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CASES

(All names used in the following six cases are fictitious to ensure anonymity).

CASE 1

The Method

Sulakshana and Ranjit were met and interviewed individually with the help of the interview schedule. Questions were mostly unstructured and open ended to facilitate probing.

The Facts

Both Sulakshana and Ranjit are MBA’s working as senior executives, she in a multi-national organisation and he in an airlines office. Sulakshana is drawing a salary higher than her husband’s. Yet, they have no disagreement or conflict regarding money matters as both are earning well. They have one son, Sanjay, who is six years old. Ranjit’s parents live with them.

Sulakshana was working even before marriage and both
were aware and accepted the fact that she would continue to work as she was highly educated, intelligent and enjoying her work. At this stage, they did not envisage any problems which may arise later due to her career.

Also, at this stage in their lives, Ranjit did not at all like children - any children, in the family or outside. He "detested" and was "impatient" with them, as stated by him. However, when Sanjay was born he underwent a "total metamorphosis" and, now, he "cannot imagine" how he had ever disliked children for so long.

The Situation

Today, Ranjit is not just a doting father, but one whose life is centered around his son, who "just loves" him and likes to "spoil" and "pamper" him. Sulakshana, on the other hand, is ready to discipline Sanjay when she feels it is necessary. Her husband does not disagree with her that disciplining the child is essential, but is of the opinion that when one parent is disciplining the child, the other should "provide the balance" by mollycoddling and "spoiling"
the child. He also feels that disciplining the child is easier done by the mother, because for the child, the mother is of greatest importance and no matter how much disciplining the mother metes out to the child, the child will always go back to his mother in a few moments, forgiving the entire incident. "After all, the first word a child utters is Ma." The mother-child bond and relationship was greatly stressed by him throughout the interview.

Ranjit is the first to get up every morning at around 6.00 a.m., while Sulakshana gets up later but leaves the house earlier. However, Sanjay is also up earlier and, hence, he does not mind rising early and spending time with him till he leaves for school. They never travel out of town together, unless they can take Sanjay along.

Since Sulakshana works at a distance from Sanjay's school and home, and Ranjit is closer, logically, he receives him at the bus-stop and drops him home at around 3 p.m. every afternoon after school. Since he is also usually home before Sulakshana, he takes Sanjay for games, like tennis, in the evenings. Sulakshana
sometimes joins them for tennis if she is home early. The task of helping with Sanjay’s homework is shared by both of them; while in the day time, the grandparents look after him and see to his needs.

When Sanjay was born Ranjit felt that Sulakshana should take a break in her career for the first five years of his life because these are the crucial years when the child needs the mother most. Although his parents also lived with them, he felt very strongly that “nobody can take the mother’s place, not even the father.” For the first five years of a child’s life, the mother is the sole most important person responsible for the development of the child, according to Ranjit. “At that time the child is developed by a mother’s love. After that, the mother can do what she likes. Other things can be adjusted; even the child’s studies can be adjusted if both spouses are interested enough,” he said.

However, Sulakshana did not take a break in her career as she felt her job was also important to her and since her in-laws were there to take care of the physical needs of the child, it was not really so essential.
She feels that with understanding and cooperation from all members of the family, and, on her part, some sacrifice, adjustment, and good planning of her time, Sanjay could develop into a fine lad. Ranjit, however, feels that she does not "understand the importance of the first five years in a child's life," and that "she has already lost out on the first five years" and, hence, harmed the development of the child.

While Sulakshana strongly believes that a woman can be successful in her marriage, in raising her children and in her career simultaneously, Ranjit strongly disbelieves this as far as raising the children is concerned. "Marriage and career she can certainly succeed in simultaneously, but not in raising children," said he.

Both, Sulakshana and Ranjit somewhat disagreed about how the child is being brought up and were "dissatisfied" about it. Ranjit would like him to go to a boarding school where he could "learn to kick a football, fall down, hurt himself a bit, but get up and carry on; grow up and learn to be a man." Sulakshana does not agree that he should go to a boarding school.
Since Ranjit's parents are living with them, "the grandparents are at home and the child is never left alone in the care of servants," she felt. Besides, she herself was very fond of her in-laws and said they were "wonderful with Sanjay."

Another bone of contention between them, which again centres around Sanjay, is the task of receiving him at the point where the school bus drops him off, to leave him home around 3 o'clock in the afternoon. Since Sulakshana works far away and cannot come all the way to pick him up, the grandparents are "too old to go out daily to receive him at the bus-stop," and "good servants are not available," Ranjit stated that he does not mind this as the situation demanded it. However, there are occasions at work when his presence is essential, for example, at a crucial meeting when the Minister is also present, and leaving to pick up the child at such times causes him tremendous embarrassment and strain. "True, one is senior enough to come and go freely, but there is the odd occasion when it is difficult and has resulted in a great amount of stress and trouble for me." Naturally, he carries this home and since both are tired after the day's work, ends in
conflict. The conflict is always centred around the child and sometimes results in Sulakshana and Ranjit sleeping in different bedrooms, but usually after the time of "real anger," things would just slide back to normal until the next conflicting situation, "as time is a tremendous healer." Both cannot visualise a situation of divorce and hope that Sanjay will grow up into a well balanced, happy individual and never have to "abuse" his parents for "what they have done". Ranjit stated that he "would commit suicide if this ever happened."

Sulakshana and Ranjit feel that they understand each other's constraints and difficulties and both realise it is vital and important for Sulakshana to continue her career, being highly educated and intelligent. It must be reiterated here that this is also a case where the respondent is earning more than her husband. They realise that it is the situation that is causing problems and the conflict always centres around their son. They are hopeful of being able to resolve their problems with the passage of time.
CASE 2

The Method

Melinda and Pranab were met and interviewed separately with the help of the interview schedule. Questions were mostly unstructured and open ended to facilitate probing.

The Facts

Melinda is a Roman Catholic while Pranab is a Hindu. They are both MBAs from the same Institute and are working in senior executive positions in multinational companies. Both were working before their marriage. They do not have a child, but have two maternal aunts of Melinda living with them.

Their is a "love marriage" and before they got married, they had to get the permission of the Roman Catholic Church which required them to sign an undertaking that any offspring resulting from their marriage would be brought up in the Roman Catholic faith. Although neither of them were happy about this, Pranab was more ready to accept than Melinda was, although she herself is a Roman Catholic. Her
contention is that the Church should not force or compel anyone about what religious faith they will bring up their children in. The choice should be left to the couple to mutually decide, she feels. Hence, she delayed signing the undertaking for several months; but being a devout Roman Catholic, she was unhappy about marrying without the blessings of the Church. She ultimately gave in, they signed the undertaking and were married.

While Melinda is still a staunch Roman Catholic, her husband remains at his core "very much a Hindu." Both respect each other's religious beliefs and have learned to adjust their tastes in food and other such cultural differences to suit each other. "A good Christian education" has helped them to be more broadminded and tolerant of other cultures, they believe.

The Situation

While Pranab feels sure that they would have been much happier if they had a child, not having one has not reduced the affection they have for each other. "We still are very much in love," he said. Melinda, however, is quite clear that she would not like to have
a child for "career and other personal reasons."

Her job, and that of her husband's, are such that they have to travel a lot, often with "one coming and one going," sometimes being together only for five days in a month. In fact, they often joke with each other that, "We will probably be bumping into each other in some hotel." "Can you imagine what it would have been like if we had children? I would never have been able to have my career!", she said. Besides Melinda is quite clear about her goals. She would like to be "right at the top" and is convinced that she can get there for several reasons. Apart from having the required knowledge and skills, and the confidence and conviction, she is assured of the support of her husband, works in a professional environment where there is no bias against women, and last, but not of least importance, the fact that the organisation has given her an opportunity to move towards General Management functions, or put her on "the fast track."

Melinda is aware that her husband would like to have a child and admits to some pressure from her in-laws about this; but she feels that her decision not to have
a child, apart from some personal reasons, is based on the fact that her needs and aspirations in life are definitely more career oriented, and it would not be fair to the child.

Melinda increasingly feels that marriage and career do not go together. "It is like walking a tight rope all the time," she said. She feels an ideal lifestyle would be a job combined with marriage till children are born, while Pranab feels that an ideal lifestyle would be job combined with marriage till children are born — "then lay off work for three years and later go back to work." Although he would like a child, he seems to be quite understanding about his wife's reasons for not wanting one, which, according to him, are a combination of several reasons. Apart from the "weightage of being a careerist being so strong that she doesn't have space for a child," it is associated with unhappy childhood memories and, possibly, the insistence of the Roman Catholic Church on compelling them to bring up the children as Roman Catholics, which she objects to on principle. Also, initially they had agreed to "put it off" for economic independence and "owning a house." Now it may be too late, he feels. At the time when
they were struggling for economic independence and to own their own home, both made a lot of sacrifices and adjustments to achieve their goal.

Another problem that the couple face is the fact that Melinda's family make too many demands on her and lean very heavily on her. For the first four years after their marriage, they lived with Melinda's father because he needed her emotional and physical support. This did create a lot of problems earlier, as Pranab used to feel "these are her problems, not mine." The couple, however, have managed to adjust themselves to the situation and, today, two of Melinda's maternal aunts still live with her and Pranab is helping her in the court on some family property suit.

From the manner in which both Melinda and Pranab spoke during their independent interviews, there appears to be a lot of give and take on the part of both, especially on the part of Pranab. This was admitted by Melinda too.
CASE 3

The Method

Here too, the couple were met individually and discussions were carried out with the help of the interview schedule. Questions were mostly unstructured and open ended to facilitate probing.

The Facts

Zenobia and Vikram have been married fourteen years. He is a Hindu and she is a Parsi. They both continue to belong to the same faith into which they were born, but respect all religions and have made an effort to learn about and adapt and adjust to each other's religious beliefs and cultural habits, like tastes in foods, clothes, friends, etc.

They have only one daughter, Manorama, from a previous marriage of Vikram. She was less than a year old when they met and, hence, is close to Zenobia too and calls her "Mummy." She lives with her grandparents, Vikram's parents, since the age of four, and comes home
to her parents for the holidays. This is because when she was small, Vikram was in a job where the threat of transfer was always imminent and they felt that moving her from school to school would probably ruin her education. Vikram's parents were happy to have her with them as they "loved to have a child in the house again." Initially, it was very difficult for both Zenobia and Vikram but they learned to accept and adjust their lifestyles to this, and always look forward to being together during the school vacations and whenever else they can visit her. When either of them tours close to the place where she lives, they always make it a point of going there for a day or so.

Both of them decided not to have another child because of Zenobia's health.

Zenobia was working before marriage, but discontinued her career when she was married. She went back to work after Manorama went to stay with her grandparents.

The Situation

Zenobia is hardworking and intelligent and, to a large extent, it was Vikram who motivated and encouraged her
to take up her career again as she had the potential. Zenobia now works for a management consultancy firm.

Of course, it was easier for them to decide this as Manorama was not with them, except during the vacations. Hence, Zenobia could throw herself into her career wholeheartedly. However, both strongly believe that a woman can be successful in her marriage, in raising her children and in her career simultaneously. It will depend on several factors like, (1) the will or determination of the concerned couple to achieve this success (i.e., in marriage and in raising children); (2) the strength or the degree of interdependence in making each other achieve self-fulfillment; (3) the availability of domestic help, modern gadgets, nearby schools and, (4) emotional support and encouragement through physical help by in-laws on both sides. While these factors were mentioned by both, Vikram who works in a very senior capacity in a large industrial house, mentioned one more very relevant point, and that is (5) the degree of concern and understanding shown in the culture of the organisation in which a woman is working.
There is a great deal of understanding and cooperation between the couple who often discuss each other's work, both being in related fields. They confide in each other totally and yet have respect for each other's "need for space" or "silence".

At home, all routine domestic chores are taken care of by the hired help, although the supervision and responsibility for the home is largely shouldered by Zenobia. Vikram, in his own words, says that he does "nothing" at home. When the hired help is away for the day, they eat out. They "can afford to indulge" themselves as both are earning well.

Zenobia, however, says that she "enjoys pampering" her husband. "Believe me, I do it because it makes me happy. If he were to demand and expect it of me, I would probably end up resenting it and then there would be conflict," she said. As such everything runs smoothly as there is reliable hired help, and with proper planning and time management it is not too difficult. "When the maid is away, Vikram does help with filling water bottles, picking up dishes and putting away washed clothes which are washed in the
machine," said Zenobia.

Her success in her marriage and in her career is also very largely due to the organisation's concern in allowing her "flexible timing". Since her work is largely project or assignment based, the freedom is entirely hers to decide how many hours she puts in on a particular day as long as the assignment is completed on time.

One major regret in their lives is the decision to send Manorama to school away from them. "We thought it was for her good and better than a boarding school as she was with her grandparents," said Zenobia. "On hindsight," said Vikram, "we should have kept her with us." Not only have they missed out on seeing her grow day-by-day, but she does not seem too interested in her studies although she is very intelligent. They feel now that may be the grandparents were too old to take on the burden of inculcating that "sense" or "desire" for learning and knowledge in her. "We do plan our work and lifestyles such that we are both in town and spend maximum time with her during vacations or whenever we can. Or we travel together during
vacations when we try to make the most of the time spent with her by providing quality." Vikram feels that "quality time" is spent "essentially getting the child's concentration and attention towards the knowledge and experience that the parents are sharing." Zenobia feels that "quality time is time spent showing the child how much one loves her, giving all emotional support, listening to and sympathising with problems, guiding, counselling, playing constructive/creative games which are fun and yet have some learning to be derived - either knowledge or a moral lesson."

They intend to bring Manorama to Bombay to stay with them soon when she finishes school. All three of them are eagerly looking forward and planning for this time together. They feel they have so much to "make up for," and "so much catching up to do as far as Manorama is concerned." Zenobia ended with an emphatic "No" as to whether she would terminate her career once Manorama comes to live with them. "There will not be a need," she said. "Manorama is a loving and understanding girl; she will have her own life in College; the household chores are well taken care of; I work on flex-time. I am sure the three of us will be just fine together".

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CASE 4

The Method

The same method was followed here as in the earlier cases. Questions were mostly unstructured and open ended to facilitate probing.

The Facts

Pratibha and Arvind are a Maharashtrian couple, married to each other out of choice twenty-six years ago. Pratibha works in a foreign High Commission Office and her husband heads a division of a large industrial company. Both draw handsome salaries. They have two children who have both done well in life. The daughter has followed her mother's footsteps and now works in the same organisation as her, while the son is an Engineer. They too are married and have their own children.

For many years, Arvind's parents lived with them; in fact until their demise a few years ago.
The Situation

The family is a "close-knit one" with a lot of understanding and cooperation on the part of all, particularly Pratibha and Arvind themselves. Both of them stressed that theirs was a "friendship marriage" and Pratibha adds that "we intellectually match."

The household chores and looking after the grandchildren are equally shared by both. In fact, all along, both have shared all chores, feeling "equally responsible." "It's not a question of sacrifice, or adjustment or helping. It is equally my responsibility as one partner in a dual-career family," says Arvind. Pratibha says, "he cooks, fries puris, does the pooja, washes clothes, looks after the children/grandchildren, and even stayed at home if I couldn't, to look after a sick child."

Arvind's parents, when they were alive, lived with the couple. They were almost indispensable in the household and cared for the two children with great love and attention. Pratibha talks of her in-laws with
genuine affection and gratitude; particularly recalling the time when her son was small and had to be operated twice for a congenital varicose problem. "My mother-in-law cared for him like her own son; gave him love, saw to his physical needs, gave him the best food and all her time and attention. In fact, I would never have been able to continue with my career at that time if it wasn't for her loving support," she said.

Although, in most ways, theirs seemed to be the ideal match, they had one major problem connected with Pratibha's career, when they were younger. With age and experience they have now learned to overcome this problem; but some years ago it caused so much havoc in their lives that Pratibha had contemplated leaving her job and even divorce at one stage. The problem was Arvind's jealousy and suspicion about Pratibha's fidelity each time she went out or travelled within the country or abroad on duty. "Whenever I had to travel out, or accompany male colleagues, he would get so jealous and suspicious. He would fling accusations at me, with character assassination, causing so much tension and conflict," said Pratibha.
Arvind, however, did not refer to this part of their lives at all and even on probing, denied it altogether. He says he has always been totally supportive even when she travelled abroad.

Pratibha ended on a very positive note, stating that in all other ways Arvind has always been an ideal partner. "I am so happy we stuck it out, because age and experience have mellowed us and today we are really happy," she said.

CASE 5

The Method

When talking individually to Kalpana and Dinesh, the same method was used as in the earlier interviews. The questions were also unstructured and open ended to facilitate probing.

The Facts

Kalpana and Dinesh are a young couple who have been married for seven years. Kalpana has worked longer
than Dinesh and is currently a senior officer in the Central Government - All India Service. Dinesh is an independent consultant. Both have handsome incomes. Theirs is a marriage of choice and they belong to different communities although both are Hindus. They have two children, both girls, aged six and five.

Kalpana is entitled to a flat for Government Officers in which they live in a sort of extended family situation with Kalpana’s brother and sister staying with them. Her parents also spend a lot of time with them in Bombay. Both Kalpana and Dinesh get along well with all her family members who are loving towards the children and of great help in looking after them.

The Situation

The type of responsibilities and the highly demanding nature of Kalpana’s job do not leave her much time and energy to really enjoy cooking. They have a maid, and other hired help, who look after all the routine household chores, including cooking. She is mostly supervised by Kalpana’s parents who are often here in Bombay with them. Dinesh, on the other hand, quite
enjoys cooking off and on and working independently gives him the freedom to indulge in this hobby whenever he wants to. The children love to eat cakes and Kalpana, aware that she is unable to indulge them throughout the week, often makes time during the weekends to bake for them. Both of them feel that quality of time spent with children alone is not enough. To provide quality, there must be "quantity". Kalpana feels that when she is less with the children she tends to spoil them and gives "a more rational input" when she is with them longer.

While talking of the role of a good spouse or good parent, the couple see eye-to-eye. Dinesh has succinctly put it thus: "I do not see the role of a good husband any different from the role of a good wife. It is the ability to appreciate the constraints and strengths of a shared existence, empathise with the value systems and needs of the partner and to develop the psychological identification of close friends. Everything else would automatically fall into place."

Also, the role of a good father, as he sees it, is: "One who the children would be able to identify and
share with. A good father should be able to appreciate the children's frame of reference and psychologically share their needs and anxieties. However, since the children have a large impetuous content in their mental make-up, where logic fails to measure up, there is a need to bring in an element of strictness where required."

Dinesh is proud of his wife's achievements and feels that she has a good blend of family and career aspirations, without being overly ambitious. He would like his daughters to be like her.

Kalpana mentioned that her husband is "extremely supportive and helps with most things." He often takes time off to be with the children. "He loves them too, so he does not complain, though I think it sometimes affects his work." They see to it that they never travel on duty at the same time, so that one or the other is with the children, although the children receive a lot of love, affection and nurture from their aunt and uncle who live with them.

The "sharing" and "understanding" qualities of the
couple, combined with a supportive role from other family members, has enabled Kalpana to balance her work and family life happily.

CASE NO.6

The Method

The method adopted in this final case was no different from the earlier ones, with questions being unstructured and open ended so as to facilitate probing. It was necessary to contact Kashmira again for a few clarifications, and this was done over the telephone.

The Facts

Kashmira and Mehraab are a young couple, belonging to the same community and married since the last fifteen years. She works in an airlines office while he is a senior manager in industry. Both of them are earning well.

They have two children; the boy is twelve years old and
the girl is eight. When the children return from school, the parents are still at work and the maid who cooks while they are in school, keeps an eye on them till the parents return. The other hired hands take care of all the remaining routine household chores.

The Situation

Kashmira sometimes feels that she is performing her role as mother "not so efficiently". Often, she experiences conflict and suffers feelings of guilt if she cannot be with a sick child or if one of the children has specifically asked her to come home early to help with studies, and she is unable to. Mehraab says that while he himself does not stay home with a sick child, he does not believe that it is solely the mother's responsibility. It would depend on which of them "is more senior," and "who finds it easier to take leave." He feels that "generally she finds it easier." Kashmira does agree about this to some extent but not entirely as, although she has managed to take leave when it is absolutely essential, it has not always been easy and there are times when she has suffered anxiety and pangs of guilt.
Another problem that causes her worry is that she sometimes feels the children are left too long in the care of 'the maid and this might have adverse repercussions, as occasionally the children act a bit rebellious with the servant, scattering their things around the house and refusing to have their baths after they return from school till she comes home.

Both parents feel that sometimes the strain and stress of their jobs are taken out on their children and they find themselves irritable and snapping at them at such times. "It is not as if other parents don't face such problems in bringing up their children," said Kashmira. "Even those parents who are both staying at home must be facing somewhat similar problems with their children," she said.

Kashmira feels that the only way she can cope with these problems is by "taking it in stride," and making up for it whenever she can. For example, on days when she is not too tired, she spends "quality time" with the children, playing constructive games with them, and guiding and counselling them to build good, moral values.
"I spend the major part of my day in the office and naturally my needs and aspirations in life are a little more career oriented. However, my family is also very important to me and my occasional feelings of not performing as a mother are probably a reflection of my subconscious guilt feelings at enjoying my work so much," said Kashmira.

Mehraab, throughout the discussion, in spite of some probing questions, did not seem aware of Kashmira's emotional turmoil of being torn between her career and mother roles. She confirmed that she has not shared this with him too deeply.

Another problem faced by the couple is frequent disagreement regarding Kashmira's in-laws. Kashmira and Mehraab used to live with them earlier and she remembers the time with bitterness. "They were always interfering in our affairs and did not like my going to work." This problem is more or less taken care of as they now live separately and do not have to meet them daily.
Although from the discussions with Kashmira and Mehraab, it appears that they are facing severe strain particularly with regard to the children, the interviews with both of them ended on a positive note. They felt that in spite of certain hassles and disagreements, their mutual love and trust in each other would see them through. "Most couples like us, dual-career or not, must be facing similar problems from time to time," said Mehraab.
APPENDIX 2

GLOSSARY

1. Woman Executive

For the purpose of this study, a woman executive is one who is performing managerial responsibilities like dealing with people, clients, and resources, such as money, machines, etc., who is not doing a total structured job, and who works for a salary.

2. Positive Statement

A positive statement is a response which indicates unquestionable, constructive feelings, attitudes or behaviour, on the part of the woman executive herself and those closely associated with her at home and at work, signifying success.

3. Negative Statement

A negative statement is a response which indicates contradictory feelings, attitudes or behaviour, on the part of the woman executive herself and those closely associated with her at home and at work, signifying failure.
4. **Conducive Factor**

A conducive factor is a circumstance, fact, or influence derived from a positive statement, leading to or contributing to success.

5. **Inconducive Factor**

An inconducive factor is a circumstance, fact, or influence derived from a negative statement, indicating failure.

6. **Sex-Bias**

Sex-bias is a discriminatory or unfavourable attitude or behaviour towards women executives by virtue of their sex.

7. **Successful Woman Executive**

A successful woman executive is a woman executive, as defined above, who has satisfied the balance of family and work.
8. **Quota Sample**

Theodorson has defined quota sample as "a sample selected by dividing a population into categories on the basis of certain variables and choosing a certain number (a quota) of cases from each category. No attempt is made to select the individual cases within each category (quota) randomly. They may be chosen on any basis including convenience. The quota sample has been most widely used in public opinion sampling. A quota sample is the same as a stratified non-random sample." (Theodorson, 1979, p.362).

9. **Random Sample**

A random sample is one selected purely on the basis of chance. "In the selection of a random sample, each case is independently chosen, that is the selection of one case in no way affects the likelihood of any other cases being selected. In addition, in choosing a random sample every case in the population has the same probability of being included in the sample." (Theodorson, 1978, p.363).
APPENDIX 3

INTERVIEW SCHEDULE

A. FOR MARRIED WOMEN EXECUTIVES

SR. NO.
DATE:
GUIDELINES
The questions are both structured and unstructured. Follow the same pattern for all the questions. First, ask open questions - "How do you feel?" "What do you think?" etc. Then after probing and noting (in detail), give alternatives of responses mentioned after the questions, if necessary.

PART I : GENERAL INFORMATION

1. Name: (Optional)
3. Religion:
5. Length of marriage (in years):

6. Whether arranged/own choice:

7. Education: High-School/Graduation/Post-graduation
   Professional: (e.g. medicine / engineering / business management / advertising / secretarial / finance, co. secretary, etc.)


9. Length of service (in years):
   (Total years of service: Below 5 yrs./ 6-10 yrs. / 11-15 yrs./ 16-20 yrs./ Above 21 yrs.
   In current job: (No. of yrs.):

10. No. of people you report to: Who:

11. No. of people directly supervised by you: Who:

12. Whether forced to work by circumstance/someone/or own choice.

13. Pay/Income: Below Rs.1000 p.m./Rs.1000-1500 p.m./
    Rs.1501-2000 p.m./Rs.2001-Rs.2500 p.m.
    Rs.2501-3000 p.m./Rs.3001-Rs.3500 p.m.
    Rs.3501-4000 p.m./Rs.4001-Rs.4500 p.m.
    Rs.4501-5000 p.m. / Above Rs.5000 p.m.

14. Husband's Name: (Optional)

15. Husband's Age: Below 25 / 26-30 / 31-35 / 36-40 /
    41-45 / Above 45

16. Religion:

17. Education: High-School/Graduation/Post-graduation
   Professional: (e.g. medicine / engineering / business management / advertising / secretarial / finance, co. secretary, etc.)

19. Length of service (in years):
   (Total years of service: Below 5 yrs./ 6-10 yrs./11-15 yrs./16-20 yrs./Above 21 yrs.
   In current job: (No. of yrs.):

20. No. of people he reports to: Who:

21. No. of people directly supervised by him: Who:

22. Pay/Income: Below Rs.1000 p.m./Rs.1000-1500 p.m./Rs.1501-2000 p.m./Rs.2001-Rs.2500 p.m./Rs.2501-3000 p.m./Rs.3001-Rs.3500 p.m./Rs.3501-4000 p.m./Rs.4001-Rs.4500 p.m./Rs.4501-5000 p.m./Above Rs.5000 p.m.

PART II : HOME RELATED

A.

1. (a) No. of children: 1/2/3/More than 3/no children.
   (b) Sex of children: Female/Male
   (c) Do you prefer sons/daughters? Why?
   (d) Did you choose not to have a child for career or any other reason?

2. Ages of children:

3. (a) No. of other relatives/dependents: In-laws/Parents/Any others (Please specify)
(b) Do they stay with you, are they only financially dependent / need monetary assistance?

4. Ages of dependents:

5. How many children needing child-care do you have?

B.

6. (a) How strongly do you believe that a woman can be successful in her marriage, in raising her children, and in her career simultaneously?
   Strongly believe / Believe / Not sure / Disbelieve Strongly disbelieve.
   (b) How can this be made to happen?

7. What do you think are the duties and responsibilities of a good wife? List them.

8. What do you think are the duties and responsibilities of a good mother? List them.

9. (a) Do you have domestic help? Yes/No
   (b) How many?
      Full-time:
      Part-time:
   (c) What are their duties:

10. Have you satisfactory arrangements for your household work being done by someone other than yourself?
Very satisfactory / Satisfactory / No arrangement, you do the work yourself / Unsatisfactory / Very Unsatisfactory.

11. According to your feelings, how satisfactorily do you manage your two roles – household and working woman's Very satisfactorily / Satisfactorily / Neither satisfactorily nor unsatisfactorily/ Unsatisfactorily / Very unsatisfactorily.

12. Do you consider you are carrying out your duties efficiently as wife along with your career?
   Very efficiently / Quite efficiently / Satisfactorily / Not so efficiently / Inefficiently.

13. Do you consider you are carrying out your duties efficiently as mother along with your career?
   Very efficiently / Quite efficiently / Satisfactorily / Not so efficiently / Inefficiently.

14. How satisfied are you, on the whole, with your marriage / home life?
   Extremely satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Extremely dissatisfied
15. What is the attitude of your husband towards your career?
   Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.

16. What does he feel about your absence from home when you have to keep long hours, often longer than his own?
   Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.

17. What does he feel about your absence from home when you have to travel out of town when work demands?
   Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.

18. What is the attitude of your children towards your absence from home?
   Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.

19. What is the attitude of your in-laws, parents, other dependents, towards your absence from home?
   Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.

20. What is your perception of your relationship with
21. What is your husband's perception of your relationship with him?

22. (a) Do you sometimes feel that there is conflict between your roles at home and work?  
Yes/No
  (b) How often?
  (c) Usually when?
  (d) How severe? Extremely severe / Severe / Not so severe / A little / Hardly

23. What do you think is the reason for this conflict?  
(May be more than one ).
  (a) Absence of outside help.
  (b) You are earning more than your husband.
  (c) Professional work is more demanding than husband's.
  (d) You are living in the joint/extended family.
  (e) There are small children who need care.
  (f) Work overload.
  (g) Variability of role demands at different times/periods.

your husband - as one of equality, superiority, inferiority, any other? (Describe).
(h) Self-esteem.

(i) Discrepancy between personal and social norms.

(j) Any other.

24. (a) Does this lead to guilt feelings in you?

   Yes/No

(b) How often?

(c) How severe? Extremely severe / Severe / Not so severe / A little / Hardly.

(d) What sort of feelings?

(e) How do you cope with such feelings?

(f) Do these feelings affect your efficiency either at work or at home? (Say which/where).

(g) Do these feelings affect the lives of your family members?

   Husband / Children / Parents / In-laws / Others (who?).

25. How does your husband react to this?

   Extremely understanding and helpful / Mostly understanding and helpful / Indifferent / Impatient and annoyed, unhelpful / Extremely impatient, annoyed and unhelpful.

26. What is the nature of accommodation, if any by him
towards your role conflict? (e.g. is less demanding, helps with household work, children's homework, etc.)

27. What is the nature of accommodation, if any, by your children towards your role conflict? (e.g. are less demanding, help with household work, do own homework, or help with that of the younger children).

28. What is the nature of accommodation, if any, towards your role conflict by other members of the household? Please specify whether in-laws, parents, brothers, sisters, any other? (same e.gs.).

29. (a) Do you like your in-laws?
   Like them very much / Like them / Indifferent / Dislike them / Dislike them very much.
   (b) Why?

30. How satisfied is your husband with the way you carry out your household duties?
   Extremely satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Extremely dissatisfied.
31. If children have been born to you, what effect have they had on the happiness of your marriage?

Have made you much happier / Have made you happier / Have had no effect / Have made you less happy / Have made you much less happy.

32. If children have not been born to you, what effect has it had on the happiness of your marriage?

Has made you much happier / Has made you happier / Has had no effect / Has made you less happy / Has made you much less happy.

33. How do you think household chores could possibly be divided between a married couple when both are working?

34. How do you think child-rearing can be divided between a married couple when both are working?

35. Do you think child-care would be best provided by:

Parents / Employers / Day-care Centres / Schools / Others.

36. As a career woman what kind of problems do you face in bringing up your children? (e.g. child's
emotional / behavioural problems, studies neglected, lack of time for play, lack of time for entire family to be together etc.).

37. Are you and your husband in agreement about how the children are being brought up?
Totally agree / Somewhat agree / Indifferent / Somewhat disagree / Totally disagree.

38. Are you both satisfied with the way they are being brought up? (If both are not satisfied, but one is, please specify).
Extremely satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Extremely dissatisfied.

39. Who sees to your children’s homework?

40. Who sees to their well being:
Physical / Mental / Spiritual (good values, etc.)

41. How much time do you and your husband spend with your children on an average day?
(a) Week days
(b) Weekends/Holidays

42. Do you feel that more important than number of hours
spent with children is "quality time" spent with them?
Yes/No

43. What do you think constitutes "quality time" spent with your children?

44. Do you think that the future generation in your family (children, nieces, nephews, grandchildren) look up to you as their "role model"?

45. What hopes/expectations do you have for your sons when they grow up?

46. What hopes / expectations do you have for your daughters when they grow up?

47. (a) Would you like your daughters to follow in your footsteps?
Yes/No
(b) Why?

48. In leisure time activities how do you and your husband match?
We both prefer to stay at home / We both prefer
to be out / We both like staying home as much as we like to go out / I prefer to stay at home and my husband to go out / I prefer to go out and my husband to stay at home.

49. Do you and your husband engage in outside interests together?
   All of them/Most of them/Some of them/Few of them/None of them.

50. (a) Do you confide in your husband?
    About everything / About most things / About somethings / About a few things / About nothing.
    (b) More about office matters or more about home/personal matters?

51. (a) Does your husband confide in you
    About everything / About most things / About somethings / About a few things / About nothing.
    (b) More about office matters or more about home/personal matters?

52. Are you satisfied with the amount of affection you get from your husband?
    Extremely satisfied / Satisfied / Neither satisfied
nor dissatisfied / Dissatisfied / Extremely dissatisfied.

53. Is your husband satisfied with the amount of affection you give him?
Extremely satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Extremely dissatisfied.

54. If until now, your marriage has been at all unhappy, how confident are you that it will work out alright in the future?
Marriage has not been at all unhappy / Very confident / Confident / Indifferent / Not at all confident.

55. Everything considered, how happy has your marriage been for you?
Extremely happy / Happy / Neither happy nor unhappy / Unhappy / Extremely unhappy.

56. Everything considered how happy has your marriage been for your husband?
Extremely happy / Happy / Neither happy nor unhappy / Unhappy / Extremely unhappy.

57. Indicate your approximate agreement/disagreement with your husband on the following items?
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<th>Always Agree</th>
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<th>Uncertain Agree</th>
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<td>(c) Religious matters</td>
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<td>(d) Demonstration of affection</td>
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<td>(e) Matters of friends</td>
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<td>(f) Sexual indulgence</td>
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<td>(g) Values of life</td>
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<td>(h) Ways of dealing with in-laws</td>
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<td>(i) Your being employed</td>
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<td>(j) Ways of bringing up the children</td>
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<td>(k) Sharing household tasks</td>
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<td>(l) On what should be the duties of husband and wife</td>
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<td>(m) On use of your earned money</td>
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<td>(n) On what should be the status of husband and wife</td>
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58. (a) Do you meet your friends/colleagues after working hours?
   Yes/No
(b) Do you include your husband?
   Always / Sometimes / Never

59. How does he react to this?
   Totally supportive / Somewhat supportive / Indifferent /
   Somewhat against / Totally against

60. How do the children react to this?
   Totally supportive / Somewhat supportive / Indifferent /
   Somewhat against / Totally against

61. How do other family members, e.g., in-laws, parents, react to this?
   Totally supportive / Somewhat supportive / Indifferent /
   Somewhat against / Totally against

62. When disagreements arise between you and your husband they usually result in:
   Agreement by mutual give and take / you giving in / Your husband giving in / Neither of you giving in, both becoming hostile / Becoming indifferent towards each other.
63. If you were free to choose, which of the following would you prefer?
   Job without marriage
   Job combined with marriage till children are born
   Job combined with marriage even after children are born
   Marriage without job
   Undecided

64. What do you consider is your lifestyle from amongst the following:
   Independent / Dominating / Interdependent / Supportive / Dependent

65. How often do you feel that you are superior (to husband, or other members of your family) on account of your occupational position and economic independence?
   Always / Frequently / Occasionally / Rarely / Never

66. What do you consider is your husband's lifestyle?
   Independent / Dominating / Interdependent / Supportive / Dependent

67. What do you think is your husband's perception of your lifestyle?
   Independent / Dominating / Interdependent / Supportive / Dependent
68. What do you think is your husband's perception of his own lifestyle?
   Independent / Dominating / Interdependent / Supportive / Dependent

69. Did/do you find your career affects your relationship with your husband?
   Initially / Even now / More now than before / Never

70. Do you take more pride and interest in your duties and responsibilities as a wife and mother than in your duties and responsibilities as a working woman?
   Much more in your wife-and-mother role / Little more in your wife-and-mother role/Equally in both roles / Little more in your career role/Much more in your career role / In none

PART III: CAREER RELATED

1. Did you start working before marriage or after marriage?
2. (a) Why did you start working initially?

(b) Why are you working now? Tick and number any one of the following:

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<th>Now</th>
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<td>(a) Because of economic necessity</td>
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<td>(b) To supplement husband's income (i.e. family income)</td>
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<td>(c) To escape from the drudgery of domestic chores</td>
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<td>(d) To be away from an unhappy atmosphere at home</td>
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<td>(e) To meet new people</td>
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<td>(f) Because you are used to working</td>
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<td>(g) To utilise spare time</td>
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<td>(h) To have an independent income</td>
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<td>(i) Because of ambition of a career</td>
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<td>(j) Because of a liking or convenience of a particular profession/job</td>
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<td>(k) To achieve a position/status of your own</td>
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<td>(l) To while away the time till you got married</td>
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<td>(m) To make use of education</td>
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<td>(n) Any other reason? Please specify</td>
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3. I would like to test the following popular notions.
What do you feel about them?
(a) There are very few women executives? Yes/No
   Why?
(b) Women executives have a different kind of personality than male executives?
    Yes/No
    Why?

4. (a) How committed are you to your work?
    Totally committed/Committed/Somewhat committed/
    Neither committed nor uncommitted/Uncommitted.

5. Did you have a role model?

6. How satisfactorily do you think you have been able to carry out the duties of your job
    Very Satisfactorily/Satisfactorily/Neither Satisfactorily
    Nor Unsatisfactorily/Unsatisfactorily/Very Unsatisfactorily

7. Do you find your job interesting?
    Very interesting/Interesting/Neither interesting nor monotonous/Monotonous/Very monotonous.

8. Are your working hours long? Give no.of hours.
    Very long/Long/Neither long nor short/Short/
9. Do your hours of work normally suit the family?
Suit the whole family (husband, children, in-laws, parents, etc.) / Suit the children but do not suit the husband / Suit husband but not the children / Do not suit anyone in the family.

10. Would you like to carry on with your job if you or your husband are/is transferred and you have to live separately?
Would not like it at all / Only if the duration of separation is less than a year / Yes, even if duration of separation is one to two years / Yes, even if duration of separation is three years or more / Undecided.

11. (a) How does your boss (male or female, please specify) feel about your being a woman and occupying such a senior position? Is he/she -
Extremely satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Extremely dissatisfied.

(b) How do you feel about him/her - perceive your relations with him/her?
12. (a) How do your male colleagues feel about you? Are they:
   Totally supportive / Somewhat supportive /
   Indifferent / Somewhat against / Totally against.
   (b) How do you feel about them - perceive your relations with them?

13. (a) How do your female colleagues feel about you? Are they:
   Totally supportive / Somewhat supportive /
   Indifferent / Somewhat against / Totally against.
   (b) How do you perceive your relations with them?

14. (a) How do your male subordinates feel about you? Are they?
   Totally supportive / Somewhat supportive /
   Indifferent / Somewhat against / Totally against.
   (b) How do you perceive your relations with them?

15. (a) How do your female subordinates feel about you? Are they?
   Totally supportive / Somewhat supportive /
   Indifferent / Somewhat against / Totally against.
   (b) How do you perceive your relations with them?
16. Are your needs and aspirations in life more career oriented or more home/family oriented?

17. Are you satisfied with the present facilities you have at your work? If not, what would you like to have?

18. (a) How much higher do you aspire to reach in your profession/career?

(b) Why?

19. (a) What do you feel are your chances to achieve this goal?

(b) Why?

20. How much do you think promotions/increments in your organisation have a bias in them due to your being a woman?

Greatly biased / Biased / Very little biased / None at all.

21. In your organisation are women with equal merit (qualifications and experience) as men given a fair chance of employment?

Very fair / Fair / Not so fair / Unfair / Very Unfair.
22. Do you perceive as many opportunities for women as for men in your organisation?

Equal opportunity / Moderate / Unequal opportunity.

23. (a) Have you ever at any time in your career faced any form of sexual harrassment from your male boss/colleagues?

Yes/No

(b) Physical / Crude language or jokes / Suggestive language and facial intonations / Any other (please specify).

24. How have you coped with this?

Reported it to someone senior / Simply rebuffed or rebuked / Given in due to fear or any other reason (What?) / Any other?

25. I would like to test these stereotypes. What do you think about them?

(a) (i) Do you think men are intellectually more superior?

Yes/No

(ii) Do you make them feel that way so you won't be acting "out-of-role".

Yes/No
(b) Do you believe that men value achievement, promotion and meaningful work more than women?

   Yes/No

(c) Do you believe that men are more assertive than women?

   Yes/No

   Why? (biological / cultural)

(d) Do you believe that the successful manager possesses masculine attributes? (Stereotype of a good leader is a tough, unemotional and dominant person).

   Yes/No

   Why?

6. Any specific problems faced at work in reaching your present status? (e.g., sex bias, acceptance, etc.)
B. FOR SINGLE WOMEN EXECUTIVES

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<th>SR.NO.</th>
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GUIDELINES The questions are both structured and unstructured. Follow the same pattern for all the questions. First, ask open questions - "How do you feel?" "What do you think?", etc. Then, after probing and noting ( in detail ), give alternatives of responses mentioned after the questions, if necessary.

1. Name: (Optional)
3. Religion:
4. Marital Status: Single
5. Education: High-School/Graduation/Post-graduation
   Professional: (e.g. medicine / engineering / business management / advertising / secretarial / finance, co. secretary, etc.)
7. Length of service (in years):
   (Total years of service: Below 5 yrs. / 6-10 yrs. / 11-15 yrs. / 16-20 yrs. / Above 21 yrs.)
   In current job: (No. of yrs.):
8. No. of people you report to: Who:

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9. No. of people directly supervised by you: Who:

10. Whether forced to work by circumstance/ someone/or own choice:

11. Pay/Income: Below Rs.1000 p.m./Rs.1000-1500 p.m./
    Rs.1501-2000 p.m./Rs.2001-Rs.2500 p.m.
    Rs.2501-3000 p.m./Rs.3001-Rs.3500 p.m.
    Rs.3501-4000 p.m./Rs.4001-Rs.4500 p.m.
    Rs.4501-5000 p.m. / Above Rs.5000 p.m.

(If living alone, not applicable. Only if living with father, brother, etc., in his household):

12. Head of household’s name (Optional)


14. Religion:

15. Education: High-School/Graduation/Post-graduation
    Professional: (e.g. medicine / engineering / business management / advertising / secretarial / finance, co.secretary, etc.)


17. Length of service (in years):
    (Total years of service: Below 5 yrs./ 6-10 yrs./
    11-15 yrs./ 16-20 yrs./ Above 21 yrs.
    In current job: (No. of yrs.):

18. No. of people he reports to: Who:

19. No. of people directly supervised by him: Who:

20. Pay/Income: Below Rs.1000 p.m./Rs.1000-1500 p.m./
    Rs.1501-2000 p.m./Rs.2001-Rs.2500 p.m.
PART II: HOME RELATED

A.

1. Did you choose to remain single? If yes, why?
   For reasons of career / Too many commitments / Personal reasons / Any other

2. (a) No. of relatives / dependents: Parents / Brothers / Sisters / Any others (Please specify).
   (b) Do they stay with you or are they only financially dependent / need monetary assistance?

3. Ages of these dependents?

4. (a) How strongly do you believe that a woman can be successful in running her home and in her career simultaneously?
   Strongly believe / Believe / Not sure / Disbelieve
   Strongly disbelieve.
   (b) How can this be made to happen?

5. (a) Do you have domestic help? Yes/No
   (b) How many?
      Full-time:
      Part-time:
(c) What are their duties:

6. Have you satisfactory arrangements for your household work being done by someone other than yourself?
Very satisfactory / Satisfactory / No arrangement, you do the work yourself / Unsatisfactory / Very Unsatisfactory.

7. According to your feelings, how satisfactorily do you manage your two roles - household and working woman's?
Very satisfactorily / Satisfactorily / Neither satisfactorily nor unsatisfactorily / Unsatisfactorily / Very unsatisfactorily.

8. How satisfied are you, on the whole, with your home life?
Extremely satisfied / Satisfied / Neither Satisfied nor dissatisfied / Dissatisfied / Extremely dissatisfied

9. What is the attitude of the head of your household towards your career?
Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.

10. What does he feel about your absence from home
when you have to keep long hours, often longer than his own?
Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.

11. What does he feel about your absence from home when you have to travel out of town when work demands?
Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.

12. What is the attitude of your parents, other dependents, towards your absence from home?
Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.

13. (a) Do you sometimes feel that there is conflict between your roles at home and work?
Yes/No
(b) How Often?
(c) Usually when?
(d) How severe? Extremely severe / Severe / Not so severe / A little / Hardly

14. What do you think is the reason for this conflict? (May be more than one).
(a) Absence of outside help.
(b) You are earning more than the head of your household.
(c) Professional work is more demanding than the head of household's.
(d) You are living in the joint/extended family.
(e) Work overload.
(f) Variability of role demands at different times/periods.
(g) Self-esteem.
(h) Discrepancy between personal and social norms.
(i) Any other.

15. (a) Does this lead to guilt feelings in you?
   Yes/No
   (b) How often?
   (c) How severe? Extremely severe / Severe / Not so severe / A little / Hardly.
   (d) What sort of feelings?
   (e) How do you cope with such feelings?
   (f) Do these feelings affect your physical/emotional health? (Say which).
   (g) Do these feelings affect your efficiency either at work or at home? (Say which/where).
   (h) Do these feelings affect the lives of your family members?
      Parents / Brothers / Sisters / Others.

16. How does the head of your household react to
this?
Extremely understanding and helpful / Mostly understanding and helpful / Indifferent / Impatient and annoyed, unhelpful / Extremely impatient, annoyed and unhelpful.

17. What is the nature of accommodation, if any, towards your role conflict by other members of your household? Please specify whether parents, brothers, sisters, any other? (e.g., is less demanding, helps with household work, etc).

18. How satisfied is the head of your household with the way you carry out your household duties?
Extremely satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Extremely dissatisfied.

19. Do you think that the future generation in your family (nieces, nephews, etc.) look up to you as their "role model"?

20. (a) Would you like your nieces to follow in your footsteps?
(b) Why?
21. Indicate your approximate agreement/disagreement with your head of household on the following items (Only if living with him).

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22. Do you meet your friends/colleagues after working hours?
   Yes/No

23. How does the head of your household react to this? (Only if living with him.)
24. How do other family members, (parents, brothers, sisters) react to this?
Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against

25. If you were free to choose, which of the following would you prefer?
Job without marriage
Job combined with marriage till children are born
Job combined with marriage even after children are born
Marriage without job
Undecided

26. What do you consider is your lifestyle from amongst the following:
Independent / Dominating / Interdependent / Supportive / Dependent

27. How often do you feel that you are superior ( to other members of your family ) on account of your occupational position and economic independence?
Always / Frequently / Occasionally / Rarely / Never
PART III : CAREER RELATED

1. Why did you start working initially? Why are you working now? Tick and number any one or more of the following:

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<tr>
<td>(a) Because of economic necessity</td>
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<td>(b) To supplement household’s income</td>
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<td>(c) To escape from the drudgery of domestic chores</td>
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<td>(d) To be away from an unhappy atmosphere at home</td>
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<td>(e) To meet new people</td>
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<td>(f) Because you are used to working</td>
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<td>(g) To utilise spare time</td>
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<td>(h) To have an independent income</td>
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<tr>
<td>(i) Because of ambition of a career</td>
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<td>(j) Because of a liking or convenience of a particular profession/job</td>
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<td>(k) To achieve a position/status of your own</td>
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<td>(l) To while away the time till you get married</td>
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<tr>
<td>(m) To make use of education</td>
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<td></td>
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<tr>
<td>(n) Any other reason? Please specify</td>
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2. I would like to test the following popular notions.
What do you feel about them?

(a) There are very few women executives?  Yes/No
   Why?

(b) Women executives have a different kind of
    personality than male executives?
    Yes / No
    What?
    Why?

3. (a) How committed are you to your work?
    Totally committed / Committed / Somewhat committed
    / Neither committed nor uncommitted / Uncommitted.

4. Did you have a role model?

5. How satisfactorily do you think you have been able
   to carry out the duties of your job?
   Very satisfactorily / Satisfactorily / Neither
   Satisfactorily nor unsatisfactorily / Unsatisfactorily
   / Very unsatisfactorily

6. Do you find your job interesting?
   Very interesting / Interesting / Neither interesting nor
   monotonous / Monotonous / Very monotonous.

7. Are your working hours long? Give no. of hours.
   Very long / Long / Neither long nor short / Short / Very
   Short
   Number?
8. Do your hours of work normally suit the rest of the family? (only if living with them).
   Suit the whole family / Do not suit anyone in the family.

9. (a) How does your boss (male or female, please specify) feel about your being a woman and occupying such a senior position? Is he / she - Extremely satisfied / Satisfied / Neither satisfied nor dissatisfied / Dissatisfied / Extremely dissatisfied.
   (b) How do you feel about him/her - perceive your relations with him/her?

10. (a) How do your male colleagues feel about you? Are they:
   Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.
   (b) How do you feel about them - perceive your relations with them?

11. (a) How do your female colleagues feel about you? Are they:
   Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.
   (b) How do you perceive your relations with them?

12. (a) How do your male subordinates feel about
you? Are they?
  Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.
(b) How do you perceive your relations with them?

13. (a) How do your female subordinates feel about you? Are they?
  Totally supportive / Somewhat supportive / Indifferent / Somewhat against / Totally against.
(b) How do you perceive your relations with them?

14. Are your needs and aspirations in life more career oriented or more home/family oriented?

15. Are you satisfied with the present facilities you have at your work? If not, what would you like to have?

16. (a) How much higher do you aspire to reach in your profession/career?
    (b) Why?

17. (a) What do you feel are your chances to achieve this goal?
    (b) Why?

18. How much do you think promotions/increments in your organisation have a bias in them due to your being a woman?
Greatly biased / Biased / Very little biased / None at all.

19. In your organisation are women with equal merit (qualifications and experience) as men given a fair chance of employment?
Very fair / Fair / Not so fair / Unfair / Very Unfair.

20. Do you perceive as many opportunities for women as for men in your organisation?
Equal opportunity / Moderate / Unequal opportunity.

21. (a) Have you ever at any time in your career faced any form of sexual harassment from your male boss/colleagues?
Yes/No

(b) Physical / Crude language or jokes / Suggestive language and facial intonations / Any other (please specify).

22. How have you coped with this?
Reported it to someone senior / Simply rebuffed or rebuked / Given in due to fear or any other reason (What?) / Any other?

23. I would like to test these stereotypes. What do you think about them?
(a) (i) Do you think men are intellectually more superior?
Yes/No
(ii) Do you make them feel that way so you won't be acting "out-of-role".
Yes/No
(b) Do you believe that men value achievement, promotion and meaningful work more than women?
Yes/No
(c) Do you believe that men are more assertive than women?
Yes/No
Why? (biological / cultural)
(d) Do you believe that the successful manager possesses masculine attributes? (Stereotype of a good leader is a tough, unemotional and dominant person).
Yes/No
Why?
24. Any specific problems faced at work in reaching your present status? (e.g., sex bias, acceptance, etc.)
25. (a) Do you feel that as a single woman you are better
off than your married colleagues as far as work / career goes? Chances for your achieving greater success and rising up the corporate ladder are better than married colleagues?

Yes/No

(b) More / Equal / Less

(c) Why?
APPENDIX 4

PROPOSAL FOR PH.D.

A STUDY OF WOMEN EXECUTIVES IN BOMBAY -
THEIR ROLES AT HOME AND WORK

Introduction

Not so long ago women were expected to stay within the four walls of the house, being good mothers, cooks and housewives, especially in our country. A role outside the home for women was not only rare, but frowned upon. The fact that they have stepped out of their homes and ventured to work, implies that the limits of their physical boundaries have changed. A growing number of women in the country, today, are getting employed in all walks of life. While the nursing and teaching professions have always had a sizeable proportion of women, there are now thousands of women employed in clerical or secretarial duties. However, an increasing number of women in India, today, are being employed, not only in the lower ranking jobs, but as executives; in Bombay, in particular. More and more opportunities are opening up for them in white collared, executive jobs in advertising companies, commercial houses, banks, travel agencies, and in
industry, apart from the supervisory positions in colleges, universities, telephone industry, etc.

The nature of occupation and the amount of time spent outside the home are taken to be associated with role conflict. Nix and Bates as quoted by Singh in her "Career and Family: Women's Two Roles (A Study of Role Conflict)", say "Role conflict is a type of stress arising from a condition in which the player of a focal role perceives that he is confronted with incompatible expectations." (Singh, 1972).

Again, "Home and work, two different worlds, separated not only locally but in spirits, have its own values, its codes of conduct which not uncommonly are in conflict with each other." (Klien, 1963-64).

Executive jobs, by nature, are loosely structured in terms of time and often spread beyond normal working hours. In fact, they quite frequently entail extensive travel, both within the country and, sometimes, even abroad. Apart from this, such jobs have their characteristic stresses and strains (of decision making, responsibility, etc.) which often overflow / affect their performance of other roles in
life, such as their roles of wives and mothers, to which end especially in Indian society, a great deal is expected of women, with the husband usually not willing to help in household or child-care duties, although there are exceptions. Take for instance, the work of a travel agency executive in charge of group tours whose work involves designing attractive tours, packages, booking groups, reception and departure of tourists at odd hours, etc., all of which are "freely-timed" activities. Then, supervisory jobs have their own people related stresses and strains in the Indian situation. A woman executive facing a beligerent clerk and trying to discipline him may land herself in a situation of executive stress, which would ultimately leave a strain on her health and family life. She would probably find herself too physically, mentally and emotionally exhausted, after facing such a situation to be able to cope with the demands made on her by her family when she returns home at the end of the day. Her husband and children then feel angry, neglected or rebellious and often, where orthodox or traditional values prevail, especially if elderly in-laws are also living there, lead to some bitterness and anger on their part that the daughter-in-law does not have her priorities right, that she is not a good wife.
or mother; their son has worked the whole day long. He needs the attention of his wife. She should see to his physical and emotional comforts. The children's homework needs to be seen to, etc. It does not matter or occur to them at all that she too has worked hard the whole day and is bringing home a handsome pay packet.

What motivates women, especially married women, to take up outside jobs? According to Kala Rani (Role Conflict in Working Women), "Married women's decision to work is influenced not only by their personalities, but by the attitude of other family members. Besides this, the socio-economic background of the family also matters." (Kala Rani, 1976). Motives to seek employment and role conflict are closely related. Those women who work simply because they are bored at home or because they have a special interest in some work or because it gives them a sense of economic independence, do not perceive their employment interfering with child-care responsibilities, irrespective of the age of the children or the child-care attendants. On the other hand, those women who do not have any inclination or inner urge to work, but are forced by circumstances, do perceive that their
outside work interferes with child-care responsibilities.

Middle-class women take up jobs either to utilise their talents or to be economically independent or, at least, to an extent just earn pin money. Myrdal referred to the social isolation of the modern housewife as a powerful motive to seek employment. (Myrdal and Klein, 1956). Here, economic considerations are not present or important. The women are motivated to seek jobs outside their homes out of their own desire for self-fulfillment, having confidence in their capabilities and not wanting to waste their education and talents. Some women prefer to be economically independent, not having to ask or account to their husbands for every penny they spend on themselves or their homes or hobbies and leisure-time activities; and some merely to pass their time or earn a little pin money to indulge in a few luxuries or "extras" that they might fancy. This is unlike women of the lower income groups for whom work is a necessity to supplement their family incomes in these days of spiralling prices when it is becoming increasingly difficult to make both ends meet. According to Kala Rani, in the same book referred to above, when the woman works out of choice, there is less
chance of conflict than when she works out of economic necessity. (Kala Rani, 1976) Further the Indian working woman, unlike her counterpart in other developed countries of the world, cannot pick up instant food packets on her way home from work. She also does not have as many gadgets which she can depend on to take the drudgery out of housework. Besides, in most cases, working couples have to support a few relatives. Many in-laws expect the working woman to look after the household and serve them also. The husband too expects the same kind of attention from her, as if she has not been working. Hence carrying out the traditional duties and responsibilities at home along with her job overstrains her and after some time makes her tired and irritable.

If she is not efficient in her role as wife and mother, she is not only blamed for it and accused of being vain, she also suffers from guilt and is torn between home and work. One of the factors that need to be studied is the impact of women working outside on the lives of their young/teenage children. Many working mothers experience role conflict and live with a feeling of guilt. Although her husband agrees to her taking up a job, the working wife is expected to be an
obedient and submissive housewife.

Another factor that needs to be considered is that when she was confined to the domestic role, she would mix with similar people who had similar habits, needs, and aspirations. Each role has its own demands and, therefore, has a resultant effect on needs, aspirations, etc. Having stepped out of the home, she mixes with a much larger community which, perhaps, cuts across religion, background (rural or urban), etc. This confluence must have created certain wishes, desires, needs, (e.g. friendship circle / the need to meet colleagues, etc.). These needs must have given rise to or generated social habits like going to a movie together, or having tea/snacks together. The emergence of these needs of working women is a change from the earlier situation. Is it causing a problem? Has it created conflict? How does her family view these needs? How are they coping with the change?

However, today, one sees emerging signs of comforting factors, like the growing tendency of husbands of working executives to share the household chores and in-laws taking care of the children, mechanization of the kitchens, etc.
Yet another dimension that needs to be looked into is the seeming lack of ambition or "career motivation" among women to go right to the top. Most women executives, it seems are content to remain where they are with no desire or even thought that they may ever reach really high in the echelons or hierarchy of their organizations. Other things being equal, there is still discrimination. Women are not accepted per se in higher posts, unless they are at least 20 per cent superior to the man in qualifications and experience.

Also interesting and pertinent is the factor of sexual harrassment or exploitation suffered by women at the work place; and that men who work for women tend not to see them as leaders. How does the woman executive perceive her relations with her male subordinates? How do they respond to her authority?

The purpose of this research is to study the working woman executive's two roles, viz. her job role and the traditional role of wife and mother. The multiplicity of roles would reflect in her expected and actual behaviour. Confusion with regard to her role and status is likely to exist and often lead to conflict.
Objectives, Hypotheses and Research Design.

Main Objectives of the Study:

Amongst women executives:

1. To study the life styles of women executives
2. To identify the reason for role conflict
3. To locate the patterns of behaviour in which this is manifested insofar as her roles as wife and mother are concerned (traditional role).
4. To discover the nature of accommodation and adjustment between the two roles.

Hypotheses:

1. There is role conflict in women executives, since career demands are high.
2. Woman's employment as an executive causes a strain on her role as wife.
3. Woman's employment as an executive causes a strain on her role as mother.
4. Women executives' value orientations are not likely to be pronounced.
5. Women executives' needs and aspirations are career oriented.

Research Design and Tools:

With the above objectives and hypotheses, all the available literature in books and research journals would be consulted.

Data collection would be by interviews with the help of an interview schedule. It is proposed that the study be based on extended interviews of one hundred respondents (women executives) in the following sectors: Advertising companies, travel agencies, commercial houses, industry, banks. Care would be taken to see that women of different communities and castes are included.
INTERVIEW SCHEDULE

Part 1

Information on the process of socialisation of the respondent (name, birthplace, religion, community, caste, marital status, length of marriage, age, education, job, income, length of service, husband's job, income, education, etc.).

Part II

Related to hypotheses 1, 2, 3 and 4. Perception of the traditional and modern role of the woman by the respondent, duties of a good housewife, number and age of children and dependents, in-laws and others staying with her, servants and their duties, efficiency in carrying out her duties as wife and mother, attitude of husband, children, parents-in-law, any others, to her working, her own perception of relationship with her husband as one of equality, superiority or inferiority, leisure time activities, freedom to spend her own money, the nature of accommodation, if any, by husband, other family members towards her role conflict.
Part III

Related to hypothesis 5. Respondent’s job, commitment to job, attitude of employer and colleagues, her own adjustment with them, needs and aspirations career oriented, satisfaction with her job role and present facilities at work.
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APPENDIX B

A STUDY OF WOMEN EXECUTIVES IN BOMBAY : THEIR ROLES AT HOME AND WORK

SYNOPSIS

of the thesis for the Doctoral Degree

(MRS.) COOMI SINGH

S.N.D.T. WOMEN'S UNIVERSITY
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CHAPTER I

INTRODUCTION AND DESK RESEARCH

The first chapter "Introduction and Desk Research" contains an introduction and a review of previous literature. While many studies have already been made on the dual role of working women, women working as executives are relatively a more recent phenomenon.

The study is of relevance today as issues concerning women and women’s studies are very much in the forefront. There is an international recognition of the problems of women all over the world. Not only is there a felt need on the part of the universities, but the Government too is making more definite efforts to improve the status of women.

A modest, but sincere, attempt has been made towards obtaining some light into the lives of women executives, which would not only guide a further detailed research in this field but also be of use in formulating appropriate and effective strategies for coping with their double roles, as career women and wives-mothers. This is the real significance of the
Concepts Used In The Study

The terms used in the research, such as Socialisation, Patriarchy, Role, Role Model, Role Strain, Role Conflict, Role Performance, Quota Sample, Random Sample, Status of Work, Status Achieved, Stereotype, Empirical and Social Equilibrium, have been studied. The definitions are taken mostly from ‘A Modern Dictionary of Sociology’ by George A. Theodorson and Achilles G. Theodorson, and are meant to enable a clear understanding of the terms/concepts used in the study.

Tradition and Role Evolution

Traditionally, the expected role of the wife was more definite and precise than that of the husband. The sacred and secular writings of the Hindus have many more allusions to the wife’s role than to that of her husband. The Dharma Sastras are full of references to the wife’s duties and obligations. The society, being patriarchal, she was expected to give complete obedience and devotion to her husband.
However, times have changed and, today, many educated women are gainfully employed. Socialisation, through the educational system, has played a major role in bringing this about. The Constitution of free India gives democratic rights to all citizens without distinction of sex. Apart from the constitutional guarantee of non-discrimination, the other factors responsible for the acceleration of middle class women into the work force are higher education for women, increasing pressures on urban middle class families for improving family income, the growth of employment opportunities, and the widening of the public sector. According to the State of the World’s Women Report, 1985, which reviewed the United Nations’ decade for women, more education, better health care and the chance to choose when, whether and how many babies they will bear, combine to give many women the confidence and the opportunity to venture into the world outside the home.

Slowly, but steadily, it seems that, even in India, an increasing number of women are being employed, not only in the lower ranking jobs but as executives, especially in the larger cities; in Bombay, in particular. More and more opportunities are opening up for them in white collared, executive jobs in advertising companies,
commercial houses, banks, travel agencies and in industry. The ambitious women who feel unfulfilled by family duties, the energetic ones who believe they can devote themselves to both an absorbing career and domestic responsibilities, as well as those who prefer the rigours of a career to the tedium of housework, all of them are moving slowly but steadily into the once hallowed precincts of the executive suite.

Women's Role At Home

A few decades ago, the economy dictated that women's contribution centred in the home. In Indian society, which has been tradition directed for several centuries, the hold of tradition is still strong over a large part of society.

Husbands and wives in the middle class, are commonly perceived as occupying certain roles in the family structure. Husband-fathers have traditionally brought home the money, dealt with finances, acted as family disciplinarians, and forged the necessary links between the family and outside society. Wife-mothers have traditionally been responsible for managing the home and food, caring for the children, keeping contact with
relatives and soothing everyone's hurt feelings or egos.

Men's attitudes towards women and women's towards men have developed out of the particular way in which people have lived, and the way they have lived has been determined primarily by how they had to live in order to survive.

Today, even though women are accepting more responsibility outside the home, duties within the home are still considered to be ultimately their responsibility.

The traditional differentiation of roles may create problems. Slater speculates that the highly differentiated family is too unsophisticated for the times in which we live. (Almquist, et al., 1978).

In the West, many are examining not only the mother’s new role outside the home, but the father’s changing role as well. Fathers too can be, and want to be, as nurturing and attentive as the mothers. There is a basic amount of loving adult time that each child needs during his formative years if he is to grow up to be a competent, secure individual. There are no shortcuts.
It is not necessary for one individual alone to have to fill this need, nor even two. It does not just have to be the mother and father and relatives. "But someone has to provide consistent, stable loving nurture." (Kuzma, 1981).

Women's Work Role

Because of the emphasis on role by society, she is more likely to drift into a job and only become career-minded when at the age of 30-35 she realises that she may have to work for the rest of her life. Because of her background she sees her job as evolving step by step, rather than as a whole, as a career with a finite ultimate goal, whereas men visualise a career as a progression, a path leading upward to recognition and reward.

Most women executives, it appears, are content to remain where they are. Other things being equal, there is still discrimination. Women are not accepted per se in higher posts, unless they are much better than the man in qualifications and experience.
Interestingly, however, changes appear to be taking place with more and more women joining the executive workforce. Studies have shown that the old stereotypes which historically have been used to keep women out of management, appear to be "fallacious". (Dipboye, 1975).

Role Conflict

The two-career couple, a phenomenon that has become widespread, creates strain and stress, leading to conflict, in turn leading to feelings of guilt on the part of the wife-mother. There is the possibility of a strain between two or more conflicting expectations, one relating to her role as a woman and the other to her role as a 'person', someone with her own career, her own identity. A woman executive's work status, often enriching and empowering, has as much pull for her as her family role has, where she derives a different type of fulfillment and enrichment.

Executive jobs, by nature, are loosely structured in terms of time and often spread beyond normal working hours. In fact, they quite frequently involve extensive travel, both within the country and sometimes even abroad. Apart from this, such jobs have their
characteristic strain and stress (of decision making, responsibility, accountability, etc.), which often overflow/affect the performance of other roles in life, such as their roles as wives-mothers.

Motives to seek employment and role conflict are closely related. Those women who work of their own free will or because they have a special interest in some work, do not perceive their employment interfering with child-care responsibilities, irrespective of the age of the children or the child-care attendants. On the other hand, those women who do not have the inclination to work, but are forced to by circumstances, do perceive that their work interferes with their child-care responsibilities.

Today, however, one sees emerging signs of comforting factors, like the growing tendency of husbands to share in household chores, a supportive atmosphere in the family and at the workplace, mechanisation of kitchens, etc. As more and more women succeed in managerial roles, attitudes will continue to change, bringing about social equilibrium.
CHAPTER II

RESEARCH METHODOLOGY AND PILOT STUDY

While substantial research has been conducted on working women in India, studies on women working in senior executive positions in India has, by and large, remained unexplored. Therefore, this study is essentially exploratory.

Hypotheses

The study proposes the following five hypotheses:
1. There is role conflict in women executives since career demands are high.
2. Woman's employment as an executive causes a strain on her role as wife.
3. Woman's employment as an executive causes a strain on her role as mother.
4. Women executives' traditional value orientations are not likely to be pronounced.
5. Women executives' needs and aspirations are career oriented.

Objectives

The aim of the study is to meet, discuss with and probe
women who are working in executive positions with a view to:

(a) ascertain from them the factors that are conducive or inconducive to their success in their multiple roles as career women and as wives and mothers;

(b) ascertain the types of problems faced by them at home and in the family as well as their workplace;

(c) determine whether there is an emerging trend of a change in the attitude of husbands, children, parents and in-laws towards career women's role outside the home and within the home.

**Methodology**

A. **The Pilot Study**

First, a pilot study was conducted for which an interview schedule was prepared. Individual interviews were conducted of a quota sample of fifteen women
executives from various sectors, like industry, service sector, banks and insurance companies, and educational institutions.

The Pilot project brought out interesting revelations. Some of them are:

1. It appeared that having small families was a characteristic of the dual career couples.

2. Support from the family members, particularly husbands, was a major contributing factor towards the success of these women executives in meeting their dual role demands.

3. All had hired domestic help at home.

4. It appeared that marriage did not deter these women from pursuing their careers.

5. The majority of the respondents experienced conflict between their roles at home and work at some time or the other.

6. A large percentage of the respondents
perceived as many opportunities for women as for men in their organisations.

B. The Study

On the basis of the pilot study, it was decided to proceed with the study. In the early stages, i.e., before the pilot study, the questionnaire method was dropped in favour of individual interviews, because it was felt that the nature of the questions was such that direct contact was necessary to facilitate probing and elicit more truthful responses.

The Interview Schedule

The interview schedule contained both structured and unstructured questions and was flexible, being used more as a guideline. It was divided into three parts; one, consisting of general questions on the respondents' profile; the second, consisting of questions related to home and family; and the third, consisting of questions related to the executive/office role of the respondents.
The Sample

The stratified, non random quota sample consisted of one hundred women executives. The definition of "women executives" for the purpose of this study is confined to those women who are performing managerial responsibilities like dealing with people, clients and resources, such as money, machines, etc., who are not doing totally structured jobs, and who work for a salary.

The respondents were from diverse fields as in the pilot project.

Tabulation and Analysis of Data

The size of the sample being limited, and the nature of the study being more qualitative than quantitative, statistical analysis is also limited. Therefore, conclusions are based on analytical reasoning rather than on statistical analysis.

Extension of the Scope of the Study

It was decided to extend the scope of the study...
include some husbands (approximately 10% of the total married respondents). The experiences of these couples are presented as cases at the end of the study.

Limitations of the Study

The limitations of the study are:

1. Research was restricted to women executives in Bombay only.

2. The study lays no claim to being an exhaustive and extensive one. The sample is limited, and the nature or scope of work in this area of research is extremely wide. For example, the views of all husbands, teenaged/older children, and employers were not ascertained, as this would have widened the scope of the study to unmanageable limits.

It is hoped that this study would lead to further interest and research in this field.
The nature of the questions elicited multiple and varied responses and the data collected was vast. In order to analyse this voluminous data, it was necessary to arrive at a cut-off point.

The collected data has been analysed in two stages. In the first stage, which constitutes this chapter, all the responses were recorded and examined. It was decided that responses which at least five persons (5.0%) or more in the sample of one hundred have made were significant. Thereafter, the data is presented as it is. At this stage, the findings of the study are:

**General Profile of the Respondents**

The Hindu population accounted for the majority, followed by the Zoroastrians and the Christians. The Jains were the smallest percentage.
Marital Status

Marital Status is shown in the pie graph below:

Most were married to partners of their own choice; and the majority had small families.

Age

A majority of women executives were between 30 - 45 years of age, with quite a few being above 45 years.
Education

Almost all were graduates and above, with additional professional qualifications, while only 5.0% were undergraduates.

Workplace

The respondents came from diverse fields like industry, service sector, Central Government - All India service, solicitors'/advocates' offices, banks and insurance companies, and educational institutions.

Quite a few of the respondents held senior positions of Chairmen, Managing Directors, Presidents, Directors, Vice Presidents, General Managers, Heads of Departments and Managers of Divisions. Others were Personnel Managers, Commercial Managers, Marketing Managers, Public Relations Managers, Production Managers, Finance Managers, Principals, Company Secretaries, etc.

Earnings

A large majority of the respondents earned a gross monthly salary (excluding perquisites) of over
Rs.4000/- (Rupees four thousand only) per month, with most of them (64.0%) earning above Rs.5000/- (Rupees five thousand only) per month.

Other Data

A. WORK RELATED

Most were working before marriage, and because they wanted to. They were totally committed/committed to their work. They felt they were satisfactorily performing their career roles.

Working hours were long for most of these women executives with many having to travel every one or two months for a few days at a time.

Some of these women executives had other women executives as their role models, while quite a few believed that they themselves were looked up to as role models by the younger generation in their families.

The needs and aspirations in life were more home and family oriented for the majority of the respondents.
Of those who aspired to reach the top in their careers, many were "ambitious, confident and capable of doing so" in their own words. Of those who did not want to reach the top and were happy where they were, the main reason was that being right at the top demanded "total commitment, involvement and additional time" and "one loses out a lot on family life."

Among the respondents who were above 45 years of age, a significant number, as compared to the younger women, were happy where they were because their careers had plateaued off; and, again, as compared to the younger respondents, a greater number had started working initially for reasons of economic necessity or to supplement husband’s or head of household’s income.

Problems Faced At The Workplace

Sex Bias

It appears that in those traditional workplaces which have been the bastions of male dominance till now, sex-bias still exists.
Sexual Harassment

Only a few had faced sexual harassment and of these, most had experienced this more from clients and customers than from boss or colleagues.

B. Home Related

Surprisingly, some respondents had chosen to remain single, or not to have children, as it would interfere with their careers.

33.0% of the divorced women stated that their marriages broke up due to "professional jealousy" between them and their spouses.

There was no preference for the male child, as is commonly believed, among these respondents.

Factors Believed By The Respondents To Be Conducive To A Woman Executive’s Success In Her Multiple Roles

It appears that there are certain factors or conditions which are important and necessary for a woman executive
to be successful in striking a balance between her multiple roles. Of these, the most important one is family support and cooperation, both physical and emotional, especially from the husband.

Other factors were: good and reliable domestic help and finance to afford the infrastructure at home.

Some women objected to the use of the word "duties" in relation to their husbands but deliberated at length on their duties as mothers.

Most felt that they were performing satisfactorily as wives and mothers.

Role Conflict and Guilt

The majority experienced role conflict at some time or the other. The most common reason for role conflict was "work overload" and "variability of role demands at different times/periods."

Feelings of guilt were mostly connected with the children who these respondents felt might be neglected to some extent.
However, the majority stated that they could cope with conflict and guilt because of the support they received from their husbands and families. Also, they felt that lack of time with the children could be made up for by providing "quality" in the time that is available.
CHAPTER IV

ANALYSIS OF DATA

In the second stage, which constitutes this chapter on 'Analysis of Data', the data has been classified, analysed and represented here in the form of tables under the three headings of:

1. Factors conducive for a woman executive's success in her multiple roles.
2. Inconducive factors or problems.
3. Satisfying the balance of work and family life.

The terms "conducive factors" and "inconducive factors" are explained in the footnote.

This has been done with a view to focus attention on the type of factors that have helped these women to remain in senior executive positions and in their marriages, raising children and running their homes as well; on the problems and negative factors that they have experienced and are experiencing in doing so; and on how they have managed to balance work and family life.

1. **Conducive Factors**: A circumstance, fact, or influence, derived from a positive statement, leading or contributing to success.

2. **Inconducive Factors**: A circumstance, fact, or influence, derived from a negative statement, indicating failure.
Tabulation of Data

From the various responses, those responses that indicate certain factors which are either conducive or inconducive, as defined in the study, were selected to arrive at conclusions. Positive statements are treated as "conducive factors" and negative statements as "inconducive factors". It may be mentioned here that no grades of intensity are assigned to these statements and all are treated equally. The terms "positive statement" and "negative statement" are explained in the footnote.

Then, the number of respondents who made these responses was ascertained.

Factors Conducive For A Woman Executive's Success In Her Multiple Roles

The success of these women executives may be attributed to the following factors, amongst others:

1. "Positive Statement" : A response which indicates unquestionable, constructive feelings, attitudes or behaviour, on the part of the woman executive herself and those closely associated with her at home and at work, signifying success.

2. "Negative Statement" : A response which indicates contradictory feelings, attitudes or behaviour on the part of the woman executive herself and those closely associated with her at home and at work, signifying failure.
At Home

1. Physical and emotional support from husband, children and other members of the family.
2. Having small families.
3. Having sufficient hired domestic help.
4. Being able to afford the necessary infrastructure.

At Work

1. Commitment to work and good performance at work are related to the fact that they are working out of choice rather than necessity.
2. Having proper and adequate facilities at the work place.
3. Some worked in organisations where they were permitted to work on flexible timings or carry work home; while some said proximity to their place of work helped.
4. Having the full support of husband and family members.
5. Her own confidence, determination and efficiency.
Inconducive Factors Or Problems

At Home
1. Overload of work
2. Variability of role demands at different times/periods.
3. Having small children who need child-care.
4. "Professional jealousy" between the spouses among the divorced respondents.

At Work
1. Long working hours and travel.
2. Sex-bias
3. Absence of infrastructure or support services.
4. The problem of transfer of one spouse.
5. Society's attitude towards women.

Satisfying The Balance Of Work and Family Life

From the data, it appears that the respondents in the sample of this study have been able to strike a balance in their work and family life. Therefore, for the purpose of this study, the following assumption has been made and tested:

Assumption : If a woman executive has continued to work in her current executive
position over a period of time, taken here to be seven years and above, along with running a home and looking after a family, it is assumed that she has been successful in satisfying the balance of work and family life.

Therefore, the data for tabulation in this section of the Chapter, relates to those women executives who have seven years' experience in their current executive positions and who are married. Responses to certain randomly selected questions which clearly depict her roles as wife, mother and career woman have been tabulated to test the validity of the above assumption.

However, it should not be presumed that the rest of the respondents, i.e., with less than seven years' experience in their current executive positions and single, have been unsuccessful in satisfying the balance of work and family life.

The analysis here reveals that the assumption has been borne out by the data, as reflected by the positive and negative statements made by the respondents.
CHAPTER V

CONCLUSION

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 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. The current chapter summarises the findings and logical conclusions derived from this research study.

Conclusions Based On Findings and Hypotheses Testing

To test the validity of the five hypotheses,
referred to earlier, the data derived from the respondents was reviewed and the conclusions presented. The data supports the validity of three of the hypotheses, while the validity of two is not established by the data.

Other Observations

Emerging Profile of the Successful Woman Executive

Derived from the data in Chapters III and IV, an emerging profile of the successful woman executive in the sample of this research study, has been drawn and pictorially presented.

Briefly, the emerging profile of the successful woman executive is:

1. One who is performing managerial responsibilities like dealing with people, clients and resources, such as money, machines, etc.

2. Is working in diverse fields.

3. Has achieved high position and status at
work. Has feelings of self-fulfillment and achievement.

4. Has been in current executive position for less than twelve years.

5. Is working out of choice.

6. Is earning a gross monthly income of over rupees five thousand per month, excluding perquisites.

7. Is married to a person of her own choice.

8. Has small family.

9. Has no preference for either sons or daughters.

10. Gets strong support, both physical and emotional, from family members.

11. Can afford and does have hired domestic help and modern gadgets and conveniences.

12. Is graduate or above, with additional professional qualification.

13. Mostly in her 30s - 40s...
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. We are a society in transition and have been described by Magid, as "the Generation with Choices." (Magid, 1987).

Looking for the single right answer will lead us nowhere and, today these dual career couples are learning to satisfy the balance of work and family. The terms "mothering" and "fathering" as two distinct ones are merging into the combined one of "parenting". Men, like women, can learn to be nurturing and sensitive to their children.

Apart from this, a factor that the Indian woman executive has in her favour is the closeness of the family unit. 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 physical and emotional.
Then, hired help is more easily affordable here.

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.

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.

The 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 model has been presented in the form of a table as well as pictorially in the study.
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. 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 beat the men to the topmost positions while some are fast catching up.

The Family Role

Integrating work and family is not impossible. 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.

The Employer’s Role

If employers expect to have workers who are dedicated and productive they need to address the family need of employees.
Apart from the small beginning made by employers in India, which have been mentioned earlier (e.g., flexible timing, carrying work home), employers in the West have employed novel and creative ways to meet this growing demand. Some of the ways are:

1. Working Parent Seminars
2. Day Care Centres.

The role of the family and the employer have been pictorially presented in the study.

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.
It is hoped 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.

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Appendices:

Appendix 1: The six cases referred to in Chapter II
Appendix 2: Glossary
Appendix 3: Interview Schedule
Appendix 4: Synopsis


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