CHAPTER-7
SUMMARY AND CONCLUSION

Indian women in the recent past have been increasingly resorting to productive occupations and paid employment in the modern sector. Today the role of women has become vital and is the key in the process of economic development. The women's participation in workforce as well as in other activities increased during the 19th century and from the early period of 20th century due to upliftment of women from the tradition bound ethos brought about by the influence of the various social reforms of successive periods. Even the emergence of new industries have introduced flexibilisation and have brought changes in organizational managerial, technological and operational systems. Still women tend to occupy less powerful, lower-paid and lower status organizational positions than men. Thus arises the question of discrimination, which refers to providing individuals with fewer rewards or facilities than they legitimately deserve. Therefore theoretical formulations are studied where concept of feminism, its types i.e., Liberal feminism, Marxist/Socialist feminism, Radical feminism and New wave feminism is explained in detail.

The concept of gender is distinct from the biological fact of sex, which includes a complex of sociological cultural and psychological associations with it. The stereotypical attitudes often tend to influence the perception about women. Women are thought to be soft, loving, attending and intuitive, they are perceived as being afraid of achievement, poor at quality analysis and unable to take decisions. There has been a growing trend towards professionalisation of management, primarily, because of the desire of business leaders for social status and recognition. Managerial skills includes conceptual skills, decision making skills, analytical skills, administrative skills, communication skills, human relation skills and technical skills. In management there is a hierarchical order which consist of top management, middle level management, and first line management.
We have reviewed number of studies conducted on women. We have tried to divide these studies into five categories: i) The recruitment of Women in different occupations and profession. ii) The studies which show affect of technology on women and its work. iii) Thirdly, we have reviewed the studies related to the feminization of the work (socialization and dual work. iv) The studies which highlight the gender differences in profession. v) Lastly, we have taken those studies, which highlight 'Women in Management'.

Studies done abroad are reviewed. Under recruitment of women in different occupations and profession, we reviewed Corell who said there is gender constrain in the early career relevant choices of men and women, Sonnert and Holton found that gender differences, have not been eradicated. Seymons and Hewitt; Lueptow; Pattatuchi claimed sex-stereotypical images of boys and girls still exist. Holloway found discrimination in appointment to administrative positions. Mitter and Rowbotham; Huyer and Carr; Farewell, Wood, and Banks; Alloo; Di Marlino; Halos; Edwards; Baran and Bielby studied the affect of technology on women and its work and emphasized the importance of workshops to demystify information technology and enhance its use as an empowering tool for women. They found technology affects the quality of their working and family life.

The feminisation of the work (socialisation and dual work) is studied by Buvinic; Felmlee; Martin and Roberts; Sylvester and Vicki; Abbot; Crompton and Sanderson; Ford and Ford; Crompton; Chusmir revealed that women do unpaid work, women are found in 'women only' jobs. There is sex role socialization, women are less likely to gain positions of high economic value, women in biological production limits their employability, gender inequality, gender imbalance and sex-role conflict. Marini and Fan; Wright, Baxter and Birkeland; Hale and Kelly's; Suter and Miller; Sanborn; Fuchs studied gender differences in profession and found that women are paid less, there is 'glass ceiling', gender gap in earning, lower entry levels, less mobility across grade levels, lower top levels and discrimination in payment for jobs with equal status. As far as women in management is concerned De-Souza; Wajeman
and Martin; Adler and Izraeli; Bhattacharjee; Savage and Witz; Schein and Donnell and Hall found that women are given fewer managerial promotions, they are equally loyal, there is small percentage of women managers all over the world, they are paid less, found at lower hierarchy, glass ceiling is found among them, their emergence is recent in managerial profession while power and authority is in the hands of males.

An attempt is made to put the researches together systematically in already said five areas in review of literature in Indian structure. Parikh and Sukhatme; Meenakshi; Mhatre; Aleem; Khanna; Gupta and Rani; Gurnani and Sheth; Chakravarthy; Acharya; Chanana and Jaiswal studied recruitment of women in different occupations and profession and found that employment on the whole has improved the economic and social status of women, but very few women are in senior positions, percentage of women in higher administrative services is low, few women scientists hold senior posts, higher proportion of women are engaged in service sector. Effect of technology on women and its work is studied by Chopra; Umrani and Ghadially; Patel; Ahmed and Ghosh. They found that it lead to reskilling and extended opportunities to male workers, but training women in the use of technology can empower them, as modern technology is in fact pushing them into less skilled and less mechanized -occupations.

The feminisation of the work (socialisation and dual work) is studied by Singh; Vanamala; Jena; Vardhan; Mehta, Chandwani and Mehta who found that middle class is entering the job sector, there is gender biased hierarchy. Women are less prone to unionization, working women are superior than non-working women and are treated at par with males. Women are expected to carry out all the household chores, socialization of girl is done in a typical manner to be subordinate, caring and rearing etc. they are sensitive due to upbringing and develop adjusting mechanism, their mobility is restricted. In Gender differences in profession, Das; Deshpande and Deshpande found that women are given low pay, have to work more and get less promotions. Women in management is studied by Naik; Karvat; Parthasarthy; Deepti.
Bhatnagar and Buddhapria who found that women join managerial profession because of challenge, security and career opportunities' but are generally allotted departments considered as soft like, Human Resource, Administration, Personnel departments, and there is poor opportunity for training women managers and less promotions are given to women compared to men.

The social status of women in India is comparatively lower than many other countries of the world. Though the constitution of India guarantees equality of status to women, they do not enjoy full equality in the society. The vast majority of women are illiterate, underpaid, exploited, deprived and disadvantaged. A review of the economic role played by women in India reveals that, Indian women have played a distinctive and significant role in the process of earning a livelihood for the family, putting in sometimes more, sometime less and often an equal amount of labour compared to men. These days more competent and ambitious women are joining managerial professions. Though women constitute more than half of the World's population, yet, their representation in management has been significantly low in comparison to men. In view of this, we decided to study women in managerial profession working in the Multi National Companies located in Gurgaon. For the purpose of study we formulated following aims and objectives

1. To know their socio-cultural and economic back ground.

2. To find out recruitment, working pattern, and work commitment in the women managers.

3. To explore role conflict, inequality and exploitation which exists among the women managers.

4. To find out satisfaction/ dissatisfaction level among the women managers.
We decided to do our research in Gurgaon, it is the upcoming city where corporate sector, is establishing at a fast speed. We approached all the MNC's located at Gurgaon but only 14 companies responded and co-operated as for interviewing the women managers. We decided to take all the women managers (at all the three levels, senior, middle and junior) employed in these 14 companies. Out of 164 women managers, 10 (6.09 per cent) are from senior level, 37(22.56 per cent) from the middle level and 117(71.34 per cent) from the junior level.

After independence education was seen as an instrument for modernisation. The constitution guarantees equality and social justice. However, under the influence of a patrifocal tradition, gender relations remained greatly unchallenged. Most families are less inclined to invest family resources in the academic achievements of daughters than sons. It is assumed that after marriage the benefits of a girl's education would accrue to her husband and his family. Many parents are also unwilling to send girls to predominantly male colleges. Fear of daughters travelling alone across the cities on odd hours, long periods of work and fear of not finding a suitable match (a groom of higher education and age) constitute barriers to women's education and working. The education system also reflects biases. Formal informal counseling in schools limits the choice of subjects and disciplines for girls.

The chapter fourth on women managers and their socio-economic profile, depicts that the maximum i.e., more than seventy per cent of our respondents are from junior level position while only six per cent are from senior level management position which in fact seconds the different reports that maximum number of women managers are at junior level. Further we found that majority of our respondents are young, as fifty-one per cent of the respondent's are in between the age group of 26-30 years. This shows that these day’s girls are entering the job sector at quite young age. Majority of our respondents are from urban origin and only nine per cent are from rural
background. This implies that urban people are more awakened and immediately opt for the various jobs. Urban culture is quite powerful in managerial profession.

The pre-dominance of Twice Born castes can be observed as is clear from our data. But a change can be seen instead of Brahmin forty three per cent of our respondents are from Arora and Khatri caste. Schedule Castes, Schedule Tribes and other backward castes have a very low representation. It may be due to non-provision of job reserve for SC/ST and OBC. It has been observed it is not so because these castes are considered as having low status but rather because academically they are still very backward and the entry into managerial profession is given on the basis of individual’s merit. As far as our respondents are concerned twenty eight per cent of them are both from Delhi and South India regions.

As far as educational background is concerned maximum of our respondents have studied in private schools. This shows the importance given to the education of private institutions, even the respondents who have studied in government schools said they studied in government school because there was no other option. Here one thing can be noted that all our respondents belong to economically well-off families, which indicates that economically better families give preference to private schools. We also observed that English language is given a lot of importance. All of our respondents have studied in English medium schools and colleges. This shows that at managerial level especially in MNC’S English language is compulsory. As far as extra-curricular activities are concerned, we found that as the level of education increases respondents started giving more importance to their academic career. Though now they feel that extra-curricular activity plays a very important role and repent that why they left it while they were quite good in extra-curricular activities. In educated families generally there is no difference as far as bringing up, and status of boy and girl is concerned.
Maximum number of our respondents i.e., forty three per cent have done Masters in Business administration, which means they are already qualified for this work. We found that even Graduates and Postgraduates are doing managerial jobs which means MBA is not the only qualification for managerial jobs but anyone having ability can be manager. In contemporary time importance is being given to girl's education and their employment. Thus, by seeing the educational and working level of the respondents' father it can be concluded whatever the educational level of father, they want their daughters to be educated and working. Even mothers who have not studied themselves want their daughters to be highly qualified and even working too.

More than sixty per cent of our respondents are married. This shows that women prefer to work even after their marriage. These days, women want to work and marriage is not considered a hindrance in the path of being working. Mostly respondents are married to managers and professionals.

There is a change in the attitude towards marriage, as out of our sixty two per cent married respondents, twenty nine per cent preferred choice marriages but arranged marriages are still being performed. There is not a single case where the girls are not asked and marriage is fixed, but definitely the trend of semi-arranged marriages is on the increase.

Majority of our respondents are living in nuclear families and only nine per cent are living in joint families. This shows the diminishing trend towards joint families. Two-child family norm is observed in our study. All our respondents said it is an ideal family if there is one boy and one girl but even if both children happen to be of same sex then it is fine. None of them said they would like to go for the third child for want of boy or girl.

Our respondents feel that modern technology decreases pressure on them as all the shopping can be done online, bills be paid, tickets be bought etc. Some feel modern technology is ruling our lives. There are no two opinions regarding its knowledge every one feels one should be techno-friendly these days.
Generally our respondents belong to the service class as majority of respondents have their father in service. Majority of respondents have non-working mothers, but encouraged their daughters to work. As far as designation and income is concerned maximum of our respondents are in between 26-30 years age group who are assistant managers. None of our respondents are getting less than Rs. 10,000/- per month.

WORKING PATTERN

Statistics are sometimes deceptive, however; barriers to women in the workplace have not disappeared, for most women are still employed at a relatively menial level and many work part-time. While the proportion of women in the workforce has increased, this increase has not been either in traditionally male-dominated industries, such as engineering, construction and transport or in traditionally male-dominated jobs, such as management. The biggest increase in the number of women employed within the working community has been in clerical and service jobs, and while there has been a significant proportion of women with good educational qualifications moving into more senior positions, these jobs remain concentrated in public sector work such as teaching. Just as their entry into the workforce has not assured women of access to jobs, so it also has not guaranteed them equal pay, for example, women earn around seventy five per cent of men's gross weekly earnings. The position for the few women who have managed to break into management is no better, they are still paid less than their male colleagues.

More than fifty per cent of our respondent's took up jobs between the age of 21-23 years, after doing graduation or post graduation. Little more than fifty five per cent of our respondents decided to take up this job after college. When they really had to enter the job market they took managerial jobs. Twenty-nine per cent of the respondents while studying in a college decided to become a manager as they took the M.B.A stream. We observed that children are still very much influenced by the parent's motivation, as forty six per cent respondents are motivated to join managerial degree by their parents.
According to our data women are working due to different reasons, like interest in doing work, higher education, economic necessity, self-acculization, hobby and to pass time. They feel one should do some or the other work. They feel that if they work they can utilize their knowledge. Here it is to be noted that people believe economic necessity is not only for those who belong to lower bracket but rather these day’s double income is a must for a comfortable life. As far as qualifications are concerned all our respondents feel that one should not be only graduate in Arts or Science but respondents also feel that only management degree should be must for managerial profession.

Our respondents are working at different departments but little less than forty five per cent of our respondents are from Human Resource department. The other preferred department is Public Relations and less than ten per cent women managers are in Administration department. Less than five per cent are in Technological and Research and Development department. While, there is 0.60 per cent each in Finance and Production department. On the other hand there is no women manager in Marketing and Maintenance department. All this clearly shows that there is in fact a bias while allotting departments to women. In fact in some companies Human Resource department is an all women department while Production, Finance, Technical, Maintenance, Marketing, Research and Development are completely male departments.

More than seventy five per cent respondents feel that merit is must for managerial job. Three fourth of our respondents are directly appointed at the present designation through interviews etc. We found that their working hours is at least 8-11 hours per day. Though there is lot of talk regarding flexibility in time for women but in practical life it is not there. Respondents reported that the time for going home is not fixed. All of them said that they had to over stay though extent and frequency can be different. As and when there is more work, it has to be completed even if it meant overstaying in office. It has been observed that at MNC’s facilities like tea and snacks, lunch, pick and drop
facility, separate cabins, etc. are provided. As a result around sixty seven per cent of our respondent's are quite satisfied with the facilities provided. They also get privileges like hike in pay, car, mobile, laptop etc. from the company on doing satisfactory work.

Nearly ninety per cent of our respondents feel that at the same designation males and females have to do the same type of work. There is no differentiation on the basis of sex but thirty nine per cent feel women work more to prove their worth. In relation to marital status more than fifty five per cent respondents agreed that their marital status affected the work moderately. As married respondents said that, though they are doing the work but it is affected to some extent by their marital status, but according to them mainly their domestic life suffers because of it and not vice versa.

Little less than sixty per cent respondents felt that frequent transfers are not desirable. Only twenty three per cent of our respondents are given transportation facility while seventy six per cent of the respondents do not get this facility. Overwhelming majority of respondents i.e., seventy six per cent felt that in contemporary state of lawlessness, deterioration of moral values, women's sexual vulnerability and different human anatomy, they should be given special protection during tours and night duties. Effect of socialization can be observed even in managerial profession where seventy per cent respondent's said that they themselves would turn down their promotions if it interferes with their husband's career. It shows they give more importance to their husband's career and domestic life. A woman is willing to move to some other place if the husband's is promoted but don't want to shift if they themselves are promoted, and the husband's job remains at the earlier place.

Though dual career is quite stressful but still the number of women adopting a career are increasing day by day. For this there are varied reasons, some women work because it gives them an identity, a feeling of usefulness, helps in attaining the ultimate accomplishment, the feeling of self-fulfillment, contentment and helps in leading a comfortable life. Some feel if both are in same profession it gives intellectual companionship which helps in
adjustment in married life and mutual empathy which encourages women to keep on working.

The main task of management profession is to co-ordinate the different functions, organize and plan new policies, direct and control them. To perform this function, majority of our respondents frequently attend meetings or discussions, sometimes to save time even telephonic discussions are done.

The influence of our socialization can be seen in relation to work. If some one is ill at home, a woman while giving importance to her work still feels her first duty to be at home and then come to the office. Nearly ten per cent of the respondent's said they would give more importance to their work, which shows that attitudes are changing now. Women have started giving more importance to their work. While little less than forty per cent of the respondent's said they will try to find out other alternative like request some other family member to attend the patient for that time, manage some maid, ask the husband to take leave, etc. But eighteen of the respondents said that they would try to do both the things, attend the meeting and come back soon to attend the ill person. Which again shows our deep-rooted socialization that it is the task of women to look after the ill but as they are working so it is also obligatory to do their work properly. Thus, it can be seen that socialization and upbringing often leave women focussing on the importance of caring for others rather than asserting themselves. This is an especially apparent factor in career development

The attitudes of working women are changing. They do not think that if leave for some purpose is to be taken only she should take leave. Slightly above eighty per cent of our respondents feel that they are very much committed towards their work. For them work is equally important. The study reveals that a majority of the respondents i.e., around eighty per cent, could cope with responsibilities and work assignment assigned to them. There is no difference between the levels of importance of work. But twenty two per cent respondents feel it is of middle level as far as importance of work is concerned i.e. important but not highly important. Similarly seventy nine per
cent of our respondents feel that women can also take important decision in office. There is no differentiation. All have equal rights. In fact when decisions are to be taken which are not too important there is no discrimination between males and females. Females can also take decisions like their male counterparts. It has been observed that women are seldom at high post, which means they can’t take important decisions.

Sixty five per cent of respondents are satisfied with their salary while twelve per cent of our respondents are dissatisfied with their salary as they felt that the economic returns are not at all satisfying in comparison to time and commitment they invest in the company. We also observed that power and prestige accrued in managerial profession is quite high. But as far as promotions are concerned only fifty five per cent are satisfied with the promotional aspects. It is significant that among the respondents who are satisfied with other aspects of their job i.e., salary, power, prestige etc. even some of them are dissatisfied with promotion opportunities. Some of our respondents feel as far as first level is concerned they get promotions easily but after that it is far and between. Sixty seven per cent of the respondents find their work quite exciting, We also found ninety five per cent of our respondent’s do not shirk from their duties.

**GENDER AND MANAGERIAL PROFESSION**

Half of the respondents viewed their status at home is equal to husband/or other family members. They feel that because they are females their status at home is not less than any one. They view their equal role in decision making in domestic affairs. This shows that husband and wife are equal partners, thus their status is also equal no one has high or low status.

As far as sharing of domestic burden is concerned only 14 per cent said they are not helped by anyone in carrying out domestic chores. Respondents living alone also come in this category. This shows that these days the concept of domestic work to be done by women alone has changed. A relation between sharing of domestic burden and status at home can be observed. It has been observed whether women get help by family members
in their domestic work or not, their status is more or less equal to other members of the family.

A majority of sixty five per cent respondents said that they don't find any difficulty in performing dual role, while sixteen per cent of the respondents said they find some difficulty in performing dual role. All the married respondents said, it would be easier if family members helped more or they had access to more domestic help. This shows women had generally accepted their dual role. More than twenty five per cent of the respondents who are having children said that whatever the decisions are taken in relation to children's education, entertainment, clothes etc are always taken collectively. None of the partner has high or low but equal say in the matter. None of the respondent said that only they or their husbands take decisions for children. As far as childcare is concerned even that is being done collectively. Even parents and in-laws give their support in the up bringing of the children.

Little more than fifty per cent feel that they are in the best profession and will definitely like their daughters to be in the same profession. Most of them instead of giving an answer for this question asked a question why not? They are the best paymasters, which even help them in leading a normal social and domestic life. Of course these are the respondents who are satisfied with their job. Fourteen per cent of the respondents said that they don't want their daughters to be in this profession as this is quite time consuming, full of tension, even involves touring etc. While thirty per cent of the respondents said it purely depends on the interest of their daughter and they can pursue any profession of their choice. We found forty three per cent respondents said that they spent their income on family expenditure, twenty six per cent on self, twenty one per cent on luxuries and ten per cent saved it for future. This shows why it is always said that a double income makes life more comfortable.

We daily hear about legislation's passed in favor of women but nearly fifty per cent of our respondents feel though women are educated and
working, but legal help is still not easily accessible to them. Sixteen per cent said laws are there and one can take help of these laws but only it is difficult to prove the discrimination. Seventy per cent of our respondents feel that females also have an equal employment opportunity. But around thirty per cent respondents feel that in fact there are no equal employment opportunities. Partiality is practiced, though it is equal opportunity in the eyes of law but biasness is always there. According to them first preference is given to males if both male and female candidates equally deserve. Eighty per cent of the respondents felt there is no need of reservation policy for women. At the same time sixty four per cent of the respondents feel that at the time of promotion there is a bias, the moment there is a question to promote someone, the partiality is always practiced.

Seventy per cent of our respondents feel that there is no sex stereotyping in managerial profession. At least they feel that such type of behavior is not there in their office, though agree that some type of sex role stereotyping is definitely there even at managerial level. About thirty per cent of the respondents agree that there is quite clear gender bias even at managerial level at the time of work assignments, promotions, transfers etc. They believe that important work is not given to females. As far as the question of sex labeling and sex characteristics is concerned none of the respondents said that it is prevalent. But if there is any important assignment, for which one has to go to some place or meet some one, females are not given that work because it is felt they are not capable to deal with it. In fact, sex stereotyping is found in all the companies as generally women are found in some departments only. We found maximum women in human resource department, personal relations department, administration, while finance, sales, marketing departments are considered as male departments. Thus, women managers are generally allotted soft departments. Surprisingly however they do not consider it as discrimination.

Only twenty two per cent of respondents feel that males perceive working women’s status to be higher than that of non-working women. But
majority of respondents i.e. sixty per cent feel that according to males there is no difference between working and non-working women. Males perceive them equivalent to each other. We found little less than ninety per cent of our respondents said that being a manager does not affect their femininity, which is their inherent quality. It is interesting to know that a significant number of women i.e. twenty one per cent said, women take advantage of their sex but they do not, others do. Generally working under a male boss is no problem. Only six per cent respondents feel it is a problem to work under male boss. Sixty eight per cent of our respondents evaluated both men and women as equally good bosses provided they possess the desired qualities of a good administrator. About eighty per cent respondents feel that the behavior of male bosses is better as compared to sixty four per cent women bosses. Women managers did not find it difficult to manage male subordinates. They believed that a person whether male or female should know the work and profession. He or she should be committed to the job and responsibilities such persons whether male or female is regarded as good subordinate.

More than seventy five per cent of respondents felt that woman face no harassment. According to them their office life is completely free of any type of harassment. On the question of exploitation thirty per cent feel that unmarried girls are exploited more while twenty per cent respondents felt it is quite difficult to determine as to who gets more exploited. There is no such category of women who are more or less exposed to exploitation. Marital status of women makes them more vulnerable to be exploited in all the terms. Any woman whether working or non-working at any level of marital status can be exploited. The bottom line is that though women might like men to take up the cause of equality at the workplace or want society to change, this might not happen as quickly as most women desire. So for the time being at least a woman individually needs to take it upon herself to forge ahead, and muster the energy to attain excellence at workplace, as well as stand up for her independence and equality (HT: 2004:17th Feb ).
CASE STUDIES:

The case study of five women managers concludes that it is the individual's ability and competence, which is more important in the managerial profession. The bureaucratic part is sorted out in the company, if the individual is competent. Growing competence of women does not depend only on one's capability and ability, but at the same time also depends on support received from the family members including husband. Another study concludes that there is no discrimination in recruitment pattern between a male and female. It is one's ability which makes a person in or out. The frequently changing of job also reflects the ambitious aspect of women. She is equally ambitious as males are.

It is a time when a woman has to prove her worth in the profession, therefore she has to work hard. In this era of modernization, the women are also not bothered about marriage but their career is more important to them. Women are becoming more ambitious, and are therefore, ready to forgo marriage. Sexual harassment in the subtle form is there at work place and one has to fight it out, and it is possible only when overall law and order situation improves in the society. For women managerial profession is quite taxing and time consuming but because of sharing of work at home makes one comfortable. Women do not feel a burden in performing dual roles.

While concluding the theoretical approaches in the context of Indian society we may argue that Indian society has evolved a distinct culture with its characteristic traits of marriage and family patterns. The cultural ethos evolved from certain basic religious and philosophical values of life puts women in a role so very different from the counterpart in the west. In fact, one is not born but becomes a woman. The biological differences between man and woman do not incapacitate women to perform roles which men claim to perform better. The difference of physical strength is of not of significance, with the growth of civilization merely physical superiority does not give a better place to any individual. How many occupational roles are primarily based on physical strength? In civilized society, the physical ability of man
has lost its significance. Technological advancement has meant less use of physical power by individuals replacing the entire functioning of strength by machines. The biological and social sciences no longer admit the existence of unchangeably fixed entities that determine characteristics such as those ascribed to women. Our whole socialization process is based on sexual line. Certain temperamental characteristics are expected from women and so also the certain stages of life and gesture. As right from the childhood the young girls are given different toys to play, different dresses to wear and different manners to be imbibed. A boy should be aggressive, bold and not shy are the normative expectations. A girl should play with dolls are the normative expectations. On deviation from these expectations the children are brought to normalcy through mechanism of reward and punishment. The value system is so imbibed in the social structure that differential expectations from boys and girls get organised and institutionalised. The myths formulated and promulgated by males are always advantageous to them. Consciously, the system has been built by the males- so as to give an inferior and subordinate position to women. These distinctions revealed through the assumption of roles on the basis of sex are purely cultural without any biological or any other basis, which could locate these differences in the inmate/inherent nature of men and women. These cultural differences are institutionalized in the social system.

In the Indian society, the roles women play in the society and the images of them have developed not simply from exigencies of ‘biology and social situations, but are deeply rooted in the myths, legends, religion and culture. Therefore, it is here one observes that these are the underlying causes that keep woman in subservience as “second sex” devoid of any identity. This tradition has gained much significance and with the passage of time came to be accepted as the unwritten law of the land.

The issue of women’s equality emerged as a political issue only during the transformation of the National struggle. The Independent India gave equal right to men and women through constitutional provision. According to Maria
the development process in India is in fact the integration of even more areas of life and economy into the capitalist market economy, which improved the situation of women. But on the contrary, their chances of survival are less in a competitive world where values take a back seat. This deterioration is not the result of some pre-capitalist backwardness or of feudalism but is the inevitable effect of the capitalist modernization. But new economic policies are opening up new opportunities for multinational companies and it may also offer opportunities for women also.

Thus, on the basis of study it can be concluded that women employed in position of authority in the IT industry have improved their social position. Women managerial personnel are mostly drawn from urban areas and educated families. It has been observed that the new doors are opened for them because of their higher education and increasing opportunities. Findings also indicate that the corporate sectors are experiencing the entry of young and highly educated (MBAs and Professionals) women managers, which shows the trend of working women that too in non traditional sector is increasing.

On the basis of our study we found out that majority of women are at junior management while senior level has only ten women managers. Data shows that though maximum numbers of our respondents are at junior positions but women’s entry into the upper levels of the Indian workforce is rising though the speed is quite slow. It has been observed on the basis of the study that women managers are concentrated in the departments like human resource, personnel and administration departments, while they do not have any representation in sales, marketing, finance and research and development departments. But various organisations are yet to create a favourable and supportive environment for women to work, where sexual harassment can be reported, facility of crèche is provided. Although gender-wise discrimination in the job market is constitutionally not permitted, but bias of the employers against women employment still persists in certain sectors in varying degree. They are generally allotted the departments, which are
considered as soft departments as shown in table 5.7, which in fact is considered as the biggest hurdle in the path of promotion. Our respondents feel that while the number of women executives in corporate sector is small but their acceptance as professional equals and partners at junior level is same. Women executives saw themselves as hard working, with clear priorities, quick decision-makers, good in short equivalent to male administrators who could handle both male subordinates as well as work equally efficiently.

We found women managers want to maintain a good work/home balance. As a result in fact women experience a simultaneous pull in two opposite directions. They are caught in the dilemma of wanting a new style of life involving achievement, power and status in the work place, as well as the need to follow the traditional role for women. This dilemma leads towards stress in their life. We found that women with highly supportive families tend to be highly productive and professional. It has been observed that many women value their career, achievements and their earnings. They might even revolt if forced to remain at home. Our respondents had a grudge that though they worked efficiently and equally hard but were not taken seriously. Women managers feel that a healthy atmosphere should be created at the workplace irrespective of gender. Women managers want that equal workload should be assigned to all officers of the same cadre irrespective of sex. And they also want that that their companies should arrange accommodation in case of postings and visits to remote areas. It has also been observed that women managers employed in the IT industries are relatively free from domestic drudgery, as all of them have domestic help.