CHAPTER EIGHT

CONCLUSIONS AND SUGGESTIONS
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"SYNOPSIS"

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Woman is mother of the race and future of all generations. She is the nucleus around which the universe revolves. Since time immemorial, role of woman in the family has been recognised as pivotal. She is the provider, counselor, developer and an equal sharer of all joys and sorrows of life. LORD MANU has rightly said, "Gods dwell where women are worship. It is SHE who creates, preserves and destroys the world with a mere wink of her wondrous eyes. She holds the entire universe in her womb.

Woman has always worked right from ancient times. In the primitive society, man was the hunter and provider. Woman was responsible to feed and clothe her family. Woman was considered physically weaker and defenseless. However, her subordinate and dependent role has become all the more important in the society, down the ages.
Gradually, with the passage of time, the concept of “working woman” came into existence. Women began to come out of the domestic sphere. They have begun to take up the professional roles outside their homes. This has helped them to realise their hidden potentialities. Professional women serving in the business world have given new meaning to themselves.

It is truly said, “The hand that rocks the cradle, rules the world”. It is women who have sustained the growth of society and moulded the future of nations. According to Mrs. Indira Gandhi, our late Prime Minister, “Neglect of the half world, represented by women, would be criminal since humanity would be deprived of half of the energy and creative talent”. It is only her managerial skills that has kept this age old institution of HOME from crumbling apart, against the pressures of society. Every woman is endowed with these traditional managerial skills. It is for the society to wake up and provide her with the tools and means, which would help tap this dynamo, ready to leave its imprint on every walk of life.

This research study was undertaken to reflect on “women as managers in Gujarat”. The main objective of the study was to identify, understand, evaluate, interpret and report on four crucial parts namely (1) Issues of concern on HOME front, (2) Issues of
concern on OFFICE front, (3) Issues of concern on SOCIAL front and (4) Role Effectiveness of women managers in Gujarat.

The field study was carried out in order to collect the primary data. Total number of 65 respondents were included in the study. The researcher has selected 35 respondents from Ahmedabad followed by 10 respondents each from Vadodara, Surat and Rajkot respectively. The first part of research study is related with issues of concern on HOME, OFFICE and SOCIAL fronts. The second part of research study is related with Role Effectiveness of women managers. The second part includes the interactions of women managers with their subordinates, colleagues and superiors, as perceived by respondents themselves and as reported by superiors of respondents.

The study revealed that 75 per cent respondents were having age up to 44 years, 97 per cent of them were Hindus and 83 per cent were married women managers. In all, 63 per cent of women managers were belonging to nuclear family. The researcher found that 88 per cent of women managers were graduates. 63 per cent of them were employed as executives. 26 per cent of them were employed as corporate executives. 59 per cent of them were non-gazetted and 41 per cent were employed in gazetted category. 29 per
cent were having experience of more than 20 years, 39 per cent were employed, having 10-19 years of service. The rest 32 per cent women managers reported less than 10 years of service experience.

The respondents were required to select any one scale from five given scales, namely, A=Strongly agree, B=Agree, C=Uncertain, D=Disagree and E=Strongly disagree.

The important facts inferred from the research study about "Issues of concern on HOME front" indicated agreement on only two statements.

These statements are—
(1) A woman's first responsibility is to be a feminine companion of man and a mother.
(2) Women experience role conflict in achieving balance between work and home.

The rate of non-response was insignificant and it was merged with the categories of disagreement. They expressed disagreement on statements, namely (1) A married woman’s place is in the home. (2) Women have a choice to be a good mother and a house-wife or to be successful at work. they cannot do both. (3) Full job equality
for woman means loss of femininity. (4) Women executives do not get emotional and moral support from family members. (5) Life is much more difficult for the married man and his children whose wife works when she does not really have to (6) Women executives neglect home responsibilities when on tour. (7) Women executives neglect job responsibilities during domestic crises. (8) On an average, a woman who stays at home all the time with her children is a better mother than a woman who works outside the home at least half-times.

Research study on “Issues of concern on OFFICE front” revealed that large number of respondents expressed their agreement on statements like (1) Male employees do not like working for a female boss (2) women can withstand both emotional and professional stress to a greater extent than men. (3) Women experience discrimination in promotion and overall growth opportunities. (4) To be a successful executive, a woman does not have to sacrifice some of her femininity.

The respondents were found to be uncertain or they simply disagreed with the following issue on OFFICE front. (1) Basically, most women are too emotional to be able to handle positions of great responsibility. (2) Women cannot be aggressive in
situations that demand it. (3) I prefer male to female employees because female employees take more sick leave and leave their job more readily. (4) Women are not found to be good scientists or engineers because they inherently lack the mathematical and mechanical skills, required. (5) Women are good at public relation jobs but not at hardcore jobs. (6) Men generally complain that as women climb up the organisational ladder, they become insensitive to the emotional needs of others and at times, label themselves as “Hard nuts to crack”.

Majority of the respondents provided their positive responses with regard to “Issues of concern on SOCIAL front”. They agreed on statements, namely, (1) Successful woman executive has a limited social life at her disposal. (2) Women have to work harder to prove their merit in this male-dominated society. (3) Women aspire to be recognised as competent professionals and citizens. (4) Women executives should always try to build their men up in the society, not break them down. (5) The development community should some day accept women in key managerial positions. (6) Society should regard work by female managers as valuable as work by male managers. (7) Women are no longer related with only three P’s namely Pickle, Powder (masala) and Papad. They are now equally competent on all social fronts.
The respondents disagreed on the statement that “This country’s children would suffer greatly if women work more at the job-places”. Mixed responses were obtained on two statements, namely, (1) Society passes baseless comments about the character of women executives (2) Women feel that the position they occupy within the family, in the work place and in society, is secondary to that of men.

The criterion of “Role Effectiveness” is concerned with interactions of women managers with their subordinates, colleagues and superiors, as perceived by respondents themselves and as reported by superiors of respondents. This study was carried on 3-point scale, namely (A)= Yes (B)=Sometimes/to some extent and (C) = No. For the purpose of convenience, the scale response category B (i.e. some extent/sometimes) has been merged with scale response category C, identified as ‘No’.

Research study on “Interactions of woman manager with her subordinates” revealed that the respondents reported against the statement that “You believe in dominating your subordinates”. Mixed responses were obtained on the following statements. (1) You freely mix up with them. (2) As an executive, you keep a safe
distance between you and your subordinates. Women managers positively responded on aspects, namely, easier availability, helping subordinates in solving problems, sympathy and politeness to them, respect towards aged subordinates, sincere attempt to fill up the conceptual gap between them and top boss and listening to the problems of subordinates, sincerely and honestly.

Mixed responses were obtained about “Interactions of women managers with colleagues”. They positively accepted views on aspects like, sharing job experiences with colleagues, mixing equally with both, the male and female colleagues, maintaining independent position, free and frank discussions with colleagues about departmental problems, helping them to do their job in a better way, maintaining informal & friendly communicational and motivational relations with the colleagues. They responded negatively on the aspects, namely, differentiating between healthy and cut-throat competition, possessing high need for affiliation, having personal relations with colleagues and “Tit for Tat” philosophy with the colleagues.

The study revealed mixed feeling about “Interactions of women managers with their superiors”. The respondents agreed on three aspects, disagreed on four aspects and provided mixed
responses on three considerations. They favourably accepted statements, namely, (1) You firmly put forward genuine demands of your subordinates (2) Relevant information is made available to you by your boss for solving the problems and (3) In risky and emergency situations, you do go to your boss for guidance and suggestions. Their response was ‘No’ relating to statements, namely, (1) You respect only the official orders of your boss. (2) You forcefully express your point of view on a debatable issue (3) you have to make excuses for the work, not done (4) You give greater importance to the interests of the organisation even though this implies displeasure and anger of your boss. Mixed responses were obtained on aspects, namely, (1) You ask for the superior’s help to develop greater skills. (2) You expect your outstanding achievements, to be rewarded by your superiors (3) You expect warmth and friendly support from the boss when you make a mistake.

Research study was undertaken about “Types of interactions, a successful woman manager should have with her subordinates”. Favourable responses (yes) were obtained on seven statements, namely, easier availability to subordinates, extension of help to them, sympathy and politeness towards them, respect towards senior in age, trying to fill up the conceptual gap, listening
to the problems of subordinates and maintaining safe distance from subordinates. Three unfavourable responses (No) were obtained on aspects, namely, dominating subordinates, having friendly relationships with them and mixing freely with the subordinates.

Inferences about “Types of interactions, a successful woman manager should have with her colleagues” were mostly positive. The statements with positive responses were (1) freely sharing job experiences (2) mixing equally with both male and female colleagues (3) maintaining independent position (4) not to think negatively (5) having free and frank discussion about departmental problems , (6) seeking help and guidance & (7) forgiving back-biting by colleagues. The women managers’ superiors responded negatively on the following aspects- (1) Instead of affiliation with the colleagues, she should reflect high need for career achievements. (2) She should not have personal relations with colleagues and (3) She should not maintain informal and friendly relations with her colleagues.

The researcher obtained mostly negative and mixed responses about “Types of interactions, a successful woman manager should have with her superiors”. Negative responses were obtained for the following statements, (1) respecting only the official orders of the boss (2) not to try to get guidance during emergency
expressing her opinion forcefully on a debatable issue (4) not to expect for extra rewards for achievements and (5) not to expect warmth and support while making a mistake. Mixed response was obtained on the statement that she should ask for superior's help to develop greater skills. Superiors of women managers positively accepted the statements, namely, (1) putting forward firmly the genuine demands of subordinates (2) taking initiative to get needed information for solving problems, (3) not to make excuses for the work, not done and (4) giving greater importance to the interests of the organization even though this implies displeasure of the boss.

The researcher has used $\chi^2$ test at 5 per cent level of significance to understand and validate in a better way the assumptions about "Women Managers in Gujarat". The researcher has made an attempt to study impact of seven background variables, namely, age, education, marital status, type of family, designation, category of employment and experience.

About "Issues of concern on HOME front", it can be concluded that except education and experience, other background variables are independent and provided "insignificant" results.
The researcher found "significant" results only in case of marital status. "Insignificant" result were obtained in remaining background variables about "Issues of concern on OFFICE front".

All the respondents either agreed or strongly agreed on all ten statements regarding "Issues of concern on SOCIAL front". Hence, Bivariate Research Analysis was not made applicable.

In a study about "Interactions of women managers with subordinates", significant results were obtained in case of category of employment and experience variables. Other background variables provided insignificant results.

Study on "Interactions of women managers with colleagues" reflected "Significant" results regarding age, education and experience variables.

All background variables provided "insignificant" results in the study of "Interactions of women managers with superiors".

In case of "Types of interactions, a successful woman manager should have with her subordinates", significant results were found for age, education and type of family variables. Study about
“Types of interactions, a successful woman manager should have with her colleagues” reflected significant result only in case of education variable. The research study concluded significant results with respect to education and designation variables regarding “Types of interactions, a successful woman manager should have with her superiors”.

Marital status has been found as the only ‘significant’ background variable of women managers in Gujarat so far as Issues of concern on OFFICE front are concerned. Similarly, ‘education’ and ‘experience’ background variables were found ‘significant’ as far as “Issues of concern on HOME front” are concerned.

Research study on “Role Effectiveness” reflected the following results. Significant statistical results were obtained in case of category of employment and experience variables. This was reflected in a study of “Interactions of woman manager with subordinates”. Next study of “Interactions of woman manager with colleagues” revealed age, education, type of family, and experience as significant variables. No significant result was obtained in a study of “Interactions of woman manager with superiors”.

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The research study based on feedback from superiors of women managers lead to following conclusions: Age, education and type of family have significant impact on interactions with subordinates. Education has significant impact on interactions with colleagues. Education and designation have significant impact on interactions with superiors of women managers.
Based on the entire research study, the following suggestions are drawn out. If these suggestions are implemented sincerely and honestly, they can surely help the women managers in Gujarat to manage their burning issues on HOME, OFFICE and SOCIAL fronts. The researcher has full faith that slow and gradual implementation of these suggestions will surely increase "Role Effectiveness" of women managers not only in Gujarat but in any corner of the world. It is the honest opinion of the researcher that barring certain exceptions, basis issues of concern for women managers remain the same, throughout the world.

(1) It is suggested that companies should make an attempt to persuade male employees to work for a female boss as the case may be.

(2) Women managers need to reduce their emotionality in order to better handle the position of great responsibility.

(3) Women managers need to become more aggressive in situations that demands it.
(4) Women managers need to modify their performance towards female employees. They should change their belief that female employees take more sick leave and leave their job more readily.

(5) Women executives should be given positions of responsibility that need mathematical and mechanical skills. They should also be appointed as scientists or engineers as the case may be.

(6) Women executives still need to become increasingly good at hardcore jobs.

(7) We need to provide equal opportunities in promotion and overall growth opportunities to women executives in Gujarat.

(8) It is false to presume that to be successful executive, the women executives have to sacrifice femininity.

(9) A married woman too can become successful executive in an organization. The companies need to accept this fact over a period of time.

(10) It is suggested that women organizations and companies should make an attempt to break illogical, baseless, pre-conceived bias and assumptions relating to women executives, namely, full job equality means loss of femininity, lives of married men and the children get
affected adversely because of working women, women executives neglect home responsibilities when on tour, women executives neglect job responsibilities during domestic crises, only a house-wife (i.e. a woman, not serving in office) can become a better mother, etc.

(11) It is important that family members should provide necessary emotional and moral support to women managers in Gujarat. Like male managers, successful women managers too have limited social life at their disposal. This may have an adverse impact on their other roles in the society.

(12) Women managers should therefore make an attempt to reduce their role conflict between domestic and occupational life. They should successfully achieve better balance between the two.

(13) In order to help women managers in improving their domestic and occupational role, following aspects relating to social front need attention and improvement: reduction of dominance of male at work-place, recognition of women as competent professionals and citizens, acceptance of women in key managerial positions, recognition of work by female managers as valuable as work by male managers and acceptance of the fact that women are now equally competent on all social fronts.
(14) It is suggested that women executives should continuously try to build their men up in the society.

(15) Women executives need to persuade others in the society to accept the fact that the position they occupy within the family, in the workplace and in the society, is not secondary to that of men.

(16) Women executives should become sympathetic, polite, nice, friendly and helpful to their subordinates. They should respect senior (in age) subordinates, mix freely with them, listen to their problems sincerely and honestly. They are expected to try to fill up the conceptual gap between subordinates and superiors.

(17) Women managers should freely share job experience with colleagues, respond equally to both male and female colleagues. They should try to maintain independent position. They should believe and practise, healthy competition and should freely discuss the departmental problems with the colleagues. They are expected to maintain informal and friendly communicational and motivational relations with colleagues.
(18) Women executives should firmly put forward the genuine demands of their subordinates before their superiors. They should share relevant information among superiors and subordinates. They should seek guidance from superiors in risky and emergency situations.

(19) Women executives should not forcefully express their point of view on a debatable issue. They should stay away from making excuses for the work, not done.

(20) Woman manager should always cultivate the following assets.

* S for Sincerity  
* H for Honesty  
* E for Efficiency.

Should women managers not bring out and put to use, the "SHE" in themselves, whether at home or at offices or in the society?