour equally. Companies can create clear payment structures, carry out frequent pay audits, and encourage female pay parity in practice and policy. *(Smith, L. (2020). Understanding the gender pay gap and its impact on women.)*

### **Occupational Harassment**

There are still serious problems with sexual harassment and other types of workplace harassment. Unwelcome sexual advances, offensive remarks, and other forms of harassment are commonplace for women, which makes the workplace inhospitable. Because they don't believe the reporting procedure or are afraid of retaliation, many women choose not to report harassment. To solve this issue, leadership commitment, frequent training, and effective anti-harassment rules are essential. To make the workplace safer, organizations should set up transparent reporting procedures, offer victim support services, and implement severe disciplinary actions against offenders.

### **Work-Life Balance**

For many women, juggling work and personal obligations is a significant struggle. Even when women work full-time, societal expectations frequently lay the major responsibility of childcare and household tasks on them. This combined burden of responsibilities might result in stress, burnout, and less prospects for professional growth. Improving work-life balance requires flexible work arrangements including remote work and flexible hours, encouraging workplace rules, and a more equitable

division of household duties. To accommodate working parents, employers might provide on-site childcare, parental leave, and flexible work schedules.

### **Career Advancement**

Obstacles to career advancement for women are common and include unjust promotion policies, a dearth of mentorship, and restricted access to chances for professional growth. These obstacles can contribute to gender disparity in the workplace by keeping women out of leadership roles. It is imperative for organizations to have clear and open promotion procedures, offer mentorship initiatives, and proactively foster the professional development of women. One way to bridge the gender gap in leadership roles is to provide leadership training and to establish a pipeline for female talent.

### **Occupational Segregation & Occupational Harassment**

Women are disproportionately underrepresented in higher-status, higher-paying disciplines like STEM (science, technology, engineering, and mathematics) and concentrated in lower-status, lower-paying occupations. The growth and earning potential of women is restricted by this occupational segregation. The first steps in resolving this issue are to support and give chances for women in underrepresented industries, as well as to encourage girls and young women to pursue jobs in different fields. Organizations should encourage gender diversity in all sectors, offer internships and scholarships, and use focused recruitment techniques.

### **Maternity and Family Leave Policies**

Women's careers can be severely impacted by inadequate maternity and family leave regulations. Because of financial hardships or insecure employment, many women feel pressured to return to the workforce shortly after giving birth. Their development in their career may be hampered as well as their physical and emotional well-being. To support working women, robust maternity and family leave policies that offer enough time off and job protection must be put into place. To promote shared parenting obligations, employers should provide paid parental leave, paternity leave, and maternity leave.

## **Access to Childcare**

Accessible and reasonably priced child care is an essential resource for working parents, especially moms. Women may be forced to quit their jobs or cut back on their hours due to a lack of childcare services, which will limit their professional options. To ensure that childcare is available to all families, governments and businesses must make investments in childcare facilities and offer subsidies or other forms of assistance. Childcare vouchers, on-site daycare facilities, and alliances with neighbourhood childcare providers can all lessen this load.

## **Gender Bias and Stereotypes**

Women's confidence and professional goals might be weakened by persistent gender biases and preconceptions. There may be a perception that women are less capable or dedicated to their work than men, which prevents them from having as many opportunities for promotion and recognition. It takes continual learning and development, as well as a dedication to fostering an inclusive and equitable workplace culture, to address these biases. To combat misconceptions, organizations could adopt diversity and inclusion training, encourage gender-neutral job descriptions, and highlight female role models. *(Johnson, M., & Brown, S. (2018))*

### **2.2.5 Factors affecting the workplace challenges of women**

Many of the challenges that women face at work have an effect on their ability to advance in their careers, how happy they are in their jobs, and how well they are generally. These difficulties result from the intricate interaction of organizational, economic, sociocultural, and personal elements. Gaining a thorough understanding of these elements is essential to creating solutions that effectively address these issues and promote an inclusive and equitable work environment.

## **Cultural and Social Factors**

Stereotypes and sociocultural norms have a big impact on how women experience the job. Women are typically perceived as less dedicated to their employment because of traditional gender norms, which require them to prioritize family responsibilities above their careers. Biased hiring, promotion, and performance review decisions may arise

from this cultural norm. For example, because they are categorized into roles that are seen as more loving and supporting, women may be passed over for leadership roles or difficult tasks.

These problems are made worse by the patriarchal attitudes that are present in many countries. Women's efforts and labour are frequently undervalued as a result of these views. The adoption of gender equality programs within organizations may be hampered by the widespread reluctance to altering established gender roles. Women are discouraged from pursuing particular jobs or applying for advancements because of these cultural beliefs, which also create an unwelcoming and occasionally hostile work environment.

### **Organizational Factors**

The procedures and policies of the organization have a significant impact on how women view their work lives. Women may be forced to choose between their employment and their families due to inadequate maternity and parental leave regulations. It can be difficult for women to manage work and personal life when there aren't enough flexible work options available, such as remote work, part-time work, or flexible hours. These insufficient regulations may result in high female turnover rates, the loss of talented individuals, and a decline in job satisfaction.

Another important factor is the culture of the organization. A company without an inclusive and diverse culture may not be able to meet the special requirements and difficulties that female employees encounter. Women's career advancement may be impeded by the lack of professional development opportunities, support systems, and mentorship programs. Women who work in cultures that are not inclusive may feel alone and unsupported, which lowers their morale and decreases productivity.

Another important organizational aspect is gender bias in hiring and promotion procedures. Hiring biases may lead to a decrease in the number of women employed, particularly in technical or leadership positions. Because of skewed opinions about their ability and dedication, women are frequently passed over for promotions. These prejudices contribute to the gender gap in leadership by erecting a glass ceiling that keeps women from rising to higher positions.

Safety concerns and sexual harassment are widespread problems that impact women's experiences at work. Because harassment is so common, the workplace becomes dangerous and unfriendly, which exacerbates psychological discomfort, lowers job satisfaction, and increases turnover. The issue can be made worse by inadequate or inefficient reporting procedures that deter women from reporting instances of harassment.

### **Economic Factors**

Women's experiences in the workplace are greatly impacted by economic variables, such as the gender pay gap. Because of widespread wage inequality and the undervaluation of women's labour, women frequently make less money for doing the same work as men. The gender wage gap is further exacerbated by occupational segregation, as women are disproportionately found in lower-paying fields and positions. Gender inequality is sustained by these salary differences, which have an impact on women's financial security and general economic stability.

Access to training and education is yet another important economic consideration. Women may have less prospects for career advancement due to limited access to postsecondary education and vocational training. Additionally, organizations might provide women fewer chances to advance their technical and leadership abilities. Women who have limited access to education and training find it more difficult to advance in their careers and to compete for higher-paying positions.

### **Individual Elements**

Individual elements like career aspirations, self-confidence, and work-life balance also have a big impact on how women feel the workplace. For many women, juggling work obligations with caring and household activities can be quite difficult. Their health, effectiveness at work, and general well-being can all suffer as a result of stress and burnout brought on by the strain to balance work and home obligations.

Women's career advancement can also be impeded by challenges related to perception and self-confidence, such as imposter syndrome. Imposter syndrome causes many women to mistrust their skills and accomplishments. Their unwillingness to bargain for better pay or promotions may be hampered by this lack of confidence, which could lead

to unfair treatment at work. Furthermore, women's job goals and decisions might be influenced by cultural norms and family obligations, which frequently causes them to put family before career.

For women to advance in their careers, they must have access to mentors and role models. Women's aspirations and pursuit of leadership posts may be impacted by the lack of female mentors and role models in these positions. Limited professional goals contribute to a decrease in the number of women occupying leadership roles, hence sustaining gender imbalances in the workplace. (*Jones, A., & Patel, R. (2021)*)

### **Conclusion**

The obstacles that female employees must overcome are numerous and have their roots in both institutional policies and societal conventions. Comprehensive approaches, such as organizational rules, legal protections, and cultural changes, are needed to address these issues. We can establish work environments where women may flourish and make their greatest contributions by enacting laws and policies that are successful, encouraging gender equality, and providing a welcoming and encouraging work atmosphere. Gender equality is an essential objective for all cultures, as it promotes economic growth and organizational effectiveness in addition to helping women.

Governments, businesses, and individuals at all levels of involvement must work together to create a more inclusive and equitable workplace if these goals are to be met. Laws protecting women's rights should be upheld and strengthened by governments, and work-life balance and gender equality must be promoted by employers through the implementation of policies. People can make a difference by speaking out against prejudice, encouraging their peers, and promoting equality of opportunity and treatment.

**CHAPTER III**  
**DATA ANALYSIS & INTERPRETATION OF DATA**

## **Data analysis**

Data analysis is the process of systematically examining and interpreting data in order to draw conclusions and insights from it. Data analysis involves "the application of statistical and computational methods to describe, summarize, and visualize data, as well as to identify patterns and relationships within it".

Data analysis is the process of inspecting, cleaning, transforming, and interpreting data to discover patterns, trends, and useful information. It involves using various statistical, mathematical, and computational techniques to make sense of raw data and derive meaningful insights. Data analysis is an integral part of the broader field of data science and is used across various domains, including business, science, research, healthcare, finance, marketing and more.

Data analysis is an iterative process, and sometimes additional data may be required, or the analysis approach may need to be adjusted based on initial results. The goal is to gain valuable insights that can be used to make informed decisions and improve processes or strategies.

The ultimate goal of data analysis is to turn data into actionable knowledge, which can lead to better understanding, more effective strategies, and evidence-based decision-making. As data continues to grow in volume and complexity, data analysis remains a fundamental skill in the modern world. (Kelleher and Tierney (2018)).

### **Tools of data analysis**

The most crucial part of any research endeavour is building a research instrument or tool for data collecting, as the sort of information gathered will determine the findings or conclusions, and the questions posed to respondents will determine the data collected in full. In this study, direct communication and a questionnaire were the research instruments used. The right statistical methods will be applied to the data analysis of the acquired information. Employee perceptions will be summarized using descriptive data like charts, and percentages.

Statistical instruments for data analysis: The primary data collected from the samples is analysed using the percentage analysis method.



### **1. Percentage Analysis:**

The percentage analysis method is employed to illustrate the distribution of data as percentages, enhancing the comprehension of collected data. This method is applied to create contingency tables from frequency distributions, offering a clearer representation of the collected data.

Percentage=

(Number of women workers facing a specific challenge/Total number of women workers surveyed)  
×100

### **ANOVA - Test:**

ANOVA (Analysis of Variance) is utilized to statistically evaluate the challenges faced by women workers across different departments and age categories at Oushadhi. This statistical technique compares means across multiple groups to determine if the observed differences are statistically significant. It partitions the overall variability into variance within and between groups to assess whether differences in challenges are due to genuine effects or random variation.

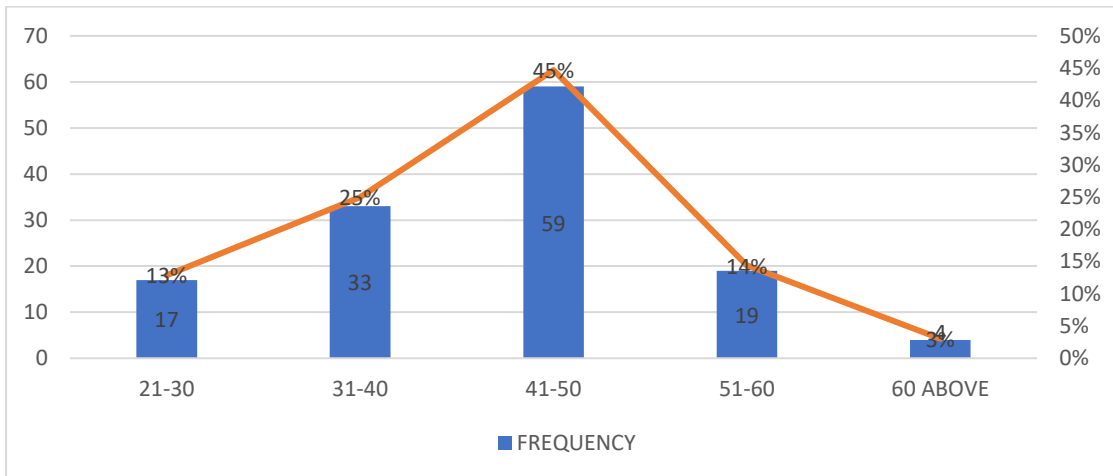
ANOVA allows for the comparison of challenges faced by women workers in various departments and age categories. For instance, it can investigate whether there are statistically significant differences in the challenges reported by women workers across different age groups or departments. Significant findings from ANOVA would indicate meaningful variations in the challenges experienced by women workers at Oushadhi.

## PERCENTAGE ANALYSIS

### 3.1.AGE OF THE EMPLOYEES

AGE	FREQUENCY	PERCENTAGE
21-30	17	13%
31-40	33	25%
41-50	59	45%
51-60	19	14%
60 ABOVE	4	3%
TOTAL	132	100%

*(Table 3.1 Age of the employees)*



*(Figure 3.1 Age of the employees)*

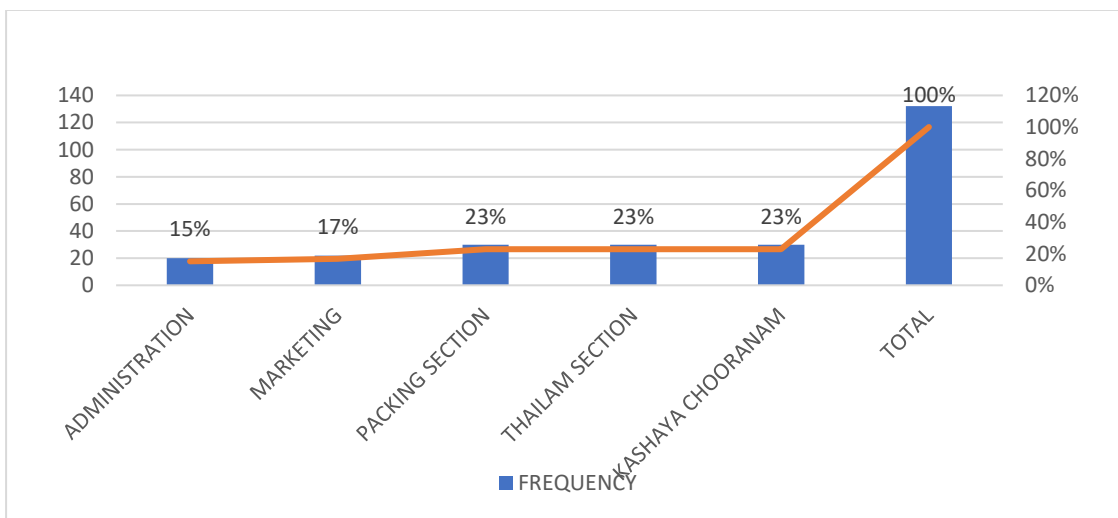
### INTERPRETATION

The age distribution data shows that the workforce is mature and experienced, with the bulk of workers (45%) falling into the 41–50 age range. Twenty percent of professionals are in their mid-career and fall into the 31–40 age bracket. The percentages of the younger (ages 21 to 30) and older (ages 51 to 60) categories are lower, with 13%, 14%, and 3%, respectively. This distribution points to an area where acquiring and keeping younger people could be prioritized in order to secure the long-term viability of the company. All things considered; the facts point to a workforce that is heavily composed of seasoned workers who are approaching their prime career phases.

### 3.2 DEPARTMENT OF THE EMPLOYEES

DEPARTMENT	FREQUENCY	PERCENTAGE
ADMINISTRATION	20	15%
MARKETING	22	17%
PACKING SECTION	30	23%
THAILAM SECTION	30	23%
KASHAYA CHOORANAM	30	23%
TOTAL	132	100%

(Table 3.2 department of the employees)



(Figure 3.2 department of the employees)

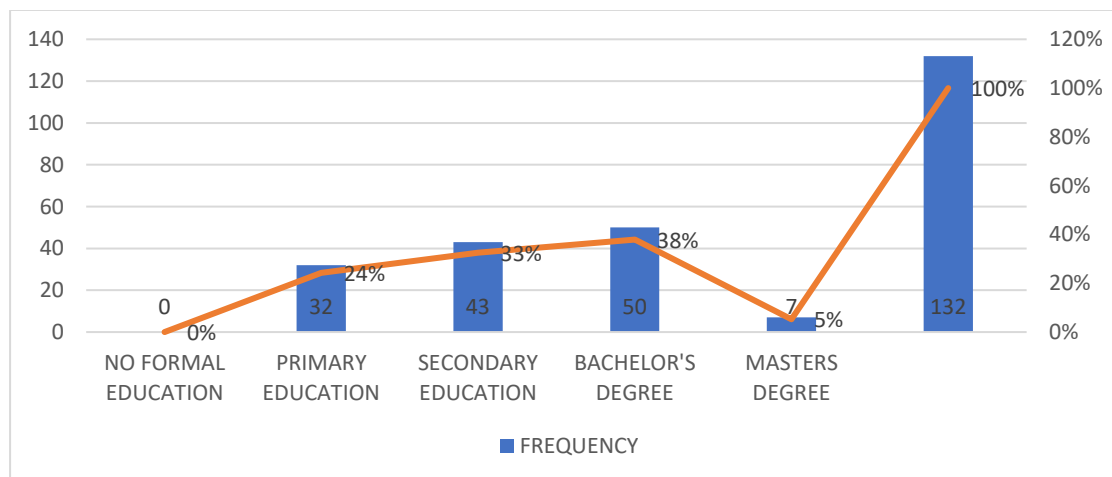
#### INTERPRETATION

The distribution of workers throughout the departments demonstrates a balanced representation, with 23% of the workforce each coming from the Packing Section, Thailam Section, and Kashaya Chooranam. 17% goes toward marketing, while 15% goes toward administration. This shows a varied distribution of workers within important functional domains, guaranteeing that no department is overrepresented. All things considered, the evidence points to a scattered workforce that performs a variety of crucial tasks for the company.

### 3.3 EDUCATIONAL QUALIFICATION OF THE EMPLOYEES

ED UCATIONAL QUALIFICATION	FREQUENCY	PERCENTAGE
NO FORMAL EDUCATION	0	0%
PRIMARY EDUCATION	32	24%
SECONDARY EDUCATION	43	33%
BACHELOR'S DEGREE	50	38%
MASTERS DEGREE	7	5%
	132	100%

(Table 3.3 educational qualification of the employees)



(Figure 3.3 educational qualification of the employees)

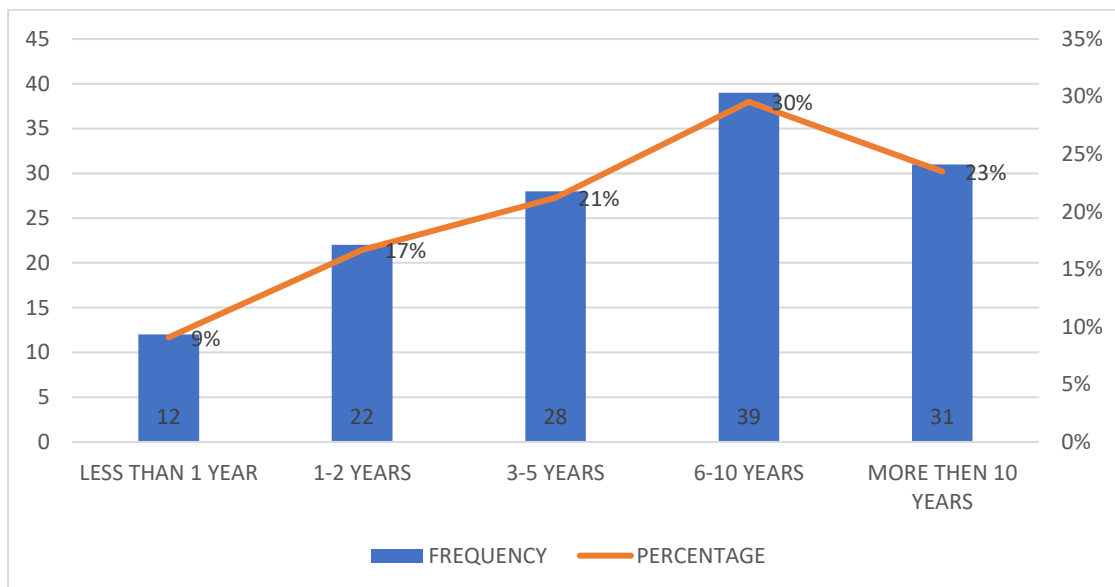
#### INTERPRETATION

According to data on educational qualifications, the majority of workers have completed at least secondary school; 38% hold a bachelor's degree, and 33% have completed secondary school. Of them, 24% only completed their primary school, while 5% hold a master's degree. The fact that none of the workers lack a formal degree is noteworthy and suggests that the workforce is generally well-educated. This distribution points to a solid formal education basis across staff members, which is advantageous for performance and organizational competency.

### 3.4 EXPERIENCE OF THE EMPLOYEES

YEAR OF EXPERIENCE	FREQUENCY	PERCENTAGE
LESS THAN 1 YEAR	12	9%
1-2 YEARS	22	17%
3-5 YEARS	28	21%
6-10 YEARS	39	30%
MORE THEN 10 YEARS	31	23%
TOTAL	132	100%

(Table 3.4 experience of the employees)



(Figure 3.4 experience of the employees)

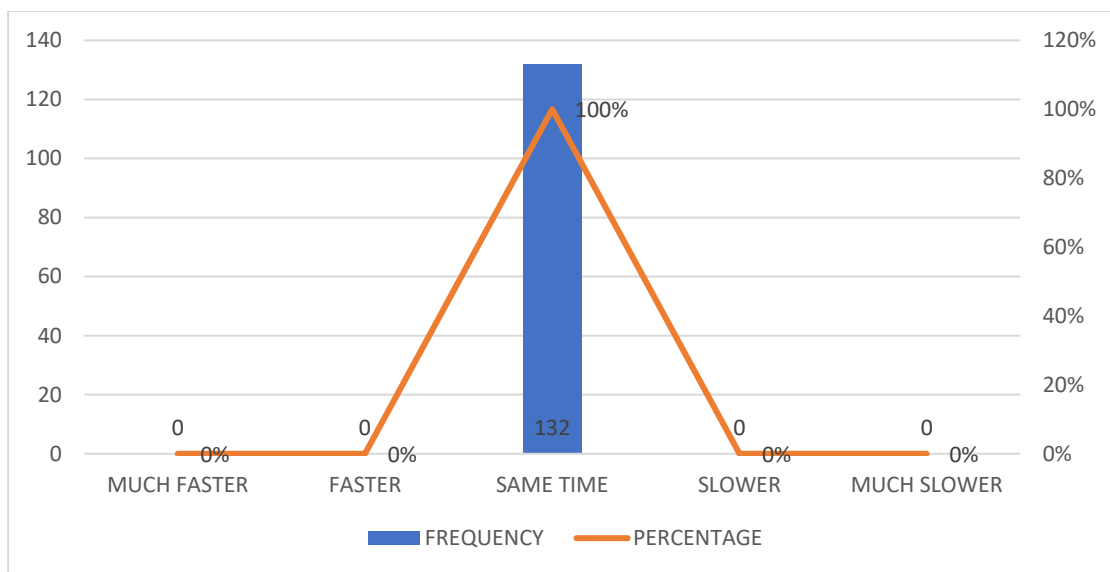
#### INTERPRETATION

With 30% having 6–10 years of experience and 23% having more than 10 years, the years of experience data reveals that a sizeable fraction of the workforce has substantial experience. The proportion of fresher employees with less than two years is 26%, while those with three to five years make up 21%. This distribution demonstrates a workforce that gains from having a balance of more experienced workers and less experienced people, as it guarantees a blend of new ideas and expertise.

### 3.5 PROMOTION TIME COMPARED TO MALE COLLEAGUES

PARTICULARS	FREQUENCY	PERCENTAGE
MUCH FASTER	0	0%
FASTER	0	0%
SAME TIME	132	100%
SLOWER	0	0%
MUCH SLOWER	0	0%
TOTAL	132	100%

*(Table 3.5 promotion time compared to male colleagues)*



*(Figure 3.5 promotion time compared to male colleagues)*

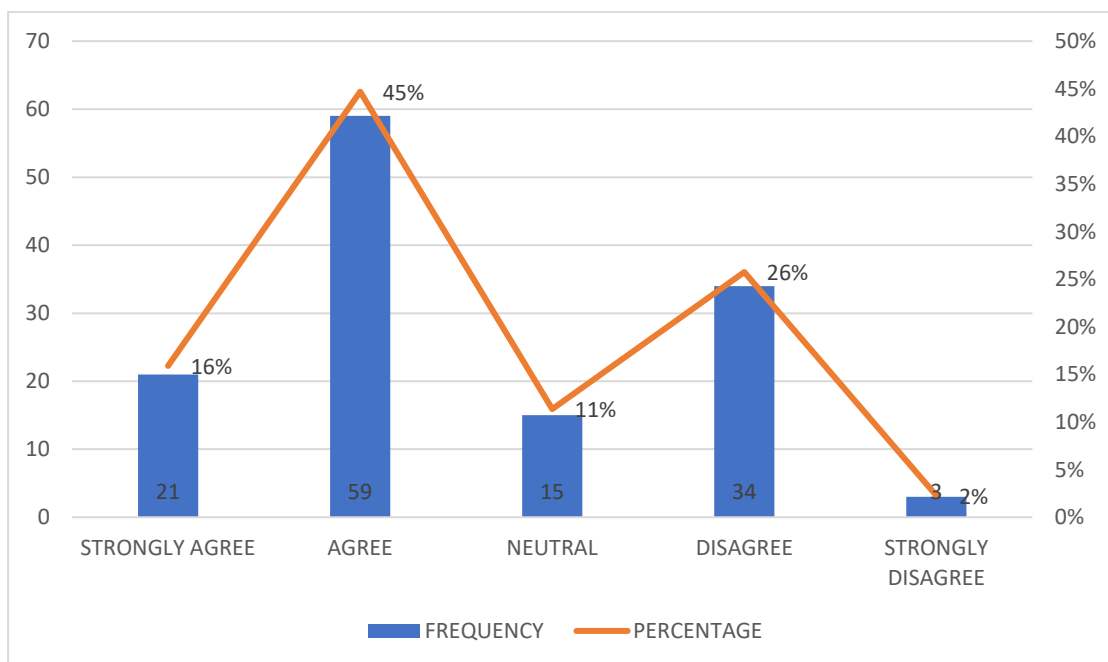
#### INTERPRETATION

According to the statistics, all respondents (100%) stated that it took them the same length of time to advance relative to their male coworkers in comparable roles. This consistent response implies that within the examined group, there is perceived parity in the timeliness of promotions for the sexes. According to the respondents, at least, this finding might be indicative of a work environment that prioritizes meritocracy and equitable possibilities for professional growth. It's crucial to keep in mind, though, that everyone has unique experiences and perspectives.

### 3.6 PHYSICAL DISCOMFORT FROM PROLONGED SITTING OR STANDING

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	21	16%
AGREE	59	45%
NEUTRAL	15	11%
DISAGREE	34	26%
STRONGLY DISAGREE	3	2%
TOTAL	132	100%

(Table 3.6 physical discomfort from prolonged sitting or standing)



(Figure 3.6 physical discomfort from prolonged sitting or standing)

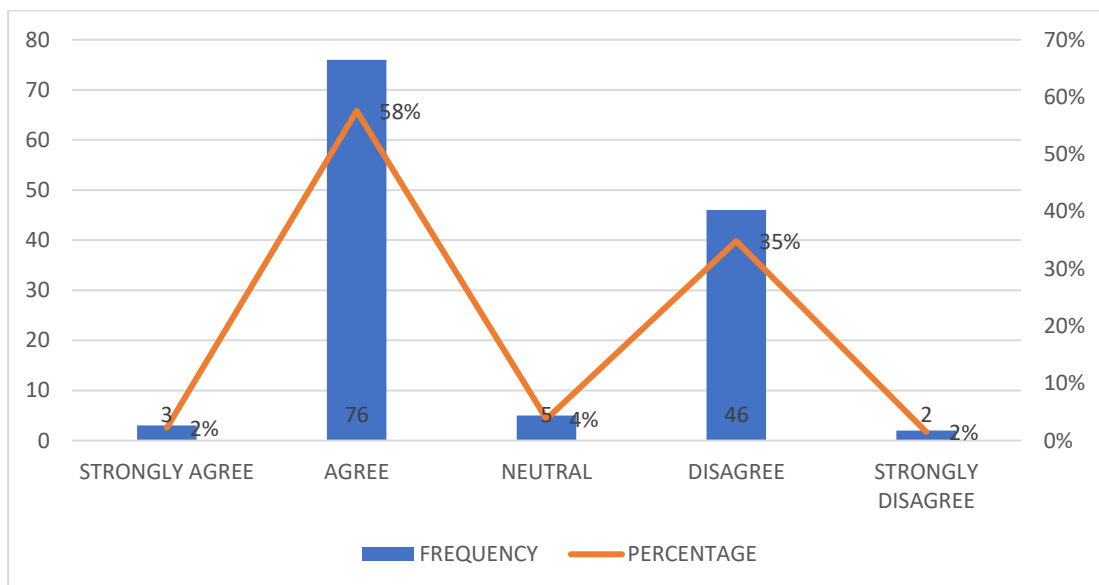
#### INTERPRETATION

Based to the survey, the majority of workers (61%) either agree or strongly agree that spending a lot of time sitting or standing at work causes them physical discomfort. Only 11% of respondents are indifferent to the remark, whilst 28% disagree or strongly disagree with it. This implies that for a sizable segment of the workforce, physical discomfort is a serious problem. Improving movement breaks and ergonomics may enhance workers' general comfort and wellbeing.

### 3.7 WORKPLACE ERGONOMICS AND PHYSICAL STRAIN

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	3	2%
AGREE	76	58%
NEUTRAL	5	4%
DISAGREE	46	35%
STRONGLY DISAGREE	2	2%
TOTAL	132	100%

(Table 3.7 workplace ergonomics and physical strain)



(Figure 3.7 workplace ergonomics and physical strain)

#### INTERPRETATION

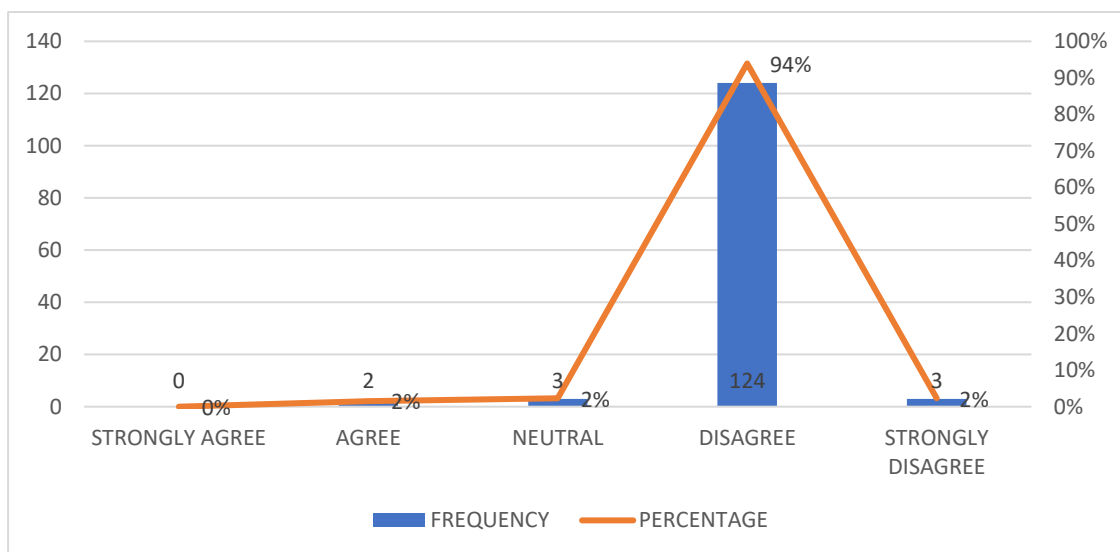
According to the findings, a sizable majority of workers (60%) either agree or strongly agree that their workplace's ergonomics play a role in causing physical strain or damage. 37% of respondents disagree or strongly disagree with the statement, while 4% are neutral. This suggests that a significant percentage of the workforce has problems connected to ergonomics, highlighting the need for ergonomic evaluations and enhancements to lessen physical strain and potential harm.



### 3.8 INADEQUATE MENSTRUAL HEALTH FACILITIES AT WORKPLACE

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	0	0%
AGREE	2	2%
NEUTRAL	3	2%
DISAGREE	124	94%
STRONGLY DISAGREE	3	2%
TOTAL	132	100%

(Table 3.8 inadequate menstrual health facilities at workplace)



(Figure 3.8 inadequate menstrual health facilities at workplace)

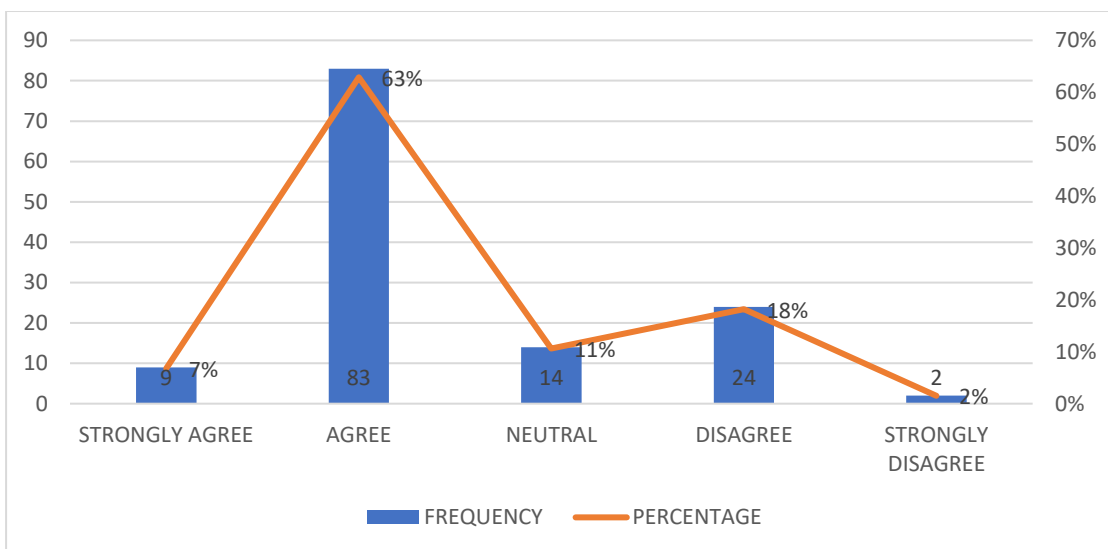
#### INTERPRETATION

According to the outcomes, 96% of workers disagree or strongly disagree that their place of employment does not offer sufficient facilities for managing menstruation health, demonstrating a general level of satisfaction with the resources offered. Just 4% of respondents are neutral or agree, indicating that most employees do not find this to be a major concern. This suggests that the management of menstrual health issues has been effectively addressed in the workplace. For the most part, the workforce believes that menstruation health facilities are satisfactory.

### 3.9 STRESS FROM HIGH WORKLOAD AND TIGHT DEADLINES

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	9	7%
AGREE	83	63%
NEUTRAL	14	11%
DISAGREE	24	18%
STRONGLY DISAGREE	2	2%
TOTAL	132	100%

(Table 3.9 stress from high workload and tight deadlines)



(Figure 3.9 stress from high workload and tight deadlines)

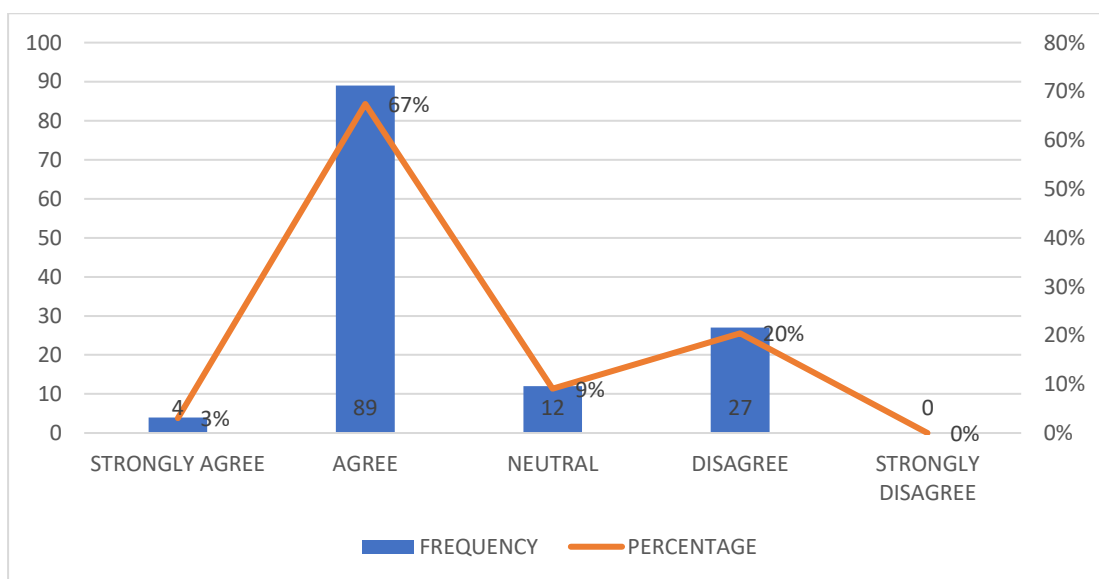
#### INTERPRETATION

The data reveals that a significant majority (70%) of employees either agree or strongly agree that they feel stressed due to the high workload and tight deadlines at their job. A smaller portion, 11%, remain neutral, while 20% disagree or strongly disagree. This indicates that workload and deadlines are major stress factors for a large portion of the workforce, highlighting the need for potential workload management and stress reduction initiatives.

### 3.10 WORK-RELATED ANXIETY AND MENTAL FATIGUE

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	4	3%
AGREE	89	67%
NEUTRAL	12	9%
DISAGREE	27	20%
STRONGLY DISAGREE	0	0%
TOTAL	132	100%

(Table 3.10 work-related anxiety and mental fatigue)



(Table 3.10 work-related anxiety and mental fatigue)

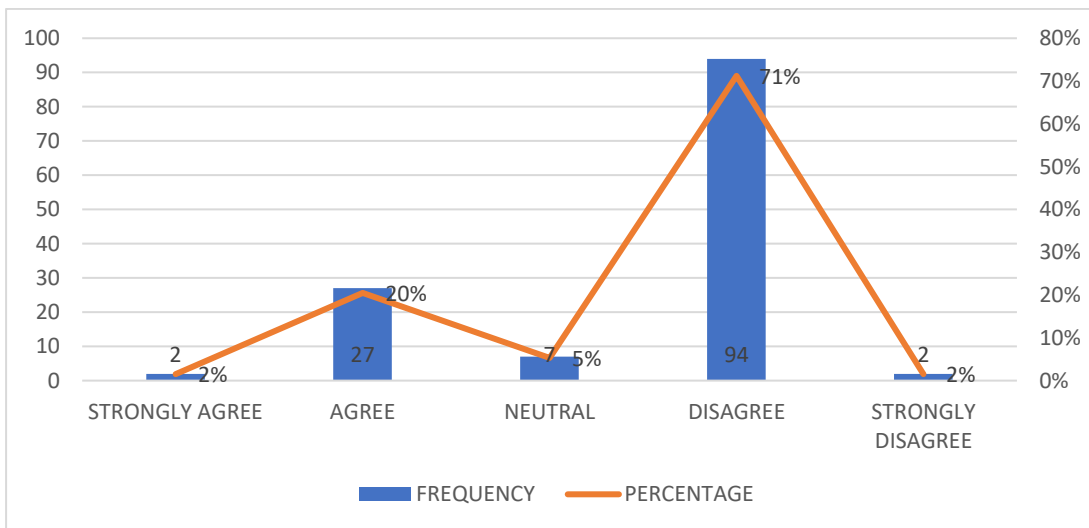
#### INTERPRETATION

According to the findings, a sizable majority of workers (70%) either agree or strongly agree that work-related problems cause them to feel anxious or mentally exhausted. Just 9% of respondents are neutral, and 20% disagree. This indicates that a significant portion of the workforce is concerned about worry and mental exhaustion, which highlights the need for stress management and mental health care within the workplace.

### 3.11 LACK OF EMPLOYER SUPPORT FOR WORK-LIFE BALANCE

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	2	2%
AGREE	27	20%
NEUTRAL	7	5%
DISAGREE	94	71%
STRONGLY DISAGREE	2	2%
TOTAL	132	100%

*(Table 3.11 lack of employer support for work-life balance)*



*(Figure 3.11 lack of employer support for work-life balance)*

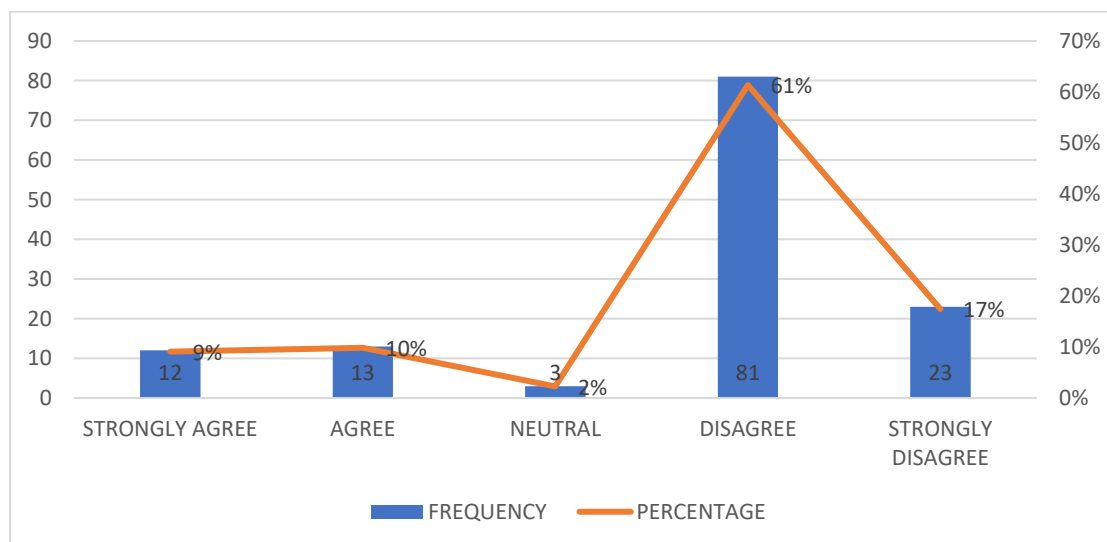
#### INTERPRETATION

According to the research, there is a broad sense of support among employees, as seen by the fact that 73% of them disagree or strongly disagree that their employer does not support them in managing work-life balance. Conversely, 22% agree or strongly agree, indicating that a sizeable minority does not feel heard. Just 5% of them are neutral. The majority of workers believe that their employer supports work-life balance sufficiently overall, yet a sizeable portion still feels that there isn't enough of it.

### 3.12 GENDER-BASED DISCRIMINATION AT WORK

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	12	9%
AGREE	13	10%
NEUTRAL	3	2%
DISAGREE	81	61%
STRONGLY DISAGREE	23	17%
TOTAL	132	100%

(Table 3.12 gender-based discrimination at work)



(Figure 3.12 gender-based discrimination at work)

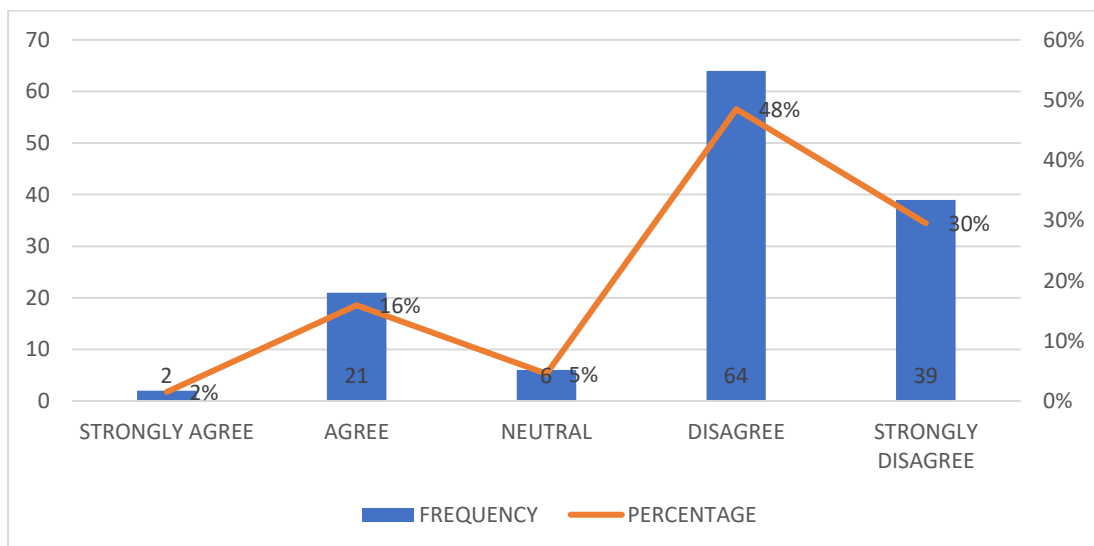
#### INTERPRETATION

According to the findings, the majority of employees (78%) either strongly disagree or disagree with the statement that they have experienced bias or discrimination based on gender at work. Nonetheless, 19% of workers agree or strongly agree, meaning that over 25% of the workforce has dealt with these kinds of problems. Just 2% of them stay impartial. Although the majority of workers do not consider gender-based discrimination to be an issue, a sizeable minority have experienced it, indicating a possible area for development in the promotion of workplace equality.

### 3.13 INADEQUATE PHYSICAL INFRASTRUCTURE

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	2	2%
AGREE	21	16%
NEUTRAL	6	5%
DISAGREE	64	48%
STRONGLY DISAGREE	39	30%
TOTAL	132	100%

(Table 3.13 inadequate physical infrastructure)



(Figure 3.13 inadequate physical infrastructure)

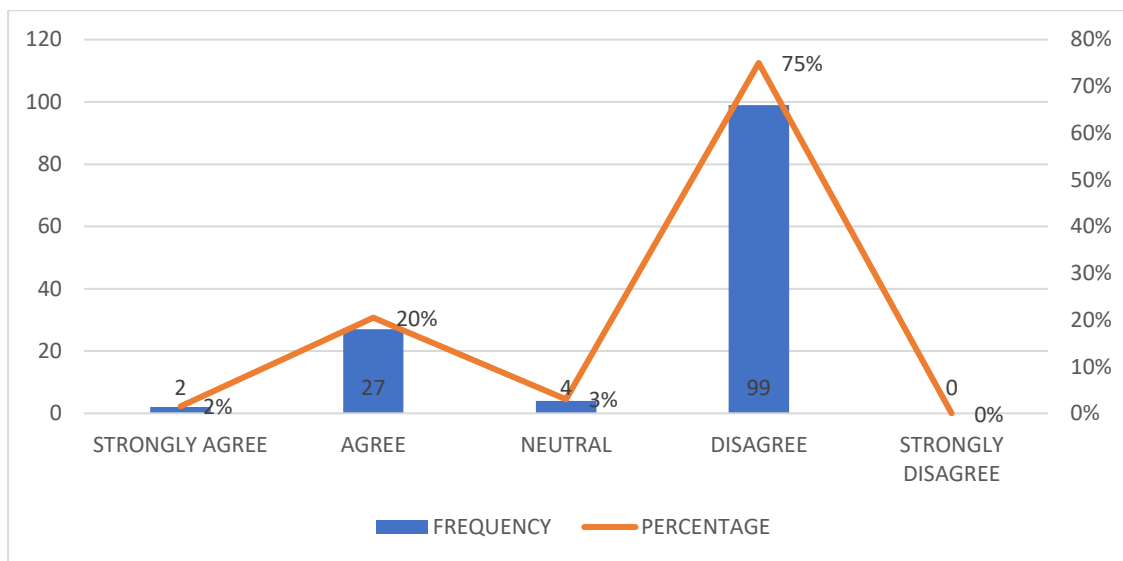
#### INTERPRETATION

According to the findings, the majority of employees (78%) either strongly disagree or disagree with the statement that their workplace's physical infrastructure does not support a comfortable work environment. Just 18% of respondents agree or strongly agree with the statement, while 5% had no opinion. This shows that while a small percentage of workers believe upgrades are necessary, the majority of workers are generally content with the physical infrastructure, such as lighting and ventilation, at their place of employment.

### 3.14 LACK OF ACCESS TO NECESSARY RESOURCES AND EQUIPMENT

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	2	2%
AGREE	27	20%
NEUTRAL	4	3%
DISAGREE	99	75%
STRONGLY DISAGREE	0	0%
TOTAL	132	100%

(Table 3.14 lack of access to necessary resources and equipment)



(Figure 3.14 lack of access to necessary resources and equipment)

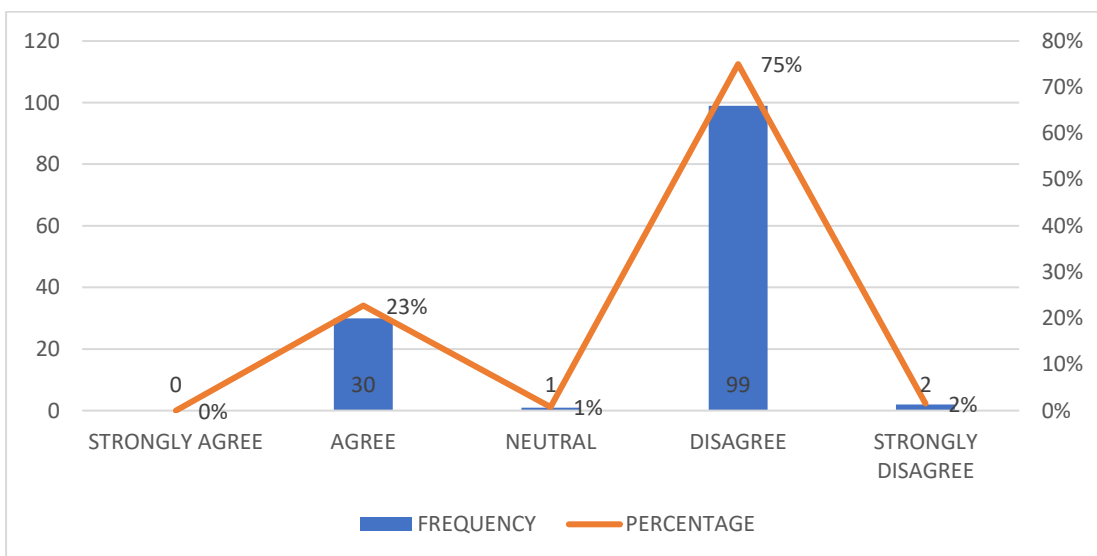
#### INTERPRETATION

The survey results indicate that the majority of respondents (75%) disagree with the statement that they lack access to necessary resources and equipment to perform their job effectively, while 20% agree and 2% strongly agree, indicating some concerns. A small percentage (3%) remain neutral, with no one strongly disagreeing. This suggests that while most employees feel adequately equipped, a notable minority experiences resource and equipment shortages.

### 3.15 INADEQUATE BREAK AND MEAL FACILITIES

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	0	0%
AGREE	30	23%
NEUTRAL	1	1%
DISAGREE	99	75%
STRONGLY DISAGREE	2	2%
TOTAL	132	100%

(Table 3.15 inadequate break and meal facilities)



(Figure 3.15 inadequate break and meal facilities)

#### INTERPRETATION

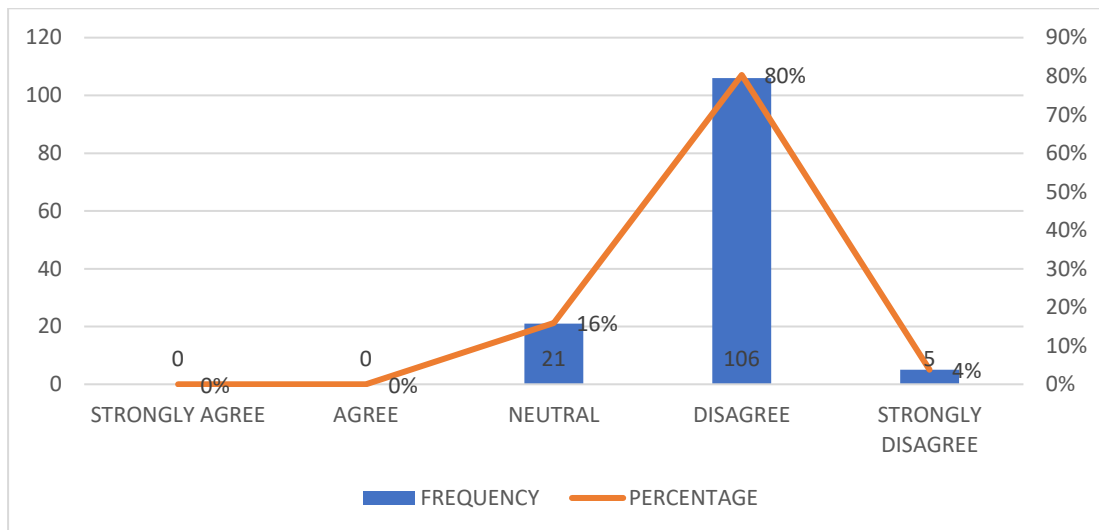
According to the findings, a vast majority of workers (98%) disagree or strongly disagree that there are insufficient break and lunch facilities at their place of employment. Just 24% of respondents agree or strongly agree with the statement, while 1% are indifferent. This implies that the great majority of workers are content with the break and food facilities offered, proving that this component of workplace infrastructure successfully satisfies their demands. Still, a small portion of people could believe that this is an area in which change is possible.



### 3.16 LACK OF SAFETY AND FACILITIES FOR WOMEN WORKERS

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	0	0%
AGREE	0	0%
NEUTRAL	21	16%
DISAGREE	106	80%
STRONGLY DISAGREE	5	4%
TOTAL	132	100%

(Table 3.16 lack of safety and facilities for women workers)



(Figure 3.16 lack of safety and facilities for women workers)

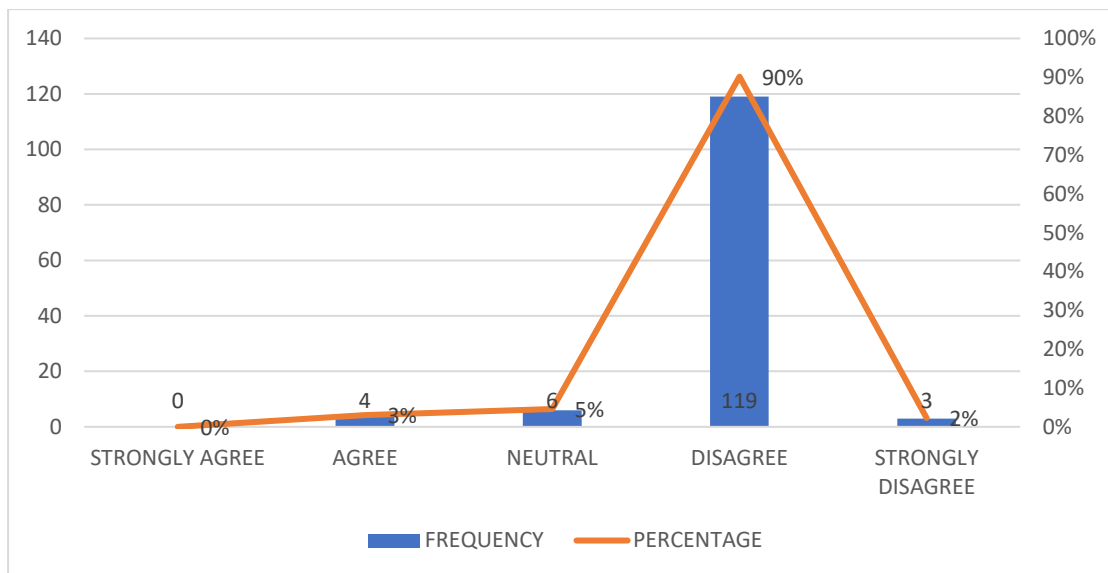
#### INTERPRETATION

The data shows that respondents had a strong understanding about the facilities' security and safety for female employees. The majority of respondents (80%) disagree, with 4% strongly disagreeing, suggesting that most people think there are secure and safe facilities available. Merely 16% express neutrality, and none of them agree or strongly agree with the claim that no such facilities exist. This implies that there is significant confidence in the security and safety measures offered to female employees.

### 3.17 LACK OF ACCESS TO FLEXIBLE WORKING ARRANGEMENTS

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	0	0%
AGREE	4	3%
NEUTRAL	6	5%
DISAGREE	119	90%
STRONGLY DISAGREE	3	2%
TOTAL	132	100%

(Table 3.17 lack of access to flexible working arrangements)



(Figure 3.17 lack of access to flexible working arrangements)

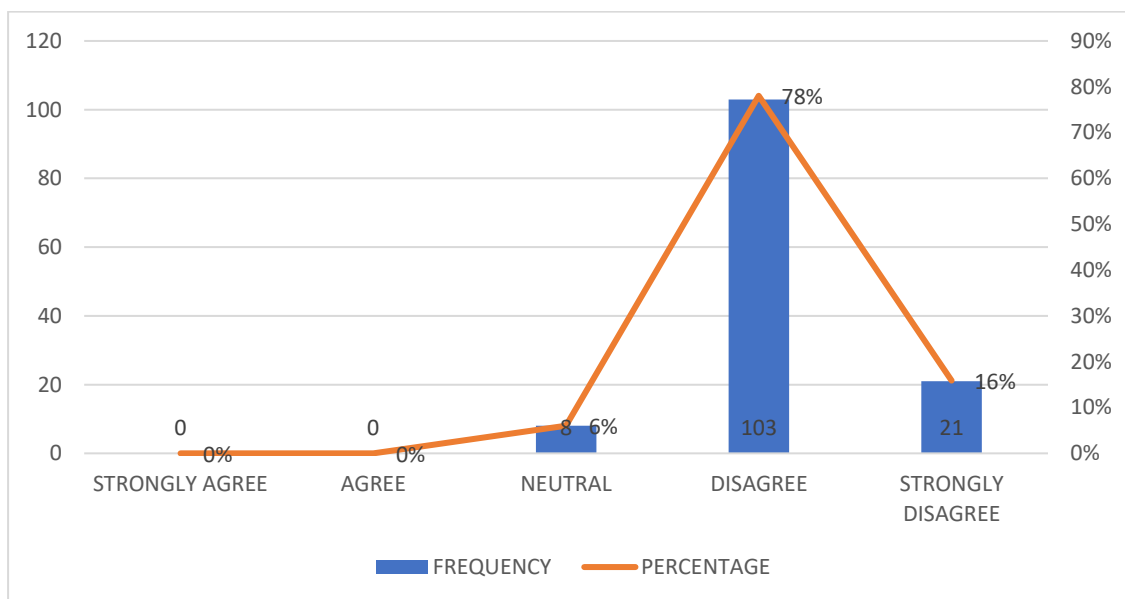
#### INTERPRETATION

The survey results indicate that the majority of respondents (90%) disagree and 2% strongly disagree with the statement that they do not have access to flexible working arrangements, suggesting that most employees feel they have such options available. Only a small percentage (3%) agree, and 5% are neutral, with no one strongly agreeing. This suggests a general satisfaction with the availability of flexible working arrangements in their workplace.

### 3.18 NO POLICIES FOR ADDRESSING HARASSMENT AND BULLYING

PARTICULARS	FREQUENCY	PERCENTAGE
STRONGLY AGREE	0	0%
AGREE	0	0%
NEUTRAL	8	6%
DISAGREE	103	78%
STRONGLY DISAGREE	21	16%
TOTAL	132	100%

(Table 3.18 No policies for addressing harassment and bullying)



(Figure 3.18 No policies for addressing harassment and bullying)

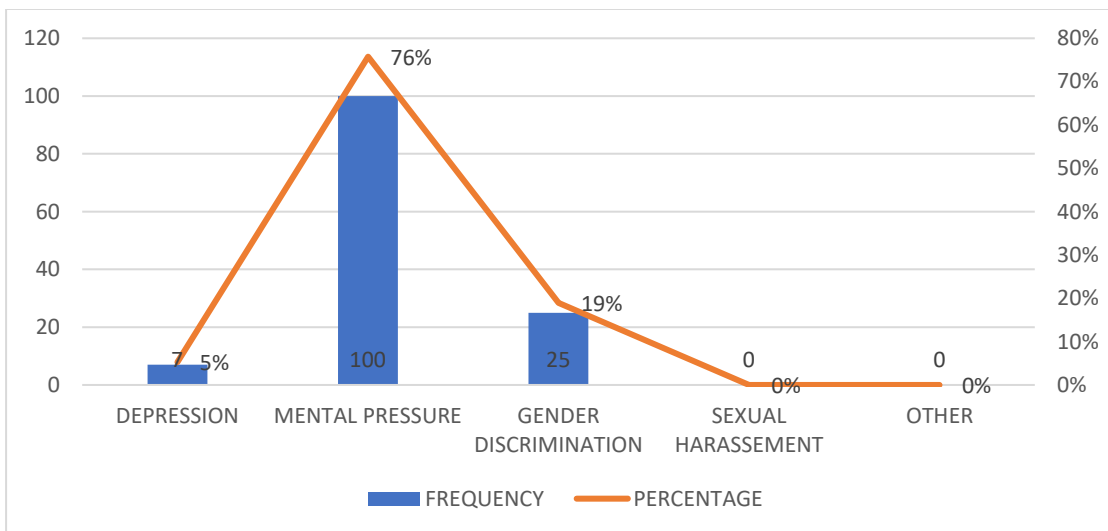
#### INTERPRETATION

According to the survey findings, the majority of participants (78%) disagree and 16% strongly disagree that their employer does not have policies in place to deal with bullying and harassment. Just 6% of respondents are indifferent, and none of them strongly agree or agree. This shows that the majority of workers think their company has sufficient policies in place to deal with bullying and harassment complaints.

### 3.19 MOST IMPORTANT PROBLEM FACED BY WORKING WOMEN IN THE WORKPLACE

PARTICULARS	FREQUENCY	PERCENTAGE
DEPRESSION	7	5%
MENTAL PRESSURE	100	76%
GENDER DISCRIMINATION	25	19%
SEXUAL HARASSEMENT	0	0%
OTHER	0	0%
TOTAL	132	100%

(Table 3.19 Most important problem faced by working women in the workplace)



(Figure 3.19 Most important problem faced by working women in the workplace)

#### INTERPRETATION

The data reveals that the most significant problem faced by working women in the workplace is mental pressure, as indicated by 76% of respondents. Gender discrimination is the next major issue, cited by 19%, while 5% believe depression is the primary concern. Notably, no respondents identified sexual harassment or other issues as the most important problems. This highlights a predominant concern with mental stress among working women.

### 3.20 DEPARMENT WISE CHALLENGES – ONE-WAY ANOVA

Descriptives						
Composite						
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Administration	20	2.1750	0.37258	0.08331	2.0006	2.3494
Marketing	25	2.8200	0.67515	0.13503	2.5413	3.0987
Packing Section	30	1.9833	0.15992	0.02920	1.9236	2.0430
Thailam	27	3.3333	1.06518	0.20499	2.9120	3.7547
Kashaya Chooranam	30	2.0000	0.18570	0.03390	1.9307	2.0693
Total	132	2.4508	0.79804	0.06946	2.3133	2.5882

ANOVA					
Composite					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	38.611	4	9.653	27.352	0.000
Within Groups	44.819	127	0.353		
Total	83.430	131			

<b>Multiple Comparisons</b>						
Dependent Variable:						
Tukey HSD						
(I) Department		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Administration	Marketing	-.64500*	0.17822	0.004	-1.1382	-0.1518
	Packing Section	0.19167	0.17149	0.797	-0.2829	0.6662
	Thailam	-1.15833*	0.17526	0.000	-1.6433	-0.6733
	Kashaya Chooranaam	0.17500	0.17149	0.846	-0.2996	0.6496
Marketing	Administration	.64500*	0.17822	0.004	0.1518	1.1382
	Packing Section	.83667*	0.16087	0.000	0.3915	1.2819
	Thailam	-.51333*	0.16488	0.019	-0.9696	-0.0570
	Kashaya Chooranam	.82000*	0.16087	0.000	0.3748	1.2652
Packing Section	Administration	-0.19167	0.17149	0.797	-0.6662	0.2829
	Marketing	-.83667*	0.16087	0.000	-1.2819	-0.3915
	Thailam	-1.35000*	0.15759	0.000	-1.7861	-0.9139
	Kashaya Chooranam	-0.01667	0.15339	1.000	-0.4411	0.4078
Thailam	Administration	1.15833*	0.17526	0.000	0.6733	1.6433
	Marketing	.51333*	0.16488	0.019	0.0570	0.9696
	Packing Section	1.35000*	0.15759	0.000	0.9139	1.7861

	Kashaya Chooranam	1.3333*	0.15759	0.000	0.8972	1.7694
Kashaya Chooranam	Administration	-0.17500	0.17149	0.846	-0.6496	0.2996
	Marketing	-0.82000*	0.16087	0.000	-1.2652	-0.3748
	Packing Section	0.01667	0.15339	1.000	-0.4078	0.4411
	Thailam	-1.33333*	0.15759	0.000	-1.7694	-0.8972
*. The mean difference is significant at the 0.05 level.						

Mean Satisfaction							
Tukey HSD <sup>a,b</sup>							
Department	N	Subset for alpha = 0.05					
		1	2	3			
Packing Section	30	1.9833					
Kashaya Chooranam	30	2.0000					
Administration	20	2.1750					
Marketing	25		2.8200				
Thailam	27			3.3333			
Sig.		0.774	1.000	1.000			
Means for groups in homogeneous subsets are displayed.							
a. Uses Harmonic Mean Sample Size = 25.813.							
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.							

(Table 3. 20 One-way Anova- Department wise challenges)

## INTERPRETATION

The ANOVA results show a significant difference ( $p < 0.05$ ) in the degree of challenges faced by working women across different departments, thus accepting the alternative hypothesis (Ha1).

Significant pairwise comparisons among the departments:

1. Administration vs. Marketing: Administration faces significantly fewer challenges than Marketing (Mean Difference = -0.64500,  $p = 0.004$ ).
2. Administration vs. Thailam: Administration faces significantly fewer challenges than Thailam (Mean Difference = -1.15833,  $p = 0.000$ ).
3. Marketing vs. Packing Section: Marketing faces significantly more challenges than Packing Section (Mean Difference = 0.83667,  $p = 0.000$ ).
4. Marketing vs. Thailam: Marketing faces significantly fewer challenges than Thailam (Mean Difference = -0.51333,  $p = 0.019$ ).
5. Marketing vs. Kashaya Chooranam: Marketing faces significantly more challenges than Kashaya Chooranam (Mean Difference = 0.82000,  $p = 0.000$ ).
6. Packing Section vs. Thailam: Packing Section faces significantly fewer challenges than Thailam (Mean Difference = -1.35000,  $p = 0.000$ ).
7. Thailam vs. Kashaya Chooranam: Thailam faces significantly more challenges than Kashaya Chooranam (Mean Difference = 1.33333,  $p = 0.000$ ).

Thailam department has the highest mean score of 3.3333, indicating it faces the most significant challenges among all departments. Thailam faces significantly more challenges compared to Administration, Marketing, Packing Section, and Kashaya Chooranam. The significant mean differences ( $p < 0.05$ ) indicate that the challenges in Thailam are not only higher but also statistically distinct from those in other departments.



### 3.21 AGE WISE CHALLENGES – ONE-WAY ANOVA

Descriptives								
Age Variable								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
(21-30)	17	2.6471	.52002	.12612	2.3797	2.9144	1.67	3.33
(31-40)	30	2.6444	.68890	.12578	2.3872	2.9017	1.67	4.00
(41-50)	61	2.7814	.66635	.08532	2.6108	2.9521	1.33	4.00
(51-60)	20	2.9333	.71410	.15968	2.5991	3.2675	2.00	4.00
60 Above	4	2.9167	.68718	.34359	1.8232	4.0101	2.33	3.67
Total	132	2.7601	.66068	.05750	2.6463	2.8739	1.33	4.00

(Table 3.21 ONE-WAY ANOVA- AGE WISE CHALLENGES)

ANOVA					
Age Variable					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.344	4	.336	.765	.550
Within Groups	55.836	127	.440		
Total	57.181	131			

## **INTERPRETATION**

The ANOVA analysis reveals no significant differences in the mean challenge scores across different age groups, as indicated by the p-value of 0.550. So, accepting the null hypothesis ( $H_0$ ). The descriptive statistics show similar mean scores for each age group, with the (51-60) age group having the highest mean (2.9333) and the (21-30) age group having the lowest mean (2.6471). The between-group variance is relatively small compared to the within-group variance, suggesting that age does not significantly influence the level of challenges faced. Overall, challenges experienced by employees appear consistent across all age groups.

**CHAPTER IV**  
**FINDINGS, SUGGESTIONS & SUMMARY**

## 4.1 FINDINGS

- In the analysis workforce shows, with 45% aged 41-50 and 25% aged 31-40. Younger employees (21-30) make up 13%, and those aged 51-60 account for 14%. Only 3% are above 60.
- There is a balanced distribution of employees across departments, with 23% each in Packing, Thailam, and Kashaya Chooranam sections. Marketing has 17%, and Administration has 15%.
- Most employees have a solid educational background, with 38% holding a bachelor's degree and 33% having secondary education. Primary education accounts for 24%, and 5% hold a master's degree.
- A significant portion of the workforce is experienced, with 30% having 6-10 years and 23% having more than 10 years of experience. Employees with less than 2 years make up 26%, and those with 3-5 years constitute 21%.
- All respondents (100%) believe their promotion time is on par with their male colleagues, indicating perceived equality in career advancement opportunities.
- A significant 60% agrees that workplace ergonomics contribute to physical strain. Only 37% disagree, and 4% are neutral.
- A vast majority (96%) disagrees that menstrual health facilities are inadequate, indicating general satisfaction with these provisions. Only 4% shows neutral or agree.
- A significant majority (70%) feel stressed by high workloads and tight deadlines, with only 11% neutral and 20% disagreeing.
- In this analysis 70% of respondents experience work-related anxiety and mental fatigue, while 20% disagree and 9% are neutral.
- Most employees (73%) feel supported in managing work-life balance, with only 22% disagreeing and 5% neutral.
- A majority (78%) do not feel they face gender-based discrimination, yet 19% agree or strongly agree that they have experienced it.
- In this analysis 78% of employees disagree that the physical infrastructure is inadequate, while 18% agree and 5% are neutral.

- In this analysis 75% feel they have adequate resources and equipment, 20% disagree, indicating some employees face shortages that need addressing to ensure effective job performance.
- A majority (75%) disagree that break and meal facilities are inadequate, but 23% agrees that they have a break and meal facilities are inadequate.
- Most respondents (84%) disagree that there is a lack of safety and facilities for women, with 16% neutral.
- 90% feel they have access to flexible working arrangements, with only 3% disagreeing and 5% neutral.
- A majority (94%) believe there are adequate policies for addressing harassment and bullying, with only 6% neutral.
- The most significant issue is mental pressure (76%), followed by gender discrimination (19%) and depression (5%).
- The one-way ANOVA test reveals a significant difference in the degree of challenges faced by working women across different departments ( $F(4,127) = 27.352, p < 0.05$ ). The mean challenge scores vary notably among the departments, with the Thailam section reporting the highest mean score (3.3333), indicating they face the most challenges. This is followed by the Marketing department (2.8200), the Administration department (2.1750), the Kashaya Chooranam section (2.0000), and the Packing section (1.9833), which reports the lowest mean challenge score. Significant differences were found between the Thailam section and all other departments except for Marketing. Similarly, the Marketing department faces significantly more challenges compared to the Packing section and the Kashaya Chooranam section, but fewer challenges compared to the Thailam section. No significant differences were observed between the Administration department, Packing section, and Kashaya Chooranam section.
- The one-way ANOVA test was conducted to determine if there are significant differences in the severity or frequency of problems faced by working women across different age groups. The results show that there is no significant difference in the challenges faced by women of different age groups ( $F(4,127) = 0.765, p = 0.550$ ). This means that the null hypothesis ( $H_0$ ) is accepted,

indicating that age does not significantly impact the challenges experienced by working women.

## **4.2 SUGGESTIONS**

- Implement strategies to attract and retain younger employees to ensure a balanced age distribution and long-term sustainability.
- Improve workplace ergonomics and introduce regular breaks to reduce physical discomfort and enhance employee well-being.
- Conduct ergonomic assessments and make necessary adjustments to minimize physical strain and prevent injuries.
- Implement workload management and stress reduction initiatives, such as flexible working hours and stress management workshops.
- Provide mental health resources and support, such as counselling services and mental health days, to address work-related anxiety and fatigue.
- Regularly review and upgrade physical infrastructure to ensure a comfortable and conducive work environment for all employees.
- Introduce stress management programs, mental health support services, and workload management strategies to reduce stress and mental fatigue.
- Promote a culture of mental well-being by offering counselling services and wellness programs.
- Thailam section and Marketing department encounter more challenges compared to the other departments. Addressing the specific issues within these departments could be crucial in improving overall employee satisfaction and performance.
- Establish regular feedback mechanisms to understand the evolving needs and challenges of the workforce.
- Continuously evaluate and improve workplace policies, facilities, and support systems based on employee feedback.

By implementing these suggestions, the Oushadhi Pharmaceutical Corporation can enhance the work environment for its female employees, addressing their challenges and supporting their well-being and professional growth.

### **4.3 SUMMARY**

The study presents a comprehensive analysis of various aspects of the workforce, including age distribution, departmental representation, educational qualifications, years of experience, promotion times, physical discomfort, workplace ergonomics, menstrual health facilities, workload-related stress, mental fatigue, work-life balance, gender-based discrimination, physical infrastructure, resource availability, break facilities, safety for women workers, flexible working arrangements, harassment and bullying policies, and major problems faced by working women. The workforce is predominantly mature, with 45% aged between 41-50 years, indicating a seasoned and experienced staff. Educationally, the majority are well-qualified, with 38% holding bachelor's degrees. The data highlights significant workplace challenges such as physical discomfort due to prolonged sitting or standing (61% agree) and stress from high workload and tight deadlines (70% agree). Despite these challenges, there is general satisfaction with menstrual health facilities, work-life balance support, and policies addressing harassment and bullying. Notably, mental pressure is identified as the most significant problem faced by working women (76%). Department-wise analysis using ANOVA indicates significant differences in challenges faced, with the Thailam section experiencing the most and the Packing Section the least. However, no significant differences in challenges were found across different age groups. The overall findings suggest a balanced and well-qualified workforce but highlight areas needing attention such as ergonomic improvements, stress management, and mental health support.

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## **APPENDIX**



# QUESTIONNAIRE

Dear madam

I am **ALEENA BABU, MBA** student of **NAIPUNNYA BUSINESS SCHOOL PONGAM**. As a part of our educational programme. I am doing a project on workplace challenges of women employees in Oushadhi Pharmaceutical Corporation. This questionnaire is prepared to support my project. So, I request that you provide me with true and honest information through this questionnaire. I assure you that the information you provide will be kept confidential and will be used only for research purposes.

Thank you for taking the time to contribute to my study. Your inputs will help me understand the workplace challenges of women employees.

1.Age:

- 21– 30
- 31 – 40
- 41 – 50
- 51 – 60
- 60 Above

2. Department:

- Administration
- Marketing
- Packing section
- Thailam section
- Kashaya Chooranam

3.Educational Qualification:

- No formal education
- Primary education
- Secondary education
- Bachelor's degree
- Master's degree

4. Years of Experience:

- Less than 1 year
- 1 – 2 years
- 3 – 5 years
- 6 – 10 years
- More than 10 years

5. How long did it take for you to get promoted in comparison to male colleagues of the same position?

- Much faster
- Faster
- Same time
- Slower
- Much slower

6. Compared to men in my department, I am assigned a significantly heavier workload.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

7. The expectations for success in my department are unclear or differ for men and women.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

8. Age discrimination is a factor in the workplace for older women.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

9. I experience physical fatigue more often than my younger colleagues, making it harder to manage my workload

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

10. I worry that my experience is valued less because I am a woman of a certain age.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

11. I experience physical discomfort due to prolonged sitting or standing at my workplace.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

12. The ergonomics of my workplace contribute to physical strain or injury.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

13. My workplace fails to provide adequate facilities for managing menstrual health (e.g., restrooms, sanitary products)?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

14. I feel stressed due to the high workload and tight deadlines at my job.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

15. I experience anxiety or mental fatigue due to work-related issues.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

16. I feel unsupported by my employer in managing work-life balance.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

17. I have faced gender-based discrimination or bias in my workplace.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

18. The physical infrastructure of my workplace (e.g., lighting, ventilation) is not conducive to a comfortable work environment.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

19. I lack access to necessary resources and equipment to perform my job effectively.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

20. My workplace does not provide adequate facilities for breaks and meals.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

21. There are no safe and secure facilities for women workers, including restrooms and changing areas.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

22. I do not have access to flexible working arrangements (e.g., remote work, flexible hours).

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

23. My workplace lacks policies to address harassment and bullying.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

24. Which problems do you think is the most important problem faced by working women in the work place?

- Depression
- Mental pressure
- Gender discrimination
- Sexual harassment
- Others

25. Could you recommend or suggest any steps that would reduce the challenges that women face in the workplace?