CHAPTER VII
SUMMARY AND CONCLUSIONS OF THE RESEARCH STUDY
This research was never intended to be a 'pure' scientific study or an attempt at preserving statistical consistency. In scientific research, empirical data when analysed must lead to logical conclusions. At the same time, care must be taken to avoid 'jumping to conclusions'. Arriving at simple conclusions from the large mass of data collected and analysed in this research study has not been easy. Over the preceding chapters, however, an attempt has been made to systematically and logically arrive at conclusions about what are the factors that have contributed or are conducive to women executives in Bombay being successfully able to cope with their responsibilities in both, work and home fronts, and the problems they have faced or are facing in doing so.

I

Summary

The first Chapter, "Introduction and Review of Literature", contained an introduction to the subject, a review of previous literature, both Western and Indian, and defined the concepts used in the study.
Chapter II on "Research Methodology" has stated the hypotheses and objectives of the study and explained the methodology used. It also revealed the findings of the pilot study and listed the limitations of the research study.

As the title suggests, Chapter III, "Profile of the Woman Executive: Demographic Details" has presented such data on the women executives in the sample, like age, education, marital status, religion, designation and earnings. It has been seen that the respondents have small families and are in the high income bracket.

The next Chapter, "The Woman Executive's Role At Home And In The Family" discussed her role as a wife and mother, the problems she has faced at home as a result of her dual burden and how she has coped with them. Certain factors which are conducive to her success in coping with her responsibilities have emerged.

Chapter V is on "The Woman Executive's Role At Work And In The Business Environment." Here, her executive role, and the problems she faced at the workplace, both directly and indirectly as a result of her dual roles have been dealt with. Her efforts to cope with these
problems have also been discussed. Factors or conditions conducive or inconducive to her success at the workplace have emerged and been reflected.

The next Chapter on "Balancing The Work and Family Roles" has examined the two roles in conjunction and described the role conflict and associated guilt which arise out of pressure in balancing both roles, and the containment of such conflict. It has revealed that family support plays a major role in helping the woman executive to cope with her conflict. With the help of cross tables various positive and negative responses of the women executives with the experience of seven years and above in their current executive positions and married, on questions depicting their roles as wives, mothers and career women have been examined to establish a link between such responses, based on the assumption that they have managed to cope with their dual roles. Chapter VI has also examined the five hypotheses proposed in the study and established the validity of three of them.

The current Chapter summarises the findings and logical conclusions derived from this research study and provides an emerging profile of the woman executive.
Based on this profile, an emerging model of a successful working woman executive, balancing career and family, and a role support model conducive for success have been developed.

II

Conclusions

Since there are not too many studies on "the 'woman executive', especially in India" it can be said that the current research has corroborated the views of some of the recent authors, Western and Indian, whose books have been read in this connection. For instance, if we look back at the first chapter on "Review of Literature", we can see that many authors, like Magid, Kuzma, Tead, Collins, et al. and Unwalla, among others, have all stated that balancing career and family is possible, but difficult. The stress and strain are always there; in fact, "it is like 'walking a tight rope'" as one of the respondents in this research study stated. However, certain factors and conditions are conducive to success, the most important factor being the support of close family members, particularly the
husband.

Frankly, the relation of the conduct of her love life to the rest of her activity is likely to be a crucial factor in her problem. Tead, in his book on "The Art of Leadership", has described this very aptly: "Let that side of her living be normal for her; let her know the devotion and supporting comradeship of a man she loves; let her be privileged to enjoy the duties and joys of motherhood if she so elects - and other difficulties can be coped with, if not completely, at least more valiantly." (Tead, 1935, p.249).

1. Emerging Profile of the Successful Woman Executive

It appears from the data in the preceding chapters that the successful working woman executive in the sample of this research study is a confident, capable and determined one, who has achieved a high status at work (who finds her work empowering her and enriching her life) and that of her family. Along with these qualities of determination and confidence are other characteristics that have emerged, such as high income, small families, and reliance on hired domestic help and modern gadgets and conveniences for getting routine
household chores completed and looking after the children. A very important factor is the amount of support she receives from her family members, both physical and emotional.

As mentioned above, derived from the data in the earlier chapters, an emerging profile of the successful woman executive in the sample of this research study, is diagramatically presented on the next page.
EMERGING PROFILE OF THE SUCCESSFUL WOMAN EXECUTIVE

- Mostly in her 30s-40s, within and without her religious community.
- Married to person of own choice, mostly within the community.
- Small families - not more than two children.
- Has no preference for sons or daughters.
- Gets a great deal of support, both physical and emotional, from husband, in-laws, parents, and other relatives, including children.
- Can afford domestic help and problem gadgets and conveniences.
- Working in diverse fields like industry, airlines, hotels, research agencies, advertising agencies, newspapers, periodicals, agencies in banks, insurance companies, as well as educational institutions, and advocates' firms.
- Has worked in current position for around more than twelve years.
- Achieved high position and status at work, has feelings of self fulfillment and achievement.
- Earning a gross monthly income of over Rs. 10,000, per month, excluding perquisites.
Emerging Role Model of a Successful Woman Executive: Balancing Career and Family

The larger and more significant issue in contemporary society is the balance of work and family. There is much talk about changing society's attitude towards women's about employer initiative in child care and more opportunities being open to women. No doubt, these are vital issues and play an important part in opening more doors for women to be represented in larger numbers in the executive world. However, decisions to work and parent are personal ones and are based on a special mix of important factors for each family.

We are a society in transition. Dissatisfied with what we saw as a limited range of options open to our own parents, "we strive to become the Generation with Choices". (Magid, 1987, p.6). We aspire to greater choice in our lives because we equate it with freedom. The freedom to choose where we will live, who will manage the house, who will nurture and raise our children while we are at work, where we will work, when we will work, and what type of work we will do. Today, these women executives in the sample no longer believe that the mother alone can nurture and raise her child,
and the father's role is secondary as far as the child is concerned. No longer do they believe that he alone is the bread winner for the family and his role ends here. The father is also a parent and the terms "mothering" and "fathering" as two distinct ones are merging into the combined one of "parenting". As some women put it, "apart from breast feeding, the father can and should do anything and everything for his children along with the mother." Men, like women, can learn to be nurturing and sensitive to their children.

Bill Cosby, who has a doctorate in education, is a teacher, and takes the part of an ideal father in the television serial, "The Cosby Show", makes fatherhood come alive in his book entitled "Fatherhood". "I doubt there can be a philosophy about something so difficult, something so downright mystical, as raising kids," he stated. According to him, "the experience of fatherhood begins long before the birth of the first child; then passes through the stages of infant, toddler, pre-school, school-age, preteen, teenager, and adult. There are new, different, and challenging issues at each stage of development that parents must face and resolve." (Cosby, 1986, p.20).
Apart from this, a factor that the Indian woman executive has in her favour, compared to her counterpart in the West is the support of close relatives. (Mutual concern, respect and understanding can make many things possible. Often, the so called nuclear family in this metropolitan city is really an extended family, with parents, in-laws and, sometimes, other relatives, either living with the couple or visiting regularly, or even living near enough to be able to give the dual career couple a great amount of support, both emotional and physical. Apart from this, it enables three generations to learn from one another and be a part of a shared experience.) Urie Bronfenbrenner, Professor of Human Development and Family Studies at Cornell University has pointed out that this inter-generational bond “allows human beings to develop to their fullest capacity.” (Bronfenbrenner, Magid, 1987, p. 23).

In contrast, American society is fragmented and highly mobile. "In a society where friends come and go, sisters and brothers live on opposite coasts, parents retire to far away states, and about forty percent of marriages end in divorce before the fifteenth anniversary, how can we believe that support is there
for the asking?" (Magid, 1987, p. 48).

Another factor that the Indian woman executive has in her favour is that hired help for caring for the children \( \text{and/or} \) doing the routine household chores is more affordable and within reach than in the West where the cost of such care is often prohibitive. (A dual career couple here can easily afford to pay for and receive fairly reliable service from hired hands.)

There also seem to be emerging signs of more understanding from employers. For example, some employers do permit executive-mothers to work on a flex-time basis or carry work home during a child's illness. Although these are very few instances, it reveals a positive change in the attitude of the employer towards taking women in highly demanding executive careers. One of the husbands who was interviewed in this study, himself a successful senior executive, while admitting that "acceptance of women as executives has not yet reached the same level" as for men, has correctly pointed out that the culture in certain parts of the country is changing much faster than in other parts on the subject of women working as
A lot of literature today states the importance of organisations recognising the need not only for goal setting, job restructuring, and training and development of female employees, but also elimination of discriminatory behaviour on the part of managers. Apart from this, the necessity for organisations to innovate and creatively provide a new structure that can accommodate working parents to help the delicate balance of work and family succeed, is increasingly being felt. In this connection, reference has already been made in this research study to the views of several authors, like Boyle, Harvey-Jones, Magid, and Collins, among others. Magid has very succinctly stated: "It's good business sense for employers to get involved in issues relating to work and family. Not getting involved in clearing roadblocks for working parents can only decrease employee job satisfaction and productivity at the workplace." (Magid, 1987, p. 150).

The woman executive's own confidence in her ability and capacity along with the proper planning of her time and available resources, is also very important.
Satisfying the balance between work and family is certainly not easy, but it is possible. Although sometimes difficult and often very stressful, the results are almost always rewarding. We read and hear so much today about the problems that men and women face, as though past generations were worry free and life in the 'old days' was ideal. Each family must meet the challenge of integrating the work and home with family life in its own creative way. Once we have understood our sources of conflict and how to overcome them, it is a challenge all of us have the capacity to meet. The family desperately needs to continue to function as a basic unit, maintaining family values, but also needs to embrace the new values of a changing society. Families have consistently been put to the test, undergoing both continuity and change - and come out alive and well, maintaining the social equilibrium.

Social equilibrium is "the concept that social life has a tendency to be and to remain a functionally integrated phenomenon, so that any change in one part of the social system will bring about adjustive changes in other parts. The initial change creates an imbalance, but a functional adjustment of the parts occurs to recreate an integrated, adjusted and
relatively stable system." (Theodorson, 1979, p.133).

As explained in the first chapter on concepts used in the study, "role model" has been defined as an "individual whose behaviour in a particular role provides a pattern or model upon which another individual bases his behaviour in performing the same role. The role model provides the standard used by the other person in determining the appropriate attitudes and actions of an occupant of the role." (Theodorson, 1979, p. 355).

Based on this definition of role model, it can be said that an emerging pattern of behaviour, values, attitudes, and beliefs of the successful working woman executive in the sample of this research study, and her close family members and office colleagues, can serve as a role model for the future woman executive, striving to satisfy the balance of work and family. This emerging pattern of the successful working woman executive, balancing career and family, is presented below in the form of a table (Table 36), as well as pictorially in Diagram 3.
<table>
<thead>
<tr>
<th>Ideal Role Model of Working Woman Executive</th>
<th>Work:</th>
<th>Family:</th>
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<tbody>
<tr>
<td>• Performing efficiently in career</td>
<td>• Performing efficiently as wife and mother</td>
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<td>• Managing responsibilities within available time/resources</td>
<td>• Managing responsibilities within available time/resources</td>
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<tr>
<td>• Committed/dedicated to work</td>
<td>• More family oriented</td>
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<tr>
<td>• Confident, determined, capable, efficient</td>
<td>• Loving, caring, providing for family's needs</td>
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<tr>
<td>• Organising, planning, systematic</td>
<td>• Organising, planning, systematic</td>
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<tr>
<td>• Aspiring to reach higher</td>
<td>• Maintaining team relationship with husband</td>
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<td>• Maintaining good relations with boss/colleagues/subordinates</td>
<td>• Supporting husband in career</td>
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<td>• Supporting husband and family in crises</td>
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<td>• Ensuring satisfactory running of home</td>
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<td></td>
<td>• Instilling good habits in children</td>
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<td>• Providing sense of security to children</td>
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<td>• Ensuring good education for children</td>
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<td>• Spending quality time with children</td>
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<td></td>
<td>• Encouraging extra curricular activities of children</td>
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<td></td>
<td>• Coping with conflict and guilt</td>
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<tr>
<th>Support Role Model of Husband</th>
<th>• Confiding, trusting, loving</th>
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<tbody>
<tr>
<td></td>
<td>• Supporting wife and family in crises</td>
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<td></td>
<td>• Supporting wife's career</td>
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<td></td>
<td>• Respecting each other's identity</td>
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<td></td>
<td>• Having equal status at home</td>
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<td></td>
<td>• Sharing responsibility for children</td>
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<td>• Sharing all household chores</td>
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<td>• Having similar values</td>
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<td>• Pooling income</td>
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<td></td>
<td>• Matching leisure time activities</td>
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<tr>
<th>Support Role Model of Children</th>
<th>• Understanding</th>
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<tbody>
<tr>
<td></td>
<td>• Adjusting to mother's absence</td>
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<td></td>
<td>• Learning independence early</td>
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<td></td>
<td>• Learning to care for themselves</td>
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<td></td>
<td>• Doing own homework</td>
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<td>• Helping each other</td>
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<td></td>
<td>• Running errands</td>
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<td>• Prideful of mother's achievement</td>
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<thead>
<tr>
<th>Support Role Model of In-laws/Parents</th>
<th>• Loving, understanding</th>
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<tr>
<td></td>
<td>• Wholeheartedly supporting</td>
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<td>• Encouraging</td>
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<td>• Physically helping with:</td>
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<td>- children</td>
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<td>• Seeing to their own needs</td>
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<td>• Non-interfering</td>
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<td>• Responding during emergencies</td>
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<tr>
<th>Support Role Model of Boss</th>
<th>• Supportive</th>
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<td></td>
<td>• Understanding</td>
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<td>• Satisfied</td>
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<td>• Providing opportunities</td>
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<td>• Having good relationship</td>
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<tr>
<th>Support Role Model of Colleagues</th>
<th>• Supportive</th>
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<td></td>
<td>• Having good relationship</td>
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<tr>
<th>Support Role Model of Subordinates</th>
<th>• Cooperative</th>
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<tr>
<td></td>
<td>• Having good relationship</td>
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EMERGING MODEL OF A SUCCESSFUL WORKING WOMAN EXECUTIVE
BALANCING CAREER AND FAMILY

* Supporting wife and family in crises
* Supporting wife's career
* Respecting each other's identity
* Having equal status at home
* Sharing responsibility for children
* Sharing all household chores
* Having similar values
* Pooling income
* Matching leisure activities

**Supportive**
- Understanding
- Adjusting to mother's absence
- Learning independence early
- Learning to care for themselves
- Doing own homework
- Helping each other
- Running errands
- Prideful of mother's achievement

**Loving, understanding**
- Wholeheartedly supporting
- Encouraging
- Physically helping with:
  - children
  - household chores
- Seeing to their own needs
- Non-interfering
- Responding during emergencies

**Co-ordination & Balance**

**Work**
- Performing efficiently in career
- Managing responsibilities within available time/resources
- Committed/dedicated to work
- Confident, determined, capable, efficient
- Organising, planning, systematic
- Aspiring to reach higher
- Maintaining good relations with boss/colleagues/subordinates

**Family**
- Performing efficiently as wife and mother
- Managing responsibilities within available time/resources
- More family oriented
- Loving, caring, providing for family's needs
- Organising, planning, systematic
- Maintaining team relationship with husband
- Supporting husband in career
- Supporting husband and family in crises
- Ensuring satisfactory running of home
- Instilling good habits in children
- Providing sense of security to children
- Ensuring good education for children
- Spending quality time with children
- Encouraging extra curricular activities of children
- Coping with conflict and guilt

**Home Environment**
- Support Role Model of Husband
- Support Role Model of Children
- Support Role Model of In-laws/Parents

**Work Environment**
- Support Role Model of Employer
- Support Role Model of Colleagues
- Support Role Model of Subordinates

**Ideal Role Model of Working Woman Executive**
- Wholeheartedly supporting
- Encouraging
- Physically helping with children
- Non-interfering
- Responding during emergencies
- Giving sense of security to children
- Ensuring good education for children
- Spending quality time with children
- Encouraging extra curricular activities of children
- Coping with conflict and guilt

**Co-ordination & Balance**
During the course of discussions with various women executives, even those outside the sample of this research study, the factor of family support was corroborated by them several times. For instance, at one seminar on "Working Women: Challenges Ahead" organised by IMM and SNDT Women's University, this factor was repeatedly stressed by the speakers and participants, who consisted of women executives and women entrepreneurs from different fields. Most of them stressed that they could not have achieved their current status without the wholehearted cooperation of their family members, especially their husbands.

However, some women from the academic world were sceptical of this view. Hence, it would be interesting to discover whether women executives working in those fields or areas which were hitherto male dominated and not traditionally accepted for them, probably receive a greater amount of support from their family members. This could be taken up in a further study.

The seminar, "Working Women: Challenges Ahead", organised by the IMM & the SNDT Women's University was attended by the writer on 31st March and 1st April, 1989.
Family support, particularly husband's support, seems to be a necessary factor in the success of those women who have achieved executive status, and is forthcoming for one or more of various reasons, such as:

(a) Enlightenment or the realisation that a capable and efficient woman needs her own identity; that it is a national and personal loss for her to be unemployed outside the home.

(b) Women's emancipation - women have made themselves heard and demanded this recognition.

(c) Last, but not least, the economic factor - in these difficult days, two persons in the family with a better income potential can allow the family to afford a higher standard of living and even some luxuries.
General Comments and Conclusions

The mood in the country today is of fast paced technological change. With the ever increasing opportunities, more and more women are competing with men to join in the race to the top. Reaching the 'executive suite' is no longer a fantasy for some enterprising and brave women who squarely face the odds of being pioneers, in a way. Although, one may argue that the numbers are small compared to men, this is relative and bound to be, considering that men have had a long headstart. In spite of the headstart, some women have caught up and even beaten men to the topmost positions, while some are fast catching up.

1. The Family Role

Integrating work and family is not impossible. Increasingly, individuals who desperately went to rear their children effectively and experience the joys of parenting, also need to pursue paid employment. The need may not necessarily be economic. Most often, in the case of these executive women, it is a by-product.
of their need for self-fulfilment) to feel good about themselves. Throughout history, families all over the world have undergone transition, challenge and change. Today, the urban Indian family is facing this transition, this challenge; and like the family elsewhere, is surviving.

It does not seem to ring true that dual career couples often neglect their children or are irresponsible and selfish. Facing the problems of integrating family and highly demanding work pressures is strenuous, but these dual career couples have learnt to manage and cope with such strain and stress within their available time and resources. It is possible to be a successful parent and hold a demanding full time job if you have a supporting and understanding relationship with spouse and other relatives and if you can afford the infrastructure at home.

Also, on the contrary, it appears that they are able to bring a freshness to their marriage and family life. The family is proud of the mother’s achievement; her interaction in a hitherto man’s world, gives her confidence and the ability to realise her worth and
naturally this self-fulfillment and positive feelings in her about her own worth are bound to be carried into the family, and reflect in the attitude of the family not only towards her, but towards the larger gamut of society itself.

Working mothers must establish balanced family relationships if they hope to find personal fulfillment for themselves and for each person in the family. To insure healthy interactions, three essential relational qualities must be kept in constant balance among the family members. These are love, freedom and responsibility. "Each person in the family can be happy only if he receives unconditional love, if he feels free to make the decisions he is capable of making, and if he is free to take the responsibility for his decisions." (Kułma, 1981, pp.146-147).

It is essential for the working executive-mother to come to terms with herself, know herself and what are the things she values, what are her priorities and goals. Once she understands this, she is better able to relate to the needs of her family; to recognise where the areas of conflict lie and to plan personally and jointly with her family in finding out effective
strategies for coping with such conflicts. All parents make mistakes. But the number of mistakes is not important; the fact that you are making them less and less often, is.

A successful family team works together to achieve goals. Creating a winning team requires a plan and a rich investment of time, or "quality time" as the respondents have put it.

Every member of the family has a unique role to play and each contributes his share. While each is essential to the final outcome, the whole - concerted team effort - is stronger than the sum of its parts. As a result, each family member shares in the gratifying or pleasurable joy of a meaningful relationship, a growing sense of self worth and the satisfaction of fulfilled ambitions.

2. The Employer's Role

It has already been mentioned in Chapter II, item 5 on Limitations of the Study, that employers themselves were not met for their views and only the responses of the women executives have been considered. However, it
is pertinent to briefly mention here (some of the
creative ways in which employers can meet and face the
challenges of a growing female executive force).

Because half the problem lies in the attitudes of women
themselves, their lack of motivation and ambitious
career objectives, companies should develop special
awareness and career planning sessions for them. In
some cases these seminars have been cited as the
turning point to a change in self-image.

If employers expect to have workers who are dedicated
and productive they need to address the family need of
employees.

A few employers, particularly in the service sector,
where there is a large women workforce in the managerial
capacity, have begun to lead the way in realising that
if they do not want to lose the services of these
capable and dedicated managers, they must think of
creative ways, or be open to creative suggestions that
come forward from dual career parents.
(a) **Flexible Timing**

For example, some women work on flex-time or at least have the freedom to come and go without permission each time, at times of crisis, so long as it does not clash with work interests. When such freedom is given to an individual, she naturally responds positively and uses this freedom with discretion. She behaves responsibly and sees to it that the time she lost at work is made up for, by carrying the work home or working late in the evenings or on weekends, when the crisis at home is resolved.

Also, one employer permits the women executives to work from home during extended maternity leave.

While this has begun in a small way in our country, employers have a long way to go in meeting the needs of dual career families.

A few respondents have expressed the need for day-care centres or creches for the smaller children which, today, are provided by a few employers.

In the West, some employers have thought of novel ways
of coping with or meeting the demands of dual career families.

(b) **Working Parent Seminars**

For instance, some employers organise working parent seminars aimed at strengthening a family's ability to help themselves through family-responsive work policy and practices.

The working parent seminars are sponsored by the employer for small groups of working parents with twelve to fifteen employees meeting for a period of one and half hours during the lunch break. They were the employer's first attempt at "helping working parents to help themselves" through information gathering, networking, support building, and constructive problem solving. "The focus of the seminar is education, not therapy," said the seminar leaders. (Magid, 1987, p. 136).

(c) **Day-Care Centres**

(i) Some organisations locate a child care centre that would establish a working relationship with the company.
Children of employees are enrolled in these day-care centres in exchange for a "donation of needed materials and supplies from the corporation and the promise of additional enrolments as well." (Magid, 1987, p. 141).

(ii) Recognising the need to attract and maintain talented workers, employer-supported child-care centres were conceived as one way of accomplishing this. The employer collaborated with some health-care institutions in close proximity to themselves, in sharing equally the costs for starting such child care centres and any yearly operating costs that were over and above the annual budget.

Parent-employees pay a monthly tuition based on a sliding fee scale determined by their annual income and other family variables. The total tuition collected is subsidised by the contributing health-care institutions, in order to keep tuitions at an affordable rate. (Magid, 1987, p. 142).

(d) Job Sharing

In certain cases, employers permit job sharing between
two individuals, or between a married couple. Where the couple are working for the same organisation, a plan for job sharing is worked out. This way both reap the benefits of being at home and at work and, hence, their emotional needs are fulfilled. However, this does present the problem of financial repercussions, as the couple have to learn to tailor their lifestyle to a limited budget, having taken the decision to live on one salary. (Magid, 1987, p.17).

(e) Take-away Meals

Another novel idea is company canteens providing, for a price, carry-home dinners which employees can avail of.

These are some of the creative ways in which employers in the West have met the growing demands of dual career families. It is hoped that Indian employers too can generate some ideas from the above examples in meeting the needs of their married employees.

The role of the family and the employer, as mentioned above, are pictorially presented in Diagram 4.
ROLE - SUPPORT MODEL CONDUCTIVE FOR SUCCESS OF WORKING WOMAN EXECUTIVE

**FAMILY SUPPORT ROLE**

1. Working together to achieve goals
2. Unconditional love, freedom and responsibility.
3. Learning to cope within available time and resources.
4. Supporting and understanding relationship amongst members.
5. Planning together for effective strategies to cope with conflict.
6. Appreciating and admiring her achievement.

**EMPLOYER’S SUPPORT ROLE**

1. Consideration of family need of employees
2. Creative planning to assist dual career couples in coping with family responsibility:
   a) Flexible timing
   b) Training and Development - develop special awareness and career planning sessions
   c) Working Parent Seminars
   d) Job sharing
   e) Day care centres/creches
   f) Take-away Meals from Company Canteens
In the rapidly increasing universe of women in the workforce, in various levels and fields of activity, this research study has been restricted or limited to a small group in the city of Bombay who have reached high up the echelons of the executive world. Therefore, these pioneering ladies may be looked up to as leaders, pace setters, opinion leaders and trend setters; and their success stories would encourage and motivate more young women to take up the challenge. Therefore, this study is indicative of what is going to be the future scene in the country.

The real world, whether it concerns work or family, consists of change and imperfection, and is made up of fallible human beings. Dual career couples who can learn to free themselves of the need for single answers and for perfection at every turn, may find it possible to be more creative in their attempt to balance the two most important areas of their lives - their families and work. There is no one perfect path or perfect solution for today's men and women. The road is strewn with choices and opportunities for innovation and creativity.

The study has brought out several interesting features
of the urban Indian woman executive and has provoked some questions. For instance, as mentioned earlier in the Chapter, it would be interesting to discover whether women executives working in hitherto male dominated fields or areas of work (probably receive a greater amount of support from their family members than those working in traditionally accepted female roles). Also, a further study could examine in detail the views of employers on women in executive positions or those of the children about their high profile mothers. Similar studies undertaken in other parts of the country would be interesting and useful, as they may reveal different findings and, hence, a comparison could be made of the impact or effect of cultural differences on women's acceptance into the executive world, by employers, the family, and society in general.

It is hoped, therefore, that the study will lead to more interest and detailed research in this field, so that the ever growing demands of the dual career families are met, not only shaping a secure economic society, but also a society whose basic foundations of secure, safe children and parents who need and want to work, are valued.