Chapter 1  Introduction of the Study


1.1 Background and Introduction

The recorded history of women in military is as old as 400 years throughout a large number of cultures and countries. Women have played diverse roles in military; from ancient warrior women, to women in supporting roles and of course the women as doctors and nurses. Traditionally militaries have been androcentric organizations, in which women are considered outsiders since they do not measure up to the masculine combatant image (Dunivin, 1994; Bethell, 1997). Although, militaries have conveniently called upon women for recruitment whenever there has been an emergency or a need and eventually discharged them when their services were not required, forget them over and over again and deny their presence ever (Segal, 1993). The issue of converting the temporary and emergency services of women into a permanent and regular force was always confronted with biological impairments, physical strength, emotional stability, masculinization and destruction of culture (Fenner, 1998). However history is testimony that number of women in the Armed forces increases whenever society is in extreme conditions (Mathers and Jennifer, 2000). Research has also shown that whenever a nation needed military women, they were integrated with minimal benefits and maximum restrictions (Fenner, 1998). Though in most of the countries, whenever women were inducted into the Armed Forces, they have performed heroically and effectively in various capacities.

However there has been a significant transition and transformation in this pattern in past few decades. Western militaries started inducting women in beginning 70s, in peace time with same training as men and employed them in various roles that were not conventionally feminine. Inspite of varied policies on integration, NATO countries also increased the intake of women in their militaries by the starting of 21st century. In Indian military, though women have been working as nurses and medical officers since 1927 and 1943 respectively, but women officers were inducted in other supporting Arms and Services since 1993. With the global war on terror operations, there has been a swift expansion of jobs and change in roles for women in Army. From 2016, the ground combat positions have also been opened to women in U.S and U.K. Armies that were previously closed to them.
The various factors that induced these changes include global trends, demand for equality of gender, changes in the organizational structure of military towards reduction in forces, technological changes and shortfall in recruitment. The increasing number and enhanced role of women in military, is a symbol of one of the most evident changes in the Armed forces across the globe. Smirnov, (2014) states that increasing involvement of women in military service is evidence of this trend turning into a regular process, as military service is becoming more rational, with lesser physical demands for service personnel, with broadened missions, and gradual expansion of utilization of human resources.

Inspite of above mentioned factors, the level of inclusion of women varies greatly amongst different militaries of the world. It varies from negligible presence in some countries to partial inclusion, to maximum inclusion. Countries whose Armies have not felt external influences, are more close to the conventional military format, and where women do not have a qualifying position in the society experience lower levels of gender inclusiveness. Whereas the militaries which have opened up to the society because of their professionalization and equal gender policies possess higher gender inclusiveness (Carreiras, 2004). Inspite of policies of equal opportunities, the presence of women is primarily challenging to a masculine culture which is resistant to inclusion of women (Woodward and Winter, 2006).

Gender Inclusion is the need of the hour as it has a positive impact on nation as well as organization. But gender inclusion has been more successful in some areas than others, which necessitates the need to share and adopt best policies and practices in the less successful areas. Herbert, (1994) argues that the issue of women in military is more of equality of women rather than national defence, hence the policies need to be developed accordingly. The primary functional military objectives of combat effectiveness have to be matched by acceptance of difference. Inclusiveness and heterogeneity, rather than exclusiveness and homogeneity, have to prevail (Pinch, 2016). The participation of women in military has been subject to cycles of expansion and contraction (Segal, 1999) and there has also been a tendency to reinstate the policy of exclusion. Carreiras, (2004) finds that there is a clear relationship between the organizational format of the armed forces and the representation of women. She also highlights that inclusion of women in military will not happen on its own with time or by mere increase in their numbers but with the controlling presence of women in society which will influence the policy formulation and decision making processes within the Army. For improving the climate of inclusion in an organization, examination of the connection between specific management policies and practices is required (Barrak, 2015).
Thus it is essential to identify and address required changes in the area of policies at the institutional level which will adapt to the growing role of women in military and lead to their effective inclusion.

1.2 Motivation of the Research

The militaries across the globe have undergone significant technological and organizational transformation which has changed the way they organize and fight. Since most military missions are no longer fought on linear battlefields as in the past, and with rise in global war on terrorism, involvement of women in military operations across the globe has compelled Armies to rethink about the role of women in military and assign them enhanced roles be it technologically hi-tech desk jobs or in the field. In view of progressive policies of most modern global armies, the existing policies for women officers in Indian Army seem outdated in the context of modern warfare as their role and employment is still limited. In order to analyze the impact of employment policies of Indian Army on the inclusion of women, extensive exploration of the recruitment, training and employment policies was carried out to link the association between employment policies and gender inclusion.

1.3 Research Design

The main objective of this research is to interlink employment and post-employment policies of Indian Army with gender inclusion. The first and the most important step of the study was to identify the constructs and the variables on the basis of the extensive literature review and expert opinion. The serving Army officers, experienced in defence management, military psychology, and the senior academicians having more than 20 years of service were consulted to get their feedback on the subject. Next step was to develop a theoretical framework on the basis of identified variables to find the correlation existing among them. This was followed by development of the instrument and sampling plan, data collection and statistical analysis. In the final stage of the research, hypotheses were tested to reach to the research conclusion.

1.4 Importance of the Study

Most present day armies are attracting and recruiting women due to shortage of suitable and quality manpower as well as to be seen as socially responsible and inclusive. Hence effective gender inclusion is essential to success of any modern Army today. Indian Army too is facing a deficiency of about 8000 officers and there is qualified and willing human resource
available in form of suitable women workforce. Therefore the current study focuses on level of gender inclusion in the Indian Army, transition in its inclusion policies, and the impact of its employment policies on inclusion of women. Study also compares the employment policies and patterns of Indian Army with policies and patterns adopted by the leading armies across the globe that has led to increased and effective inclusion of their army women. The study clearly brings out the employment policies which significantly influence gender inclusion in Indian Army.

1.5 Scope of the Study
Women officers have been serving in Indian Army for more than two decades now, but their policies are still formulated on need basis and are not updated and modern in comparison to the other modern and inclusive armies of the world. Out of 1.3 million active personnel in Indian Armed forces, only 2.5% are women out of which about 1436 women serve in Army (TOI, 2016). The focus of this research was to study the level of gender inclusion in Indian Army. The principal aim of the present study was to analyze the impact of recruitment, training and employment policies on inclusion of women officers, to trace the transition in their employment policies and to study the comparability in policies of women in Indian Army and U.S. Army. The timeframe for analyzing the transition in the employment policies has been chosen wef 1993, the year women officers were inducted into Services and Supporting Arms (other than medical corps) in Indian Army till 2016. The scope of the present study was limited to the Eastern sector of Indian Army with special reference to Gangtok, Guwhati, Tenga, Siliguri, Binnaguri, Bengdubi and Kolkata.

To address the research gaps that emerged from in depth literature review and taking into consideration the opinion of the serving army professionals and senior academicians the following research question arises:-

What is the level of gender inclusion in Indian Army?

1.6 Organization of Thesis
The structure of thesis is organized as following:

Chapter 1: Introduction

The chapter commences with the brief introduction on women in military and gives an overview of the gradual transition in their employment over the years. It elaborates on the motivation for this research and then moves on to research design of the study. Importance of
the study is justified followed by the scope of this study. The first chapter concludes with a note on the organization of thesis and covers the details of each chapter briefly.

Chapters 2: Literature Review

This chapter reviews the available literature relevant to the current study and identifies the research gaps. It presents an overview of the historical perspective of women’s relation to war and military activities, global overview of the women in military, recruitment, training and employment policies of women including combat inclusion and exclusion in various militaries of the world. It covers in detail the need, measures, outcome and barriers of inclusion, and theoretical perspective of the study. Chapter identified the research gaps on the basis of which research question and research objectives were defined.

Chapter 3: Emerging Employment Trends and Policies

This chapter discusses the literature related to emerging employment trends and the policies in public and corporate sector. It explains the military ethos and unique culture of military because of which all the policies of civil organizations cannot be adopted by Army. It gives an overview of the constitutional provisions of India regarding employment and the national policy of India for women.

Chapter 4: Research Methods

The aim of this chapter is to explain the research design, research approach and research methods used in this study to carry out investigations systematically in order to establish facts and reach the conclusions. The research process is explained with the help of a flow chart for the ease of understanding. It describes the operationalization of research variables, hypothesis formulation, questionnaire development and sampling plan. The chapter also discusses questionnaire administering and pilot testing. The pretesting and pilot study carried out before the final field survey is also deliberated upon.

Chapter 5: Data Analysis and Interpretation

The statistical data analysis and hypothesis testing of the study along with interpretations of the findings is explained in this chapter. The chapter deliberates on descriptive statistics, reliability, validity, data adequacy test and factor analysis for the data collected through the survey questionnaire. The normality test is conducted to ensure that Factor analysis output can be used in conducting MANOVA. Multivariate Analysis of Variance (MANOVA) is used for hypothesis testing. The analysis of interviews, focus group discussions and open
ended questions is also presented here. The statistical tools used have been justified by giving their advantages, all the output tables are explained with their inferences discussed in detail.

Chapter 6: Discussion of Results

This chapter synthesizes and discusses results of the statistical analysis. It elaborates discussion on the recruitment, training and employment pattern of Indian military vis-a-vis U.S. military. It also discusses the transition in employment policies of women officers in Indian Army, and the impact of recruitment, training and employment policies on gender inclusion in Indian Army.

Chapter 7: Conclusion, Contributions, Limitations and Future Research Directions

The last chapter of thesis concludes the major findings of the research and elaborates on the conclusions drawn from the study. It also provides theoretical contribution and unique contributions of the research, managerial implications, and limitations of the study. The suggestions and future research directions are also outlined here. It also explains various annotations made by the researcher.

1.7 Chapter Summary

The present chapter discusses the background and introduction of the study, motivation for carrying out research, research design, scope and importance of the study, for the inclusion of women in Indian Army. Finally, the complete organization of thesis is outlined in the end. The next chapter will extensively review literature to build the theoretical base of the present study.